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Multiple Role Conflict and Coping Strategies of Men in the Aerospace Industry

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Abstract

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Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Work-life balance is a dilemma for both men and women. However, the perspective of men on this issue has not been previous addressed. Work intensification and societal pressures cause men to work longer, harder, and cope with the stressors of multiple role conflicts and work-life imbalance. The purpose of this phenomenological study was to explore men's lived experience in managing multiple roles regarding work-life conflicts, and identify coping strategies they used to achieve a work-life balance. The research questions were related to the lived experiences, perceived causes, and coping strategies of work-life imbalance for men in the aerospace industry. The study was based on the theoretical construct of Maslow's and Herzberg's motivation theory. The modified Van Kaam method was used to analyze data from interviews with 20 men. The findings of the study revealed 6 themes: recreation, regain composure, set priorities and goals, good stewardship, time management, take chances, and utilize resources. These 20 men desired more out of life than just a career and more out of their career than just compensation; they wanted the ability to balance the demands of life and high expectations set for themselves that caused them stress and drained them of their energy. Unless accommodations are made, these men may continue to experience challenges balancing multiple life roles. Organizations should develop or modify policies and programs to ameliorate conditions that exacerbate work-life conflicts for employees, especially men. The implications for positive social change include the potential to educate managers, business leaders, and policy makers on the importance and mutual benefit of supporting the work-life needs of all employees regardless of gender.

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Dedication

This study is dedicated to my role model and husband, Lawrence A. Bowden (a.k.a. Bo), for providing extraordinary support during the extremely arduous times in my academic journey. Knowing that time waits for no one, I recognize the significant sacrifice you have made by putting some of your personal goals on hold to support me in this endeavor. My absence from many family events, and your standing in for me while taking on extra domestic duties, allowed me to remain vigilant and steadfast in completing this educational journey. This doctoral study is also dedicated to my son, Marcus Moziah Bowden and daughter, Lauren Ashley Bowden who served as editors on this study. You two understood my occasional diminished support as a mother, and continued to provide me with unconditional love. The two of you and your dad never showed disappointment or made me feel guilty, while being impacted for years through my commitment in achieving this seemingly insurmountable endeavor. This study is also dedicated in loving memory of my mother, Celestine who bestowed strength, integrity, high standards, faith, and love in me. All of my successes are a reflection of you. Finally, and most importantly, I dedicate this study to GOD and Jesus Christ for blessing me with the ability to complete this academic journey and accomplish his will in life.

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Chapter 1: Introduction to the Study

The ability to balance paid and nonpaid life activities increases the chance of being effective in multiple roles; a work-life imbalance can occur otherwise. A work-life balance can be difficult to achieve in the aerospace industry due to factors such as government imposed manpower reductions and work requirements that remain unchanged. Employees often find that personal and family related sacrifices have to be made. The focus of this study was on the work-life balance of men who work in the aerospace industry.

Men's perspectives on their work-life balance experience is important because they have been previously underrepresented in the literature on this topic. Farrell and Trombley (2013) posited that work-life balance has become an issue for men who struggle with role conflicts and desire to balance role requirements but need job flexibility to fulfill nonwork commitments. The effect of multiple role conflict in an individual's life may range from being deleterious to constructive depending on how the individual copes. Understanding the coping strategies of men in aerospace who are affected by budget cuts, increase workload, and nonwork roles is an important study that may contribute to the body of knowledge of social and behavioral science. This chapter includes the background of the study, problem statement, purpose of the study, research questions, conceptual framework, nature of the study, definition of terms used, assumptions and limitations, scope and delimitations, significance of the study, and concludes with a summary and transition to Chapter 2.

Background of the Study

The traditional nine-to-five workplace is an exception rather than a norm for many white-collar professionals (Galea, Houkes, & De Rijk, 2014). Managers play an important role in molding organizational outcomes by their decisions and actions, which affect organizational behavior. Shockley and Allen (2012) asserted that a correlation exists between the work-life balance of employees and organizational effectiveness. How organizations respond to the increasing trends in work-life demands positively or negatively affects both the employee and organization. Kossek and Lautsch (2012) posited that work-life boundary management varies from the integration of work and family life to the separation of work and family life. They also stated that organizations have different tolerances for work-family integration practices and contended that a standardized work-family culture for managing boundaries must be customized to meet different needs.

Managers must understand the causes of workers' behavior for effective managerial strategies in order to produce maximum performance. Luthans, Youssef, Sweetman, and Harms (2013) asserted that individuals with psychological traits of self-efficacy, resiliency, and optimism can accomplish goals, cope with adversity, and have positive expectations for future events. Theoretically, managers could build high performance work teams with individuals possessing such traits, but how much these traits can positively affect organizational outcomes may not be easily determined.

Many companies in the aerospace industry are supported by space and defense contracts from the U.S. Department of Defense. The government imposed budget

sequestration in 2013 eliminated jobs and threatened the loss of thousands of future jobs for American workers. Sharp (2012) surmised that the government imposed sequestration was a reckless approach to drastically cut defense spending because it would unnecessarily impair our nation's defense capabilities and continuously plan for cuts in all government supported programs for many years to come. Sequestration is a set of continuous budget cuts in federal government spending beginning in fiscal year 2013 and extending through 2021. The target budget reduction is estimated to be $1.2 trillion dollars over 10 years. The goal was to eliminate the United States' 2011 debt ceiling crisis by 2035 (Smith, 2013). Aerospace workers have reasons to be concerned unless the President releases a favorable defense budget each year.

Federal and state employees have been affected by mandated furloughs, pay freezes, and uncertainties brought on by the budget cuts of sequestration. Civilian employees, military workers, and government contractors must be vigilant in their jobs to provide the most efficient and reliable service possible in spite of limited resource support.

Researchers have found that job satisfaction is declining across the board for state and federal workers. According to Stankiewicz, Bortnowska, and Lychmus (2014), employee efficiency is a multiplication of the employee's assigned tasks and multiple roles. When employees work beyond their limit, work-life balance becomes an issue. Numerous survey findings report that men have a voice that needs to be heard on the topic of work-life balance (Campbell, 2013; Unick, 2013), as the role of men has drastically change over the past decades. According to Fairchild (2014), the term work-

life balance is customarily associated with women's issues; men are now part of the discussion.

A concern in the aerospace industry is how to manage work overload and how to fill the growing knowledge gap of a retiring workforce and displaced workers forced out of work as a result of government budget cuts. The aerospace industry is composed of public and private corporations that compete and collaborate with each other for government contracts to perform aeronautics research, procurement, design, manufacturing, and operations of spacecraft such as satellites, aircraft such as airplanes, and other technologies and products needed by the U.S. government using tax-payer dollars. The loss of skills and tacit knowledge on commercial and military space programs are not easily replaced and are essential to the United States remaining a global leader in defense and commercial missions (Sharp, 2012). Each space program serves a unique mission for the country.

According to Coletta and Pilch (2013), the space industry is plagued with resource issues such as a devastating loss in intellectual capital and cost overruns. The issues are exacerbated by on-going government budget cuts. The Office of the Under Secretary of Defense (Comptroller) chief executive officer stated in the Fiscal Year 2016 Budget Request Overview report that "the Air Force is still facing a shortage of skilled maintenance personnel, specifically in the "5-level" and "7-level" experienced categories" (p. 3-13). In this study, I explored how numerous situational factors influence men's ability to cope with multiple roles.

Men in American society have experienced changing gender roles since women entered the workplace in unprecedented numbers (Vandello, Hettinger, Bosson, & Siddiqi, 2013). Since the Women's Movement of the 1960s, several significant factors have contributed to the expanding role of present-day men; for example, women have increased their educational and professional achievements, which have influenced traditional gender roles. It used to be common for women to ignore their career aspirations in deference to their spouses' careers; however, times have changed and women are now seeking similar aspiration as men for high-responsibility careers and equality (Southworth, 2014). Likewise, men have increased their participation in multiple role responsibilities such as being caretakers of elderly parents. Men deserve the same consideration as women on work-life balance issues (Cunningham-Parmeter, 2013).

Balancing multiple role responsibilities is an ongoing issue and can be a burden and a challenge for couples who are both employed and share domestic duties (Maiya & Bagali, 2014). Adaptive strategies for managing the continuously increasing demands of work and family life is important to their well being. According to Maiya and Bagali, issues arise when roles overlap and create an imbalance that can lead to anxiety, illnesses, attrition, and possibly death in extreme cases. Maiya and Bagali's claim is supported by Sullivan's (2014) report on institutions that caused 17 workers to overcommit to job tasks which led to their death. Employees that overcommit time and energy to their work do so at the expense of themselves and their family. According to Sullivan, a Japanese term referred to as karoshi was discovered in the 1990s when extended work hours, stress, and overwork led to the sudden death of over-driven Japanese professionals. Working an

excessive amount of work hours is a phenomenon experienced by Americans, which has led to national and international support organizations such as Workaholics Anonymous. Workaholics Anonymous is an affinity group of individuals who share their struggles of working compulsively (Workaholics Anonymous, 2016). The danger in working relentlessly is it could lead to health-related issues.

Employees are working in an increasingly complex and changing environment. Work demands are increased by a number of factors and human resource managers must be prepared to administer relevant policies that resonate with employee family life issues. Without intervention, organizations can experience a resource drain of its personnel. Grawitch, Maloney, Barber, and Mooshegian (2013) described resource drain as the complete consumption of an individual's time and energy in one role, which makes them unavailable to fulfill another role. Resource drain is a form of physical and mental exhaustion. Conversely, strain based conflict is created when the demands of one role causes psychological or physical fatigue that makes it difficult to comply with the demands of another role (Ford, Woolridge, Vipanchi, Kakar, & Strahan, 2014). Both resource drain and strain based conflicts have a similar effect in that they both reduce an individual's time and physical and mental stamina needed for participation in multiple roles.

The millennial generation, born between 1980 and 2000 (Al-Asfour & Lettau, 2014) aspires for work opportunities that accommodate their personal values that are different from previous generations. According to Ferri-Reed (2015), millennials expect their jobs to provide flexibility, rapid advancement, and allow for a meaningful satisfying

life beyond work. Job flexibility and career acceleration could be a major incentive to attracting and retaining highly talented millennials. According to Ertas (2015), retaining technical millennial professionals is a critical concern for human resource professionals in the space industry. Companies in the aerospace industry need to understand generational differences. Human resource managers must take millennial's passion to succeed in their career with the high value they place on their personal life commitments and loyalties seriously, because it can take priority over their professional aspirations. Workplace policies may have to be changed to meet the expectation and changing roles of men of all generations in order to attract, engage, and retain them. Many organizations still behave as though the primary job of men is to be breadwinners, and the primary job of women is to be homemakers and caretakers of children and the elderly (Cunningham-Parmeter, 2013; Southworth, 2014). This study can raise awareness of the issues men face managing multiple role responsibilities across life domains.

Problem Statement

The United States government is allowing institutions to overwork its employees and bully with employee's personal life (Derickson, 2013). Researchers have posited that a rise in work hours across many industries have affected a massive amount of American workers (Southworth, 2014). Selfish managerial practices can impose covert pressure on employees to work beyond their normal work hours to accomplish tasks even if personal life commitments are impeded. The struggle for work-life balance spans across all generations working in American corporations. The United States Department of Labor 2014 report showed that the hours worked for full-time employees on a given weekday

was 8.57 hours compared to 8.46 in 2003 and an increased demand for balanced work arrangements involving when one works, where one works, and how much one works.

The general problem was that work intensification is causing men to work longer, harder, and cope with the stressors and pressures of multiple role conflicts. The specific problem was that a lack of scholarly research exists in understanding men's perception of multiple roles and their integration of work-life balance. Work-life balance is a significant challenge for male employees in the aerospace industry and the need exists for improved work practices and informed decision-making.

The concern regarding work-life balance is of special interest to those in the aerospace industry, particularly for participants of this study who are located on military bases in California. Employees typically carry out the commands of high-ranking leaders regardless of personal impact. Protocols and customs dictate how personnel are to address high-ranking leaders. Men who expect to advance their career "are expected to fit in the organizational culture and adhere to management expectations and subtle and not-so-subtle demands" (Jones, Burke, & Westman, 2013, p. 4). Management often supports extended work hours that inevitably place the work mission above personal life needs.

Purpose of the Study

The purpose of this qualitative phenomenological research study was to explore men's lived experiences of managing multiple roles regarding work-life conflicts, and to identify coping strategies they use to achieve a work-life balance. In this study, work-life balance was defined as the value placed on the overall quality of life as well as the ability to juggle discrete responsibilities of work and nonwork or paid and nonpaid activities that

can lead to work-life imbalance if not well-managed (Lyness & Judiesch, 2014). Work-life balance interventions could help improve an individual's quality of life through programs and initiatives that assist with the interface between paid and nonpaid responsibilities.

Assuming multiple commitments requires managing conflicting loyalties, expectations, logistics, awkward interruptions, work, and nonwork-life spillovers (Lyness & Judiesch, 2014) and could be very stressful. According to Nohe and Sonntag (2014), the perception of stressful situations varies from person to person and is influenced by "the amount of social support an individual perceives can influence his or her appraisal of stressful situations" (p. 3). I explored the obstacles that men encountered by assuming multiple roles and the coping methods that they used to alleviate stress resulting from life conflicts. Southworth (2014) postulated that stress is an epidemic in the 21st century and commonly affects individuals on a daily basis. Stress is a condition that is considered harmful to individual's health and taxes their ability to cope (Satija & Khan, 2013). This study focused on men who are involved in multiple role conflicts.

Research Questions

The primary research questions that guided this study were:

1. What lived experiences do men in the aerospace industry have regarding multiple roles and the integration of a work-life balance?

2. What are the perceived causes of work-life conflicts for men in the aerospace industry?

3. What coping strategies do men who work in the aerospace industry perceive

beneficial for men engaged in multiple roles (such as an entrepreneur, student,

and volunteer worker)?

Conceptual Framework

Maslow's (1954) hierarchy of needs and Herzberg's (1959) two-factor hygiene

theory (also known as motivator-hygiene theory) are motivation theories based on the

premise of work-life conflict and influences of job satisfaction (Leong, Eggerth, & Flynn,

2014). Both Maslow's hierarchy of needs and Herzberg's two-factor hygiene theory are

the foundation for the examination of work-life balance in this research study. I used a

qualitative research method by means of a phenomenological approach to learn about

individually lived experiences through self-reflections. Maslow (1954) suggested that an

individual can be motived by the fulfillment of five basic needs identified as

physiological, safety, social, esteem, and self-actualization. Herzberg's two-factor theory

of motivator and hygiene addressed: (a) an individual's need to experience the basic

desires of life and avoid work-related conflict that cause discomfort, and (b) an

individual's need to experience growth, personal achievement, advancement, and

recognition. Herzberg's two-factor theory is a practical framework that addresses

employee well being in the workplace and takes into account Maslow's hierarchy of

needs but adds a prescriptive dimension to Maslow's theory in addressing an individual's

need to be fulfilled in various areas of their lives (Datta, 2013). Both theories include

explanations of motivating factors that influence an individual's behavior and

performance.

Herzberg provided empirical evidence to substantiate the motivator-hygiene

theory (Sinha & Trivedi, 2014). The motivation-hygiene theory of job satisfaction and dissatisfaction was used to provide support for a relationship between work-life balance and commitment to an organization as well as rationale as to why employees may be more productive and committed to their organization when employers promote factors that lead to job satisfaction. Herzberg's two-factor theory is based on the premise that individuals are intrinsically motivated (Sinha & Trivedi, 2014). Knowing what factors influence behavior of employees may improve organizational success and individual well being. Work-life balance is a major issue for men, and organizations that promote work-life balance may increase job satisfaction and leverage organizational effectiveness through the application of Maslow's and Herzberg's theories.

Organizations are composed of individuals with diverse cultures and values and understanding their needs, expectations, and motivations can be vital to the success and well being of the organization and its employees. Lyons and Kuron (2013) affirmed the importance of organizational support for flexible options that allow valued employees to better manage work-life conflicts. Lyons and Kuron's findings support Maslow's self-actualization tenet in the hierarchy of needs theory in that job versatility could allow an employee to thrive and perform at their fullest potential to become self-actualized.

The process of achieving self-actualization is a difficult challenge, and continually fulfilling an individual's need for realization of one's full potential is elusive, because there are no guarantees that the individual will be content. Herzberg's two-factor theory is composed of two components: hygiene factors, which focus on the needs of an individual not being satisfied (such as work conditions and company policy) and less

tangible factors (such as achievement and growth), called motivators. Herzberg amplified Maslow's self-actualization tenet of hierarchy of needs in that a certain level of satisfaction must be experienced in order for an individual to experience work-life balance. One can deduce that motivation and commitment are fundamental factors for improved organizational behavior and providing incentives can increase commitment and productivity.

Malik and Naeem (2013) examined Herzberg's classic 1959 two-factor theory and concluded that Herzberg's theory is still valid in the 21st century. Malik and Naeem encouraged organizations to understand what satisfies and dissatisfies workers for the development of effective policies that nurture job satisfaction, increased productivity, and employee retention. The two-factor theory implies that managers could offer a certain level of factors that can motivate or demotivate employees but recognize that the effect of the factors may change over time for each employee. This study used the framework of Maslow's hierarchy of needs and Herzberg theory of motivation as the foundation in understanding men's perspectives in the management of multiple role responsibilities.

Nature of the Study

The rationale for conducting a qualitative research inquiry was to gain a deeper understanding of a social or human problem. According to Bryman (2015), qualitative research focuses on words for depth rather than statistical data as maintained by quantitative research studies. I used a descriptive phenomenological approach to obtain data regarding lived experiences through retrospective interviews. As the instrument, I captured data about the phenomenon of study. The study was limited to examining the

lives of men who are currently fulfilling multiple roles such as employee, parent, student, and caregiver.

Definitions

The following terms are defined for clarity and are essential to understanding the phenomenon under study.

Balance: Balance is the ability to juggle and be in control of discrete responsibilities of paid work and nonpaid work responsibilities. Balance is traditionally viewed as the integration of full-time work (40 hours per week) and personal life (social and family) commitments (Galea, Houkes, & De Rijk, 2014).

Blurred: The merging of roles whereby activities of each role are intertwined with each other (Schieman & Glavin, 2015).

Burnout: When individuals overwork themselves (Rama & Nagini, 2013).

Domain: Distinct realms of work and private life governed by different behavior, guidelines, and rules (Garr, 2014).

Employee retention: An organization's process for retaining productive employees for the duration of a project or maximum amount of time on the job (Benney, 2014).

Employee turnover: An employee's separation from a company and the company's replacement of the separated employee with a new employee (Ertas, 2015).

Feel about: In this study, defined as men's described emotions of their related experience of the phenomenon of study as recorded during the interview session with the researcher.

Generation: Defined as a classification of people by age and life experiences. (Lu & Gursoy, 2013).

Greedy institutions: Describes competitive corporations that deplete workers time and energy to fulfill the organizations commitments (Sullivan, 2014).

Guilt: A negative feeling resulting in conflict from commitment to relationships or forced to make choices that goes against a person's moral values (Bessarabova, Turner, Fink, & Blustein, 2015).

Job satisfaction: An individual's attitude toward their work experiences and job expectations (Ziegler & Schlett, 2014).

Leisure time: Characterized as social mingling and participation in entertaining activities (Burgard & Ailshire, 2013).

Life domains: An individual's participation in distinct areas of life in where they feel accountable (Keeney, Boyd, Sinha, Westring, & Ryan, 2013).

Life satisfaction: One's perception of the quality and contentment of overall needs at points in life (Gabler & Hill, 2015).

Role conflict: A state in which an individual perceives that two or more positions they are accountable for are inconsistent with one another and simultaneously cause tension (Luria, Yagil, & Gal, 2014).

Role overload: An individual burdened by an excessive amount of work commitments, responsibility, and time constraints; particularly prevalent if one perceives they lack sufficient resources for support (Ebrahimi, Wei, & Rad, 2015; Evans, Carney, & Wilkinson, 2013).

Role strain: Researcher's defined role strain "as felt difficulty of fulfilling role commitments" (Moen, Lam, Ammons, & Kelly, 2013, p. 82).

Think about: In this study, defined as men's expressed understanding, attitudes, or belief related to their experience of the phenomenon of study as recorded during the interview session with the researcher.

Work-family conflict: Defined as obstructions that occurs between work and family domain commitments (Allen, French, Dumani, & Shockley, 2015).

Work-life balance: One's attempt to achieve a state of stability and satisfaction between the demands and obligations of work and personal life (Maiya & Bagali, 2014; Evans, Carney, & Wilkinson, 2013). In general, work-life balance is a level of satisfaction between multiple roles, defined as the value placed on the overall quality of life; as well as the ability to juggle discrete responsibilities of work and nonwork or paid and nonpaid activities that can lead to work-life imbalance if not well-managed (Lyness & Judiesch, 2014).

Work–life balance policies: An organization's written expectations and directive designed to promote the achievement of social equity and work-life balance (Ruijer, 2013).

Work–life balance programs: A set of objectives created by employers to assist employees in managing the demands of work and nonwork commitments (Zheng, Kashi, Fan, Molineux, & Ee, 2015).

Work–life balance strategies: A plan of action to deal with a stressful event or relieving distress of work and private life conflicts (Kalliath & Kalliath, 2014).

Work–life conflict: Prevalent when an employee's paid work tasks impedes involvement in their private life (Abstein, Heidenreich, & Spieth, 2014; Keeney, Boyd, Sinha, Westring, & Ryan, 2013).

Assumptions and Limitations

Researchers cannot control all elements associated with research. Leedy and Ormrod (2010) argued that, "Assumptions are so basic that, without them, the research problem itself could not exist" (p. 62). Empirical studies have intrinsic assumptions and limitations connected to data gathering and respondent feedback that include but are not limited to the following:

1. The researcher has access to participants who manage multiple roles.

2. Participants were expected to support the arranged interview time and location, and complete the research tools such as the interview questionnaire. According to Tourangeau and Plewes (2013) participants with multiple role responsibilities may not have an opportunity to respond completely to a survey.

3. The knowledge of men's work-life issues could provide organizations and policymakers with information that could mutually benefit employees and their organization.

4. The research instruments were valid and reliable tools for data collection.

5. The study would include minimal cost and sufficient time for the researcher to perform data collection.

6. The participants would provide nonspurious responses during data collection.

7. Factors such as race, culture, or religion were not explored in this study and may have influenced the findings.

8. The data findings cannot be generalized to a larger population.

9. Participant's circumstances surrounding multiple roles could be fluid whereby their roles and feelings could change during the study.

10. Research quality is heavily dependent on the depth of interviewing skills and data analysis performed by the researcher (Roller & Lavrakas, 2015).

Scope and Delimitations

The scope of this qualitative, descriptive phenomenological study was to investigate the coping strategies that men in aerospace use in managing the demands and obligations of multiple life roles. This research method was chosen among all other methods of inquiry because of my interest in understanding and describing in-depth, men's actual experience with the phenomena of study. The delimitation of this study is that it only included viewpoints of men who assume multiple roles and does not account for the perception of individuals (such as spouses or, children) affiliated with and affected by decisions and actions of the participants under study.

Significance of Study

Most of the existing research on coping strategies and skills to-date has been written for the benefit of women. Evans, Carney, and Wilkinson (2013) asserted that traditionally work-life issues have been a focus for women, but there are clear indications that men have critical work-life issues also and seek appropriate coping strategies to address work-life issues. Men recognize that complete satisfaction is not derived from

work alone and desire a fulfilling personal life as well. McCoy, Newell, and Gardner (2013) concluded that work-life integration policies and practices were perceived to be solely women's issues that now include men working in every industry. Defining the effective coping strategies of men and the price they pay for their decisions in terms of satisfaction in achieving work and family life balance will serve as a guide for young adult men making life decisions. The main goal of this study was to potentially reveal new coping strategies to deal with the distress of work-life conflict. In addition, the results of the phenomenon studied may be used by organizations to establish effective work-life friendly policies that address the issues that are unique to men.

Significance to Practice

This study could contribute to organization's implementation of work-life policies and program that address the needs of men using current literature, and influence positive employee outcomes. Leary, Green, Denson, Schoenfeld, Henley, and Langford (2013) asserted that employees with supportive work-family environments are more engaged and less likely to experience burnout; conversely, organizations encounter lower absenteeism rates due to employee illness (Huang, Wang, Wu, & You, 2016). Researchers have found that the consequences of work-life conflict can be serious and very costly to the individual, family, and their company. Organizations that experience productivity and financial losses associated with work-related stress, work-life conflict, and employee dissatisfaction usually opt to change workplace policy or rules to increase job satisfaction in a competitive industry (Cegarra-Leiva, Sanchez-Vidal, & Cegarra-Navarro, 2012). This study is significant in the offering of coping strategies to men struggling with work-

life conflicts and organizations seeking an academic context of work-life balance research to inform the development of strategies for effective management of work-life balance issues for men.

Significance to Theory

This study brought to focus the voice of lived work-life balance experiences of men, and help fill the lack of empirical research on the phenomenon particular to men in aerospace. This study contributed to an in-depth analysis of perceived intrinsic and extrinsic factors that motivate and demotivate men employees and identified specific needs and opportunities for improved management of human behavior and attitudes. Motivation and job satisfaction is a continual process and understanding what men value but lack can serve the interest of managers and men employees.

Significance to Social Change

The importance of work-life balance should not be understated. The implications for positive social change includes:

1. The potential to influence human resource managers seeking knowledge on how to improve work-life policies and programs to attract and retain men.

2. The potential to educate managers, business leaders, and policy makers on the importance and mutual benefit of supporting the work-life needs of men.

3. The promotion of health and well being of employees.

4. Providing awareness of the necessity for company leaders to change their organizational culture and work policy so that all employees have autonomy and flexibility, regardless of gender.

Organizations that understand the importance of work-life balance and address the needs of its workforce could increase job satisfaction and organizational productivity (Cegarra-Leiva, Sánchez-Vidal, & Cegarra-Navarro, 2012; Shuck & Herd, 2012; Strohmeier, 2013). The success of organizations largely depends on its employees and organizations should demonstrate that the employees are valued contributors. This research study is intended to provide insight into the work-life issues of men and promote social change at the individual, organizational, and societal level.

Summary and Transition

Chapter 1 included the concept that men are suffering from the lack of a balanced life and without intervention; there is reason to believe the trend will continue. Research on the phenomenon concerning men and the implications on their well being is scarce. Men experience many role conflicts that arise from the demands of multiple role commitments in life. The manner in which men experience and manage conflict is diverse. The research questions in this study were not designed to exploit human frailties but instead emphasize positive human potential and capabilities. If work-life balance is unsatisfactorily and negligently managed, stresses can seriously impair one's physical and psychological well being. Human resource management should have a strategic imperative to design effective business practices and policies with the intention of increasing job satisfaction and promoting work-life balance. In conclusion, the conceptual framework, definition of terms, assumptions and limitations, scope, and implications for social change have been discussed.

Chapter 2 is an examination of current scholarly literature related to the phenomenon of interest in relation to Maslow's hierarchy of needs theory and Herzberg's motivation-hygiene theory discussed in the conceptual framework of Chapter 1. The literature was compared and contrasted among various aspects of multiple roles and work-life balance and provide support for the appropriateness of the dissertation's instrument.

Chapter 3 is an overview of the research methodology and design, setting, population, participants, and proposed instrumentation to conduct the study. The findings are presented in Chapter 4 and Chapter 5 and will include the discussion, conclusions, and recommendations based upon the emerged themes from the study.

Chapter 2: Literature Review

Corporations often recognize that having a personal life and the necessity of meeting family obligations are important. But many men employees believe work commitments have a higher priority than personal life commitments and need formalized work-life policies that support the management of multiple work-life commitments (Johnson, Li, Kendall, Strazdins, & Jacoby, 2013; Graham & Dixon, 2014; Morgan, 2014; Santilli, Nota, Ginevra, & Soresi, 2014). The perception that double standards exist in work policies is true for some employees. Cunningham-Parmeter (2013) investigated the legal claims of caregiver discrimination and found that the Supreme Court had upheld the law in disparate treatment of employees with caregiver responsibilities in several cases for women but failed to do so for men. Such rulings suggest to society and organizations that men do not require the same work-life balance allowances or privileges as women.

In this study, I examined how work-life imbalance caused by occupational and societal pressures led men to deal with multiple role conflicts. There was limited scholarly literature on the topic concerning men in multiple roles and their integration of a work-life balance. Scholars believe that "synergistic solutions between work and personal life are needed to simultaneously meet employee's personal needs and employer's business needs" (Jones, Burke, & Westman, 2013, p. 4). The purpose of this qualitative study was to explore men's experiences in multiple roles regarding work-life conflicts and identify the coping strategies that they use to achieve a work-life balance. This study ultimately contributes to the body of knowledge on men's issues by providing

awareness of the continuing challenges that men face regarding work-life balance, and offers a conceptual framework for devising solutions beneficial to organizations and their employees.

This chapter contains an introduction, literature search strategy, conceptual framework, review of the literature, and summary. The introduction includes a restatement of the problem that I investigated and the purpose of the study with literature that supports the problem statement and purpose of the study. The literature search section includes the strategy that I used to search for relevant information regarding the study. The conceptual framework section includes a detailed expansion of the discussion from Chapter 1 of Maslow's (1954) hierarchy of needs and Herzberg's (1959) two-factor theory. I used these theories to develop the interview questions and the open-ended questionnaire that I used to guide the collection of data. The review of the literature section provides an exhaustive review of the literature categorized by topics explaining what is known about the problem. The chapter ends with a summary and transition into Chapter 3.

Literature Search Strategy

For this study, I conducted a critical review of peer-reviewed journal articles, dissertations, and seminal books using a variety of academic resources. To investigate current literature related to the topic of the work-life balance of men, I used the Walden University digital library and occasionally visited a nearby local university library and local bookstore. Google Scholar also proved useful to trace highly cited resources. From the outset the following 11 databases were shown to have the majority of relevant

literature for this study: ABI/INFORM Complete, Academic Search Complete, Business Source Complete, Dissertations and Theses, Education Research Complete, Eric, Military and Government Collection, ProQuest Central, ProQuest Science Journals, PsycArticles, and SAGE Premier.

Within these databases, I used Boolean searches for broad terms related to my topic such as *men work-life* and *work-life balance*, which provided initial results. Additional search terms were retrieved from the first round of articles. For example, the examination of articles from *men work-life* and *work-life balance* would frequently return articles with key words such as *role theory* and *spillover theory*. Other key terms important to this research were included but not limited to *work and family-life balance* and *retention*. Dissertations related to the phenomenon under study were instrumental in locating what other scholars found important in their investigation. I also used Google Scholar to identify relevant journal article regarding the topic. Finally, information from trusted credible websites such as the Federal Bureau of Investigations and the U.S. Department of Labor were used.

The literature gap on men's work-life balance in the aerospace industry provided a compelling rationale for this research. The primary focus of my examination was work and family life balance, which are considered to be the most important life domains (Nick & McNall, 2013); my particular interest in this study was how these issues pertain to men. Table 1 contains a summary of databases, search terms, and number of documents returned from an initial high-level literature search. The electronic searches in Table 1 were further filtered for comprehensive sources for examination; the results of that search

was critically analyzed and the sources were alphabetically placed in the reference

section of this study. The reference section contains at least 85% peer-reviewed journal

articles published within 5 years of the expected date of receiving Walden University's

chief academic officer approval.

Table 1

Synopsis of Sources in Literature Review

11 Databases searched from (2011 – 2016)	Key Words in Title	Number of Documents
ABI/INFORM Complete	Men work-life balance (2), Male work-life balance (1), Work-life balance (78), Role theory (30), Spillover theory (5), Herzberg (3), Maslow (7), Stress (1,224), Burnout (79), Work and family-life (9), Work-life conflict (11), Job satisfaction (390), Turnover (217), Retention (266)	2,322
Academic Search Complete	Men work-life balance (6), Male work-life balance (3), Work-life balance (150), Role theory (121), Spillover theory (0), Herzberg (8), Maslow (12), Stress (1,478), Burnout (715), Work and family-life (17), Work-life conflict (8), Job satisfaction (533), Turnover (887), Retention (1,838)	5,776
Business Source Complete	Men work-life balance (5), Male work-life balance (2), Work-life balance (279), Role theory (40), Spillover theory (7), Herzberg (5), Maslow (6), Stress (893), Burnout (154), Work and family-life (13), Work-life conflict (9), Job satisfaction (473), Turnover (360), Retention (283)	2,529
Dissertations & Theses	Men work-life balance (1), Male work-life balance (0), Work-life balance (66), Role theory (103), Spillover theory (0), Herzberg (7), Maslow (6), Stress (3,218), Burnout (307), Work and family-life (6), Work-life conflict (8), Job satisfaction (530), Turnover (265), Retention (1,004)	5,521
Education Research Complete	Men work-life balance (2), Male work-life balance (0), Work-life balance (60), Role theory (34), Spillover theory (0), Herzberg (2), Maslow (3), Stress (959), Burnout (161), Work and family-life (3), Work-life conflict (3), Job satisfaction (197), Turnover (74), Retention (398)	1,896

Table 1

Synopsis of Sources in Literature Review

11 Databases searched from (2011 – 2016)	Key Words in Title	Number of Documents
Eric	Men work-life balance (0), Male work-life balance (0), Work-life balance (4), Role theory (143), Spillover theory (1), Herzberg (10), Maslow (13), Stress (414), Burnout (179), Work and family-life (33), Work-life conflict (2), Job satisfaction (85), Turnover (23), Retention (222)	1,129
Military and Government Collection	Men work-life balance (1), Male work-life balance (0), Work-life balance (14), Role theory (541), Spillover theory (327), Herzberg (0), Maslow (0), Stress (146), Burnout (5), Work and family-life (0), Work-life conflict (296), Job satisfaction (57), Turnover (5), Retention (17)	1,412
ProQuest Central	Men work-life balance (0), Male work-life balance (0), Work-life balance (0), Role theory (98), Spillover theory (5), Herzberg (5), Maslow (19), Stress (16,000), Burnout (489), Work and family-life (16), Work-life conflict (8), Job satisfaction (702), Turnover (840), Retention (1,479)	19,661
ProQuest Science Journals	Men work-life balance (0), Male work-life balance (0), Work-life balance (13), Role theory (14), Spillover theory (0), Herzberg (1), Maslow (2), Stress (3,461), Burnout (69), Work and family-life (1), Work-life conflict (0), Job satisfaction (47), Turnover (136), Retention (345)	4,089
PsycArticles	Men work-life balance (0), Male work-life balance (0), Work-life balance (5), Role theory (1,669), Spillover theory (480), Herzberg (0), Maslow (1), Stress (791), Burnout (66), Work and family-life (3), Work-life conflict (343), Job satisfaction (401), Turnover (31), Retention (47)	3,837
SAGE Premier	Men work-life balance (0), Male work-life balance (0), Work-life balance (21), Role theory (3), Spillover theory (1), Herzberg (0), Maslow (1), Stress (1,711), Burnout (124), Work and family-life (3), Work-life conflict (5), Job satisfaction (172), Turnover (146), Retention (244)	2,431

Note. Type of documents: Peer-reviewed articles, dissertations, and seminal books. Total – 50,603.

Conceptual Framework

The conceptual framework of Maslow's (1954) hierarchy of needs and Herzberg's (1959) motivation-hygiene theory applied in this qualitative study provides an understanding of how factors of job satisfaction and dissatisfaction may affect the retention of military, civilian, and contract male employees in the aerospace industry and their work-life balance. Maslow's and Herzberg's work was founded on earlier theories such as Taylor's (1911) principles of scientific management theory and Mayo's (1933) scientific management method. Research scholars consider Taylor to be the founder of systems engineering who applied a scientific approach to the management of workers and how they could perform their work assignments efficiently as opposed to implementing training procedures that require long drawn-out apprenticeships (Klein, 2012). Scientific management methods could improve productivity with collaboration between managers and employees. Work tasks are optimized by management's constant engagement in the scientific management process and involve time studies (Klein, 2012). The principles of scientific management were believed by Klein to have greatly reduced worker autonomy and to have simplified worker's jobs.

The difference between Taylor's scientific management approach and Mayo's is that Taylor applied scientific management to workflow processes while Mayo applied Taylor's scientific management to production units (List & Rasul, 2011). Critics claimed the results of both approaches were flawed because the heavy oversight of supervision influenced the performance and productivity levels of workers (Shafritz, Ott, & Jang, 2015; Schwartz, Fischhoff, Krishnamurti, & Sowell, 2013). Taylor and Mayo's approach

to the management of workflow processes through close supervision could likely be counterproductive for employees who prefer autonomy in the work environment.

Maslow (1953) focused on the theory of human motivation in social science to explain that an individual's needs are driven by their behavior; and in 1954, promoted the concept of the hierarchy of needs; in 1971, Maslow expanded the motivation theory by adding transcendence needs (Aydin, 2012). Maslow's hierarchy of needs can be used to explain how individuals perceive their level of job satisfaction as well as understand the different experiences and needs sought at various stages in an individual's life. Maslow conceptualized the hierarchy of needs in descending order as follows: self-actualization, self-esteem, love or belongingness, safety, and physiological. As one need is adequately fulfilled, the individual progresses to the next higher-order need, achieving job satisfaction and a degree of personal satisfaction.

Maslow's hierarchy of needs theory and Herzberg's dual factor theory are among the most popular motivation theories that have either been expanded upon, reconstructed, or used in numerous disciplines (Shuck, Rocco, & Albornoz, 2011). For example, Van Laar, Edwards, and Easton (2007) developed a theory of quality of working life based on motivational aspects of Maslow and Herzberg's theories. The quality of working life theory details how an individual's perception of work can be "positive or negative incorporating a broad six-factor structure evaluation" of their job (p. 325). Each of these theories as a common link that suggests that needs have to be satisfied for an employee to be motivated.

Maslow's hierarchy of needs has been used in studies to explain factors that contribute to employee motivation and positive behavior when management provided career advancement, accolades, job stability, salary increases, and social interaction satisfaction (Leong et al., 2014). The potential for increased job performance and job satisfaction is considered likely by Maslow and Herzberg, as the employer has satisfied the employee's need. Shuck, Rocco, and Albornoz's (2011) study supported Maslow's claim. They integrated Maslow's theory as a conceptual framework in their study on employee engagement from an employee's perspective. Their analysis revealed "workplace relationships, workplace climate, and learning opportunities were important; and concluded that employees seek opportunities for fulfillment and authentic self-expression" in their life activities (p. 300). Many work motivation theories have upheld the relevance of job satisfaction. Williams et al. (2011) reconstructed Maslow's hierarchy of needs theory into a self-determination theory in their study on intervention to tobacco abstinence. Their self-determination theory is a theory of motivation "focused on physiological and psychological well being supported by satisfaction of basic needs of autonomy, competence, and relatedness" (p. 536). Autonomy is the focus of the theory, completeness refers to the ability to accomplish a targeted goal, and relatedness refers to the feeling of connection, trust, and care. All three elements are reported as necessary for behavioral change.

During the late 1950s, Frederick Herzberg and his colleagues Mausner and Snyderman studied employee responses to working conditions (Herzberg, Mausner, & Snyderman, 1959). Their analysis of workplace satisfaction and dissatisfaction led to the

introduction of *hygienes* as determining factors that affected employee attitudes and lead

to job satisfaction and job dissatisfaction (Islam & Ali, 2013). Herzberg et al. (1959)

categorized two-factors that distinguish job satisfaction: motivators and hygiene. This

theory was based on Maslow's motivation theory but expanded to include hygiene

factors.

Herzberg explained that hygiene factors consist of: administration, company

policy, supervision, interpersonal relationships, work conditions, salary, status, and

security. All of these factors relate to dissatisfaction and do not increase job satisfaction

but can decrease motivation if they are not present; on the other hand, motivator factors

consist of: achievement, recognition, work itself, responsibility, advancement, and

growth and can increase job satisfaction (Teck-Hong & Waheed, 2011; Bhatia & Purohit,

2014). Herzberg et al. (1959) posited that job satisfaction and job dissatisfaction reflect

extremes on each end of a continuum with a neutral point in the middle, which indicates

when an employee is neither satisfied nor dissatisfied. The implication of Herzberg

theory is that organizations can play a significant role in employee performance, attitude,

and retention.

The validity of Herzberg's two-factor theory of motivation was also tested by

Hyun and Oh (2011) in an empirical study on job satisfaction between 671 military

soldiers with foodservice duties and 131 logistics officers. In their quantitative study,

they found distinct differences between the two groups in that, hygiene factors were very

strong predictors of overall job satisfaction than motivators for foodservice soldiers; the

opposite effect existed for logistics officers, motivators had a more powerful effect on

overall job satisfaction than hygiene factors. Food service soldiers valued supervision and independence whereas logistics officers valued achievement and working conditions. A mixed method approach could be used to understand why particular motivation factors were negatively correlated with overall job satisfaction; and commanding officers in management could use the data to minimize the adverse effects that cause unsatisfied motivation factors.

Another empirical investigation that tests the validity of Herzberg's motivation-hygiene theory of job satisfaction and determinants thereof, is Mahzan and Abidin's (2015) quantitative study of 64 Air Force navigators. Using a survey, they tested factors adapted from Herzberg's motivation-hygiene theory. The results revealed all five elements of Herzberg's motivation factors (achievement, promotion recognition, growth and work itself) were valid predictors of job satisfaction but only three of Herzberg's hygiene factors (policy, relationship with leaders, and flight safety) were expressed as has having influence on job satisfaction while peer relationships, job security, work conditions and pay had little to no influence on job satisfaction. Organizations that understand the challenges and motivators of employees and formulate mutually beneficial solutions may experience improved retention rates and maximize performance. Haar, Russo, Suñe, and Ollier-Malaterre (2014) asserted that factors that do not cause dissatisfaction could lead to organizational commitment. There are numerous factors for consideration when determining an employee's satisfaction level in the workplace because factors that are most important to an employee may change. Gomes (2011) warned that forecasting the social value of a future need is a complex task because in

practice, an individual's priority and needs could be intertwined and conflicting on several levels and suggests motivational theories be used subjectively. Gomes has a valid point; if there is no clear distinction between needs or motivators expressed by the employee then formulating a solution could be a challenge.

A preponderance of empirical evidence affirmed that the motivation theories of Herzberg and Maslow have validity even though they have been criticized. Sandri and Bowen (2011) and Malik and Naeem (2013) espoused that Maslow's five basic human needs will always be relevant to theories of human behavior and psychology. Herzberg and Maslow's motivation theories was chosen for this study to assist in the examination of variables that influence or cause job satisfaction and job dissatisfaction and understand how work needs effect retention and work-life balance. Understanding how individuals perceive their job satisfaction and describe their experiences and aspirations at various stages in their work-life is pertinent to successful organizations that seek to retain valued employees (Knai & Fournier, 2013; Ueda & Ohzono, 2013). The contextual lens of Maslow and Herzberg motivation theories may also provide insight into how job satisfaction and dissatisfaction could affect employee well being and their family and inform policy making. A conceptual model for my study on work-life balance is shown in Figure 1 below and could be used in decision making and governance of work-life balance issues by organizations and policy makers.
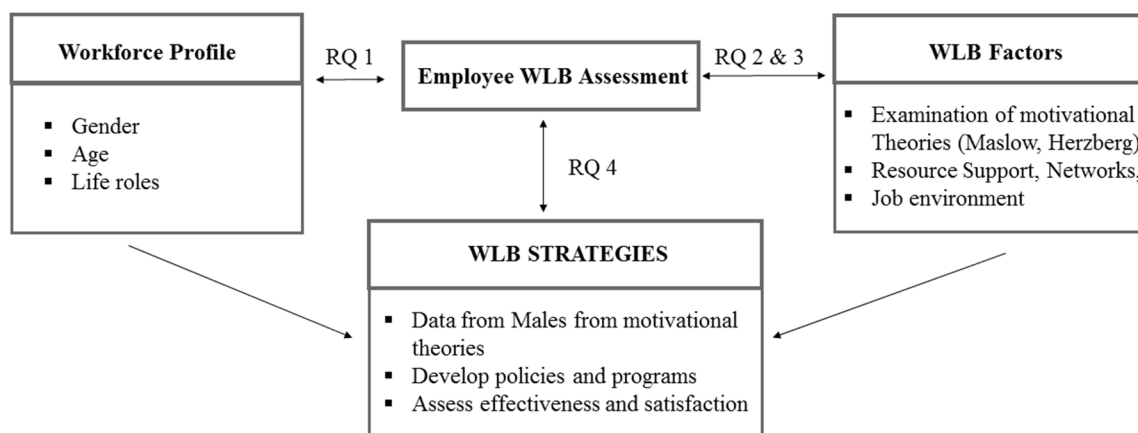
Figure 1. Conceptual framework: Application of the study of work-life balance (WLB); RQ = Research Question.

Literature Review

Coping strategies and experiences of women may not be generalizable to military, contractor, and civilian men in the aerospace industry. Understanding the complexities of work-life balance for both genders, is important in-order for human resource managers, and policy makers to devise fair and effective programs and policies in the workplace (Wilson, Vilardo, Fellinger, & Dillenbeck, 2014; Mihelic & Tekavcic, 2014). Expanding the literature to ascertain work-life balance experiences of men will contribute to broadening the spectrum of individual perspectives on the work-life balance construct and promotion of gender equality. In this study, work-life balance is a construct used to describe an individual's ability to manage, cope, or achieve harmony between an array of multiple role responsibilities and priorities.

The quantitative and qualitative studies in the literature reviewed on constructs of work-life balance contain various facets of multiple role interplay in life domains. A limitation in all the literature reviewed is the under-represented or lack of perspective held by pertinent stakeholders affected by the decisions of the individual managing

multiple roles. For example, a wife's perspective on the effect of her husband's decision to work long hours would add greater depth and understanding to the problem of work-life imbalance. Empirical studies on the complications and inspirations of men in multiple roles and their experience with work-life balance is minuscule (Williams, 2015). Men should be given a broader platform in literature on their work-life balance experience, which may be distinctly different from women; and could be used by human resource managers in establishing equitable work-life policies.

Yuile, Chang, Gudmundsson, and Sawang's (2012) quantitative study on the role of life friendly policies affirmed that as individuals assume multiple role commitments for example, perform more than one occupational role, domestic role, community role, or social role will endure challenges in fulfilling a role's commitment, if the individual's entire role system is overwhelming demanding and onerous; in which case work-life policies play an important role in the mitigation and management of domain conflicts (Ruppanner, 2013; Anand, Dash, & Gangadharan, 2012; Varanasi & Ahmad, 2015). Life friendly policies are intended to reduce or reconcile competing work and nonwork demands. The strength of Yuile, Chang, Gudmundsson, and Sawang's study is it contained a strong argument for the development of various types of policies to suit any personal need or situation. The weakness of their argument on life friendly policies is the need to expand the discussion to workplace culture and management commitment that is required for program success. The study could also be further expanded to determine the readiness of human resource practitioners in architecting equitable work-life policies.

Individuals possess different values and levels of satisfaction therefore the concept of work-life balance vary. In Evans, Carney, and Wilkinson's (2013) report on counseling interventions of men with work-life balance issues, they affirmed that work-life balance is highly important to men and men conceptualize balance different from women as they strive for meaning in their engagements rather than time equivalence in role domains. They asserted that men's issues are complicated by societal expectations of masculinity as having a dominant role in relationships, family, and career. Other scholars posited that work-life duties were once compartmentalized such that work tasks were generally accomplished during paid work hours and family related tasks were accomplished during nonpaid work hours.

Schieman and Glavin (2015) asserted that before the era of capitalist industrialism, the integration of work and family life was a cultural norm. After the rise of industrialization, societal belief in separate work and family life sectors became widespread. Davies (2014) reported that work-life domains were once integrated and became separate entities in conflict since the American industrial revolution of the ninetieth century. Work and family life domains began to function with distinct values and expectations as work and family life spheres evolved from integrated to separate entities as wage labor grew.

Before the 19th century, the predominate concept of work and family spheres was blended especially for farmers and their workers that lived on the farm. The industrial revolution modified punching a time clock for work such that factory laborers no longer marked their work time by the rising and setting of the sun, but by the sound of high

pitched apparatuses (Fleck, Cox, & Robison, 2015). Scientific research led the way to measuring productivity so that every step required to make a product could be quantified for maximum production. During the 20th century, corporations developed new technologies and processes that enhanced work productivity and contributed to blurred lines between work and family life domains (Davies & Frink, 2014; Schieman & Glavin, 2015). As technology advanced so did the labor demand requirement by organizations. A substantial amount of paid work was performed at home.

The proliferation of technology boosted a 24/7 global economy that fueled the requirements for flexible work schedules to operate any time of day or night (Nam, 2014). A flexible work schedule in this study refers to an employee's coordinated or negotiated time to perform and end work activities with their superior while meeting required baseline hours. Researchers have proposed that information technology has modified the work environment and led to increased multi-tasking, work intensification, and extended work, whereby employees experience an increase in stress (Chesley, 2014; McDonald, Townsend, & Wharton, 2013). Multitasking is described as an individual's ability to perform more than one activity simultaneously over a period of time (Chesley, 2014). Work intensification induces multitasking.

Technology has generally improved the functioning and quality of life in all life domains but comes with the cost of work being an accessible, 24-hour activity. Many individuals may feel compelled to work longer hours with 24-hour access to computer technology. Researchers contend American workers are working harder than previous generations with such cases as top ranking managers and executives working more than

70 hours a week in extreme jobs (Greenhaus & Kossek, 2014). Similarly, Cha and

Weeden (2014) analyzed Current Population Survey data from 1979 to 2009 and asserted

a significant increase in Americans working long extended work hours. According to Cha

and Weeden,

> Since the 1980s, fewer than 9% of workers (13% of men, 3% of women) worked
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> 50 hours per week or more. By 2000, over 14% of workers (19% of men and 7%
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> of women) worked 50 hours per week or more and continues to be widespread. (p.
>
> 459)

Many employees that need their job are vulnerable to working long hours for their

companies. The number of couples requiring dual-earner incomes has dramatically

increased in the workplace since the 19th century. More Americans are seeking balance

across life domains primarily due to a rise in workload (Bhowon, 2013; Cha & Weeden,

2014; Chesley, 2014; Mazerolle, Eason, & Trisdale, 2015; Mazerolle & Goodman, 2013;

Minnotte, Minnotte, & Bonstrom, 2015; Ruppanner & Huffman, 2014; Schjoedt, 2013).

Workers recognized that disengaging and confining paid work activities is difficult when

engaged in multiple roles.

Multiple Roles

Multiple roles can propagate into a role overload condition for individuals.

Twenty-first century contemporary men have inarguably become more involved in

parental responsibilities, caring for elderly parents, and sharing in domestic duties while

in many cases still fulfilling a societal expectation of being the primary financial provider

for their family (Mills, 2014; Ransaw, 2014). Life domains include multiple significant

roles duties such as parenting, romantic relationships, community involvement, education, and employment. Keeney, Boyd, Sinha, Westring, and Ryan (2013) espoused individuals tend to move back and forth between domains based on need and interest. Individuals have varying approaches on how to manage work and family life boundaries. For instance, some people may choose to run personal errands during their lunchtime at work and perform job related tasks during nonpaid times at home. They may also take frequent personal calls from loved ones at work or even check work emails while on holiday break. The transition between multiple roles requires flexibility.

Typically, domains with the most conflict have the most valued influence. Researchers suggest that the majority of conflicts are between the work and family sector as opposed to work and community support commitments. The domain that poses the most threat tends to be focused on first over a less threatening domain (Keeney, Boyd, Sinha, Westring, & Ryan, 2013; McDonald, Townsend, & Wharton, 2013). For example, Senior Leaders are perceived to be less forgiving than spouses or children consequently, demands of senior leaders typically take priority over family demands. The sacrifice an individual makes in choosing one domain over another is a personal choice but employees that work in organizations that are nonfamily-friendly should not feel compelled to constantly put work first.

Societal expectations of men being the responsible economic provider has been extended to a lesser degree to include engagement in hands-on parental and domestic responsibilities (Ranson, 2012; Denny Brewton-Tiayon, Lykke, & Milkie; 2014; McLaughlin & Muldoon, 2014). Gender disparities still exist in society but men are

primarily viewed as the dominant sex. The added difference is that men are expected to not only carry the bulk of the financial responsibility in dual-earner households but take on additional family care and domestic gendered duties that are expected of women (Stankiewicz, Bortnowska, & Lychmus, 2014). For example, men may participate in the division of domestic chores or engage more with young children such as preparing them for bed or assisting with homework. Researchers assert that role expectations for men have significantly increased between work and family life roles for dual earner couples although inequalities in responsibilities exist. McLaughlin and Muldoon (2014) contended that dual-earner couples often submit to inequitable unpaid labor. Some men continue to subscribe to traditional gender constructed work, family, and domestic roles and responsibilities.

Scholars believe that modernized men that have embraced nontraditional father roles is due to a shift in societal expectations since women became employed in the workplace by the multitudes (Yuile, Chang, Gudmundsson, & Sawang, 2012). Economics and social changes have played a major role in radical shifts of men's role expectations with profound implications on the family and marriage. McLaughlin and Muldoon (2014) claimed modern day fathers' are subject to the same issues of women since women entered the workplace in droves during the ninetieth century. Their qualitative study explored the meaning 15 fathers gave to their multiple roles and how they negotiated role conflicts. Data analysis was conducted using principles of grounded theory. Grounded theory set forth guidelines for data collection and analysis qualitative data.

McLaughlin and Muldoon's study is significant to my first area of research of understanding how men think and feel about their lived-experience of managing multiple roles and the integration of a work-life balance. Three major themes resonated from McLaughlin and Muldoon's study. Father's overwhelmingly expressed: (a) the importance of financially providing and being present in the lives of their families; (b) modern men parenting challenged traditional masculine conceptions that often involved sacrifice, mental strain, and tension with competing role demands that are difficult to accomplish; and (c) work and family integration is accompanied by benefits, rewards, challenges, and conflicts. The mindset encompassed the mixed notion of the traditional father as the primary financial provider and the contemporary father's hands-on engagement in the parental duties of raising children.

Modern men that strive for more family involvement expressed feeling marginalized by putting into practice their family values which went against the traditional male concept of fathers who place work over family because it was culturally expected and perceived as intertwined, meaning that as the father worked he was taking care of the family obligation as the financial provider. The fathers all conveyed a strong emotional sense of fulfillment and joy in interfacing with their children and meeting the challenges of work that spillover into their personal life domain. McLaughlin and Muldoon's (2014) research purpose, method, and approach was clear and appropriate for their study on men's experiences in managing multiple roles but they only included Caucasian fathers engaged in multiple roles who were the primary or sole financial providers for their household. McLaughlin and Muldoon demonstrated clear interplay

between multiple domain roles and ensured saturation of the qualitative categories. Further research should consider work-life issues of a diverse group of fathers, culturally, ethnically, and professionally.

Historically, men have been conditioned to attend to their careers over family commitments (Evans, Carney, & Wilkinson, 2013; Psychologist, 2014; Sweeting, Bhaskar, Benzeval, Popham, & Hunt, 2014). Many family households require more than a single earner income due to a cyclical, slowing, or expanding economy. An increase in dual earner families has caused considerable sharing of multiple role responsibilities but an equalization of gender workloads may not exist. Studies show men are increasingly becoming more engaged with family demands over other life roles (Humberd, Ladge, & Harrington, 2015; Paustian-Underdahl, Halbesleben, Carlson, & Kacmar, 2013). Societal expectations of men being the primary financial provider have changed.

Empirical studies demonstrate men have emphasized the desire to spend more time with their families and less time on paid work commitments. Men that have embraced multiple roles have reported greater life satisfaction when organizations support their involvement in family life responsibilities (Ferguson, Carlson, & Kacmar, 2014; Kassim, Peterson, Bauer, & Connolly, 2013) without a supportive organizational culture and workplace policies, the pursuit of a work-life balance is further complicated (Allen, Johnson, Kiburz, & Shockley, 2013). Naturally, one would expect coping with role conflicts to be easier with the necessary support. Some researchers surmise many men tend to have a high locus of control and conceive more control over situations than they possess and tend to make behavioral adjustments when life does not align as desired

(Koubova & Buchko, 2013). For men and organizations that uphold the belief in traditional dominant patriarchal gendered roles in life domains may find perpetuating the concept is less embraced by men seeking work-life balance.

Family well being is often strengthened by men with work-life balance. Empirical research studies report that men involvement with their family is positively associated with improved academic performance of their children, less disciplinary issues, and advances a child's social development (Redshaw & Henderson, 2013; Weston, 2013). Men as co-contributors in all facets of life is being realized. Kaufman's (2013) ethnographic research of 70 men discussed the traditional notion of men being the key or sole financial provider as an outdated societal belief in America and asserts a different modern type of dad has emerged that is highly involved in family life that replace the traditional concept of a dad's role. Kaufman further discusses a newer contemporary model of fathers called *super dads*.

Super dads are characterized slightly different than modern dads in that modern dads will take advantage of family leave and flexible work schedule policies to engage in family life where as the super dad will do the same but in addition will pursue another job assignment or reduce their scheduled work hours or career ambitions to participate in a conceived equivalent amount of time in childcare as the wife. Men who have embraced the new father role are much more involved in family life in American history than traditional fathers have ever been. Kaufman describes the traits of three types of fathers: the traditional father, modern father, and super dad. They are descried as follows:

The traditional father's primary role is to be the breadwinner, stress level is

characterized as medium; the time spent with their children is on the weekends;

and they do not change their work-life. The modern father's primary role is to be

a breadwinner/caregiver, stress level is characterized as high; the time spent with

their children is occasional time; and they make small changes in their work-life.

The super dad's primary role is to be a caregiver, stress level is characterized as

low; the time spent with their children is as much as possible; and they make large

changes in their work-life to accommodate their family life. (p. 8)

The limitation of Kaufman's study is the sample size did not include a good balance of all

three male types to support a deeper discussion on the unique perspectives of each role.

Use of another type of sampling strategy may have allowed for variants of each type of

dad.

Fathers can be seen in a variety of forms and orientations in society. They can be

single, married, gay, straight, employed, or stay at home Dad. Their role identity as a

father can be either that of a traditional dad, modern dad, or super dad. Hewitt, Baxter,

and Mieklejohn (2012) explored father's work impact and time spent in performing

parenting and domestic duties. Their quantitative study consisted of 300 fathers who

spent at least 30% of their time performing domestic chores and childcare duties. They

found a strong correlation between variables of work conditions and the amount of time

fathers could spend performing household chores and childcare activities. Fathers were

reported to have spent a comparable amount of time in paid and nonpaid labor as women.

The strength of the study is it presents a strong argument for time availability as being a

critical factor that influenced participation in housework and childcare activities. A mixed methods approach may have revealed additional insight and understanding of the numerous ways fathers contribute to family life, their parenting behavior and style, and perceived coping self-efficacy.

Socioeconomic status has been explored to explain variations and motivations in men's level of participation in life roles. Berik and Kongar (2013) questioned whether the effect of the 20th century recession spun the increase in the time men spent managing multiple role duties. A trend analysis was conducted on time apportionment results of the economic recession from 2007–2009 data reported by the Nation Bureau of Economic Research. Using a sample size of 13,439 married mothers and 11,881 married fathers, Berik and Kongar (2013) found that the economic recession influenced more women to become gainfully employed reducing their participation in nonpaid work; and men significantly increased their participation in nonpaid work roles resulting in near parity of shared responsibilities between men and their companions. The study demonstrated that the 2007 – 2009 economic crisis reduced the disparity between men and women in nonpaid work time allocation. Further analysis such as multivariate analysis may provide more in-depth demographic and household characteristics on time usage during the recession period.

Job Satisfaction

Research studies show that job satisfaction is important because of its effect on an individual's psychological and physiology well being (Körner, Reitzle, & Silbereisen, 2012). Scholars who rely on Herzberg and Maslow's theoretical models to understand the

psychological aspects of a person's work needs have made significant contributions to literature and the understanding of how an employee's intrinsic and extrinsic motivations lead to positive work outcomes and increased quality of life. Herzberg's extrinsic hygiene factors explain an employee's dissatisfaction and lack of motivation to increase their work performance when organization polices or management interactions do not provide the employee with sufficient support, it ultimately affects the employee's conceived quality of life and contribution to the success of the organization (Ganesh & Ganesh, 2014). Organizations do not determine the quality of life for employees; they may enhance it or collect data on how to improve the quality of life for individuals in the organization.

The decision on what aspect of a job that enhances the quality of life is determined by the employee. According to Ganesh and Ganesh, scholars describe quality of life as a combination of assessments one makes of the effects of their life experiences based on Maslow's hierarchy of needs theory. The hierarchy of needs framework address an employee's motivation for: (a) health and safety in work and nonwork environments, (b) providing financially for family needs, (c) supportive work relationships, (d) an employees esteemed value, (e) realization of professional achievement, and (f) contribution of talent and skills to work and community at large. Like the quality of life, job enrichment is personal and should transpire from an employee's standpoint. For example, some employees may want to remain a low ranking employee with job security over a sales position with higher earning potential because they are risk averse. It would

be unrealistic to expect a single job performance approach will fit every employee's needs.

My second area of research is concerned with the perceived causes of work-life conflicts. Researchers have found that approximately 90% of employee turnover and 50% of employee absenteeism is related to more than just an individual's job satisfaction but expands to personal life issues as well (McCoy, Newell, & Gardner, 2013; Sallee, 2012). Managers have a pivotal role in an employee's job satisfaction and their willingness to exceed expectations. McCoy et al. investigated the effect of an organization's environmental conditions on employee well being and support of work-life integration among staff in advanced education. In their quantitative study of 118 men and 69 women, they found three factors that influence job satisfaction: (a) support among colleagues, (b) work-life integration, and (c) human resource policy.

The explanations put forth by McCoy et al. (2012) was based on Herzberg's (1959) two-factor hygiene theory of hygiene and motivation which addresses an individual's well being in the workplace and includes an individual's need to experience pleasure and avoid work-related conflict that causes discomfort and the need for growth, achievement, promotion, and recognition. The basic premise is the lack of support, or support of stakeholders can have a negative or positive affect on an individual's job satisfaction. McCoy et al. concluded that job satisfaction and well being is generally affected when personal life or family time is inhibited or networks and job conditions trigger change; this tends to be less of an issue with flexibility benefits and few commitments.

Organizations should be concerned when an employee is dissatisfied because it can affect the morale of the employee and others within the organization. Stewart (2013) corroborates McCoy, Newell, and Gardner's assertion by affirming the importance of relationships and managerial support in providing flexibility for nonpaid work arrangements as being related to overall employee satisfaction and well being. Stewart's (2013) dissertation on military employees' use of technology to maintain relationships found that the retention of highly qualified military personnel is closely linked to familial satisfaction and stability. Stewart postulated that quality of life variables such as life satisfaction, associations, and trust help explained the emphasis placed on supportive relationships. Using a qualitative design with a phenomenological approach, five themes emerged: mobility, monitoring and surveillance, community, utility, and urgency and uncertainty. Stewart's presents a strong argument for spousal satisfaction, government, and community support as key variables in the retention of experienced military personnel.

Research by Sallee (2012) is also comparable to McCoy, Newell, and Gardner. In Sallee's case study of the ideal worker or the ideal father among campus faculty, she found that men are affected when they perceived their personal commitments are repressed by institutional climates or chastened for commitments that take precedence over their jobs. For example, men may experience negative feedback when requesting work or family leave to support the birth and care of a newborn child while work or family leave is a common workplace acceptance for women. Organizational policies and practices tend to be skewed toward women and should be extended to men in all

industries (McCoy, Newell, & Gardner, 2013; Sallee, 2012). A weakness in McCoy, Newell, and Gardner's study was their predictor variables of job satisfaction had an extremely high variance for both men and women that were explained by other assumed predictors such as respect and biases. Their study could be more informative with a mixed method inquiry to understanding the gender variances in faculty well being. Sallee's case study on the experiences of faculty fathers and the promotion of men felt her men participants may have embellished their responses to impress her. Sallee's interview data could have had stronger validity by interviewing individuals closest to the participants for corroboration.

Indulging in nonwork activities is an important factor of work-life balance. Petrou and Bakker's (2015) quantitative investigation on the effect of job strain on the pursuit of leisure revealed the human need for satisfaction. They found that motivations behind leisure creation varies and depends on influences in each domain. Petrou and Bakker explored 40 subjects and determined that the role of leisure creation fulfils specific needs of independence, establishing goals, personal growth, and human connection; the needs encompassed individual desires and values. The motivations identified by Petrou and Bakker relate to Herzberg's motivators and hygiene needs theory. They asserted that the development of leisure creation is a form of escape from a dissatisfying domain to a satisfying domain but could not prove casual relationships. For example, they believed that knowing whether or not the personal domain conflicts shape leisure creation, or if leisure creation affects the personal domain, cannot be known for certain.

The results of their study indicated work was a stimulus and interference to leisure and leisure influenced and interfered with work as oppose to work and leisure being independent domains. Future research could explore other potential variables to leisure crafting or theories that explain the relationship between leisure crafting and areas of life satisfaction or quality of life. Organizations can benefit from understanding the relationship between a demanding workload and job satisfaction (Körner, Reitzle, & Silbereisen, 2012; Petrou & Bakker, 2015). Empowering employees through flexible work practices may enhance organizational citizenship and loyalty while serving to minimize domain conflicts. Researchers have posited that spillover will occur when one domain interferes with another domain (Mafini, 2014; Minnotte, Minnotte, & Bonstrom, 2015; Petrou & Bakker, 2015; Ruppanner & Huffman, 2014; Symoens & Bracke, 2015) while researchers Anand, Vidyarthi, Singh, and Ryu (2015) concluded a negative correlation exists between personal life interferences with work and job satisfaction and life satisfaction with perceived job stress. The independent variable analyzed was family interference with work and the dependent variables were job satisfaction and life satisfaction.

The strength of their study is the large number of subjects (756 professional workers) surveyed increased the confidence that the findings could be replicated. Future research could seek to affirm causality of stress and employee satisfaction and dissatisfaction with work and personal life. Individual's acceptance and tolerance thresholds with domain interferences differ and inter-relations between domains that cause spillovers have a greater chance for role conflicts. Spillover is defined as the

replication of activities in one sector of life into another sector (Petrou & Bakker, 2015). For example, work activities can spillover in one's personal life and consume time allotted for personal life activities. Work-life conflicts manifested from spillovers could lead to role strain, role stress, and burnout (Karatepe, Babakus, & Yavas, 2012; Koltai & Schieman, 2015). Coping strategies are needed to prevent and alleviate exhaustion, anxiety, relationship issues, and job dissatisfaction due to a lack of ability to meet endless work-life demands.

Organizations should have a vested interest in minimizing work-life conflict for employees as it affect productivity, job satisfaction, and retention. Scholars have found that work and family life conflicts can have deleterious effects on individual well being and their family. Highly demanding situations are associated with employees taking days off from work, employee resignations, stress, depression, and lack of focus (Allen, French, Dumani, & Shockley, 2015; Haines, Harvey, Durand, & Marchand, 2013; Munro, 2015). These findings are consistent with Nohe and Sonntag's (2014) five month longitudinal study of 665 employees. Nohe and Sonntag found that work-family conflicts have a strong correlation with turnover intentions but family-work conflict does not. The negative experiences of competing demands may be exacerbated by individuals that lack compensatory resources to address exorbitant challenges. Nohe and Sonntag's findings are consistent with the findings of Allen, Johnson, Kiburz, and Shockley (2013). Allen et al. found that work spillover affects employee turnover intentions. Neither study revealed how much spillover individuals experience across domains.

Contrary to Petrou and Bakker's assertion that work-life domains can result in spillover of activities, Offer (2014) and Allen and Finkelstein (2014) found that a father's mental labor from paid work activities did not spillover to other domains in contrast to mothers whose work related thoughts spilled-over into nonpaid work domains. For example, the men tended not to carry feelings and attitudes exhibited in their work environments into their personal life environments. Offer (2014) investigated the effect of consistently thinking about job related activities and mental dimensions of work-family spillover in employed parents containing 291 fathers. He characterized mental labor as the conceptual ability to adequately manage daily activities with time constraints. Parents in the quantitative study conveyed they had exerted mental labor to assist with balancing multiple activities across domains. The burden of mental labor was reported to be less for fathers that were higher income earners in their relationship; that is, they did not have a problem with mental thought crossover, mothers did. For example, mothers reported thinking about children related matters during paid work hours and work during nonpaid work hours. When children matters become a concern or issue, parents' emotional well being can be affected and go unnoticed especially in work cultures that expect employees to be accessible and work as needed.

With respect to Allen and Finkelstein (2014), their research implies that fathers do not take their work home emotionally. I would tend to disagree and my research studies will argue that men, like women carry feelings and attitudes that are shown in their work environments into their personal life. Those feelings are verbal and nonverbal. To assert otherwise is to present the men as almost nonhuman and void of feelings. The men in

Allen and Finkelstein (2014) study may very well have shown a high degree of skill in managing their feelings and attitudes, but nonetheless there is still a level of feeling and attitude that tends to be carried over to an individual's personal life.

The findings of Petrou and Bakker's (2014) align with previous research studies that argue work-place policies and programs need to be reframed for gender equality (Ranson, 2012; Richardson, Moyer, & Goldberg, 2013; Kawaguchi, 2013; Satpathy, Patnaik, & Agarwal, 2014). Scholars suggested that fathers strongly dedicated to work and family obligations but lack the support of work-family policies for paternal provision tend to manifest traditional male habits of men. Men with traditional male habits focus on the work-life domain, more than the family-life domain, and long extended work hours often lead to work-family conflicts, psychological distress, and tension (Johnson, Li, Kendall, Strazdins, & Jacoby, 2013; Graham & Dixon, 2014; Morgan, 2014; Santilli, Nota, Ginevra, & Soresi, 2014). Men deserve the same workplace policy consideration as women for parental interventions; yet despite the evidence of men's paternal effect on the family, work-life literature on men's multiple role experiences is limited (Panter-Brick, Burgess, Eggerman, McAllister, Pruett, & Leckman, 2014). A vast majority of work-life literature emphasized the perception of men being the breadwinner role model; which means the primary duty of men is to be the economic provider for the family. Trends in family structures have shifted toward increasingly complex family compositions and norms where work-family provisions are yearned for by fathers.

Dual-earner parent roles may include a negotiation of responsibilities and family-friendly concessions from employers. Mauno, Kinnuen, and Feldt (2012) used the

conceptual framework of perceived organizational supportiveness which explains how responsive an employee perceives their company is in addressing matters that affect their well being in their quantitative study on work-family culture and job satisfaction. Management practices that meet core needs of employee welfare was categorized as a form of perceived organizational supportiveness. Mauno, Kinnuen, and Feldt asserted that men who do not partake in work-family initiatives tend to have low expectations that they will receive the necessary support from management and that the pursuit of managerial support has perceived negative consequence to their career so that work-family policies likely go unused.

Organizations are not obligated to accommodate employee work-life balance needs; work-life balance is considered a privilege to employees, even though work-life friendly workplace cultures tend to contribute to higher employee morale. Organizations should institute work-life policies so that men do not have to choose one domain over another; in doing so, might reduce the perpetuation of gender stereotypes and inequalities in work environments. Interestingly, Mauno, Kinnuen, and Feldt (2012) contended that educated white-collar professional men views on gendered role duties are more equitable among dual-earner couples than among blue collared workers. Whether men embrace the idea of gender role equality or simply give into the concept is not discussed in the study. Their study may have been more revealing had qualitative aspects of work and family demands been investigated. The perpetuation of the concept of men being the primary financial provider has change for many families and interventions should be promoted for social change and awareness to help prevent the propagation of unhealthy effects of role

stain, role stress, and burnout associated with increased work-life demands and task

overloads that cross-pollinate other segments of life.

Role strain

Multiple role obligations will naturally generate issues of role strain when time

and energy resources are drained from one sphere to use in another sphere. Goode (1960)

introduced the concept of role strain as "the difficulty of fulfilling role demands" (p 483)

due to changing role requirements. As individuals take on more than one incompatible

role the potential for role conflict is inevitable because of competing demands and

expectations. The potential for role strain would be likely if for instance, job tasks are

performed at home during family time because physical and mental attention is probably

different than what is required in the workplace. Scholars believe the intensity of

simultaneous demands of the roles produces role stress (Adkins & Premeaux, 2014;

Bergeron, Schroeder, & Martinez, 2014; Mellner, Aronsson, & Kecklund, 2015). Role

strain suggests multiple roles can be over burdensome and lead to detrimental

physiological and psychological effects one's person.

Individuals that take on roles in separate spheres such as a supervisor and

caregiver or student may often discover that keeping the roles segmented is not always

simple. Workloads can spillover into family life and cause problems such as not meeting

the needs of family, tension, and friction (Keeney, Boyd, Sinha, Westring, & Ryan, 2013;

Merecz & Andysz, 2014; Ruppanner, & Huffman, 2014; Symoens & Bracke, 2015). For

example, paid work activities may prevent an employee from performing essential

household duties such as cleaning, shopping for food, and laundry. Spillovers are

obligations from one life role that interfere with commitments in another life role; it can be positive when it enhances rather than hinder a person's ability to perform duties in multiple domains (Cho, Tay, Allen, & Stark, 2013; Keeney, Boyd, Sinha, Westring, & Ryan, 2013; Ruppanner & Huffman, 2014; Symoens & Bracke, 2015). People possess limited mental and physical capacity and needed resources to fulfill a variety of role obligations.

Spillover can be bi-directional; meaning one's job can have a negative or positive effect on one's private life, likewise private life can have a positive or negative effort on one's job. To further illustrate, negative spillover from work to family or family to work could result in drug usage that undermines the health and well being of the individual and family; whereas a positive effect of spillover between work and private life promotes opportunities of better quality relationships and skills sharing between companions and colleagues. Allen et al. (2013), contributes multiple role conflicts to the theory of resource drain whereby an individual has a finite amount of resources such as physical, mental, and social resources to support one domain and when exhausted, leaves little to no resources support for other treasured domains. Employer and nonemployer support is essential in mitigating work-life obstructions and physical and cognitive energy drains.

Work-life conflicts are an inevitable fact of life. Literature on work-life balance suggests that married individuals with children in management level careers experience higher levels of work-life conflicts than nonmanagement careers regardless of gender (Delle & Hellen, 2014); the implication is managers have more responsibilities and less flexibility. Individuals at all levels in an organization's hierarchy can struggle with

controlling incompatible role demands. Work and family conflicts are prevalent when an individual has negative experiences with job-satisfaction (Allen, Johnson, Kiburz, & Shockley, 2013). A plethora of factors contributes to work-life conflict. Contrary to Allen et al.'s (2013) assertion of resource drain being a key cause of domain conflicts, Allen, French, Dumani, and Shockley (2015) contended that there are three categories of work-life interferences; cultural beliefs, institutional factors, and economic factors that contribute to domain conflict.

The level of support an individual receives from each category affects one's ability to cope with domain conflict. For example, invoking the assistance of family relationships; organizational policies that encourage parental leave; and financial prosperity, which allows for procurement of services could increase an individual's ability to reduce the risk of conflict and function effectively. Allen, French, Dumani, and Shockley's meta-analysis on work and family conflict, inferred that conflict is most prevalent between family and work as opposed to work and family. The explanation for drivers of conflict stem from imposed cultural duties to the amount of support received from family and work environment. Related research by Hill, Erickson, Fellow, Martinengo, and Allen (2014) espoused that being over worked is a significant factor in work and family conflict as work activity interfere with family commitments and vice versa as in a case where attending to child care is related to family and work conflict as attention to family matters interfere with work commitments. Scholarly literature indicates numerous causes, and effects of engaging in multiple roles yet the benefits are perceived to outweigh the costs for many Americans with effective coping skills.

Role Stress

Scholars infer that engaging in multiple roles contribute to role stress (Yuile, Chang, Gudmundsson, & Sawang, 2012), role overload (Maume & Sebastian, 2012), role ambiguity and role conflict (Chen, Powell, & Cui, 2014), but Merecz and Andysz (2014) argues positive benefits of role stress can be derived such as skills, behaviors, and competencies gain in one role can be transferable to another role. Whether an individual's experience with stress is positive or negative it can influence how you function and interact with other people. More specifically, role stress can affect the intimacy in one's marriage in a negative manner which in turn could surface and influence interaction with other people. McDougall (2014) argued stress affects interpersonal functioning and can erode intimacy between partners. The effect of stress is a serious matter and when "stressors are chronic and intense, the individual defenses may breakdown, with the physiological toll of negative emotions being debilitating" (Simpson & Rholes, 2013, p. 321). The quality of ones intimacy with their partner could have a direct correlation on an individual's behavior.

Contrary to Merecz and Andysz assertion but consistent with researchers (Maume & Sebastian, 2012; Yuile, Chang, Gudmundsson, & Sawang, 2012), McCoy, Newell, and Gardner (2013) affirmed work-life stressors can greatly affect one's mental and physical well being. A plethora of literature on role stress focus more on the dysfunctional outcomes of role stress related to work-life conflicts than potential benefits. Work-life conflict is grounded in role stress theory which defines the unwanted pressure one experiences from job-related demands and constraints that are imposed by expectations

of others (Grant & Kinman, 2014). Empirical research has shown that employees with high levels of work stress experience lower levels of job satisfaction, degradation in job performance, entertain leaving their jobs, and may appear withdrawn or have anxiety in interpersonal relationships. Ruppanner and Huffman (2014) inferred that individuals experience stress and strain when paid-work activities impinge upon nonwork activities and nonwork activities impinge upon one's work activities. Single parents engaged in multiple roles are at higher risks of experiencing bi-directional domain spillovers if they lack a support system.

Empirical research affirms that high demands in domains that cause spillovers are strongly correlated to negative physical and mental health outcomes. Physiological and psychological health outcomes can increase business overhead costs; likewise, organizational support affects domains in a positive manner, improving an individual's quality of life and well being (Allen, French, Dumani, & Shockley, 2015; Burke & Singh, 2014; Chimote & Srivastava, 2013; Hofäcker & König, 2013; McCoy, Newell, & Gardner, 2013; Ruppanner & Huffman, 2014). Situations that consistently present high consequences with low reward are bound to cause burnout.

Adequate resource support may mitigate or buffer against stress, strain, and burnout variables that cause ill health. Jawahar, Kisamore, Stone, and Rahn (2012) indicated that employees who had supportive relationships of their bosses and social networks did not experience burnout when overloaded by demands from their work and personal life because of the type of help and emotional support given was an essential buffer. Scholars that have explored worker burnout have concluded that employee's

reaction to job stress differs with shifts in organizational demands and resources available to cope with the demands imposed upon them (James & Gilliland, 2016). Many studies have provided evidence that individuals with a sufficient level of job autonomy coupled with other resources are viable interventions for the reduction of negative risks associated with competing role demands.

Burnout

Burnout is theorized as a physical and psychological collapse or drain caused by enormous stress, strain, work overload, and correlated with family and work conflict (Dunford, Shipp, Boss, Angermeier, & Boss, 2012). It can cause adverse health effects and impair a worker's job performance. Burnout is a severe form of stress and exhaustion that leaves an individual feeling inapt to accomplishing goals (Merecz & Andysz, 2014). Contrary to Dunford, Shipp, Boss, Angermeier, & Boss (2012) assertion of burnout being correlated with family and work conflict; Jawahar, Kisamore, Stone, and Rahn's (2012) quantitative study of 171 clerical employee's experiences with inter-role conflict and burnout found that burnout was not correlated with family and work conflict however work and family conflict was correlated to burnout. Research suggests that supervisors and managers that consistently subject employees to extended work hours beyond formal work hours and induce subtle pressure to be available to support business operations can lead to mental exhaustion or various dimensions of psychiatric disorders.

Work-life balance is of particular interest in affluent societies to individuals concerned with the one's overall quality of life and the negative effects that imbalance has on individual well being and their love ones (Lyness & Judiesch, 2014). The

continued rise of work-life balance issues for men has become a debate that needs to be addressed along with work-life balance legislation. Intervention is necessary because life boundaries are permeable and subject to interferences that at times require managerial provisions for time-based conflicts that inhibit fulfillment of responsibilities across domains.

Boundary Management

The transition between work and nonwork-life domains can be challenging whereby boundaries begin to blurr as individuals maneuver back and forth between roles. Schieman and Glavin (2015) declared role blurring is not the same as role conflict; "role blurring may appear conceptually similar to role conflict, role blurring is distinct in its focus on over-lapping roles, as opposed to role incompatibility" (p. 73). Role blurring is exacerbated when workers seamlessly provide nonpaid work support away from the office or think about unfinished job tasks when engaged in personal life events. Schieman and Glavin (2015) posited that intense jobs are related to high levels of role-blurring activity. An individual's job can appear to not have a boundary if borders are not managed especially in work-from home jobs. Research by Kossek and Lautsch's (2012) affirmed that as employees are allowed work flexibility and self-management, work and home domains become increasingly blurred. Information technology can aid the blurring of boundaries between work and nonwork-life roles. For example, a worker's use of information technology tools such as blackberries and smartphones to facilitate work duties can be used to coordinate personal life activities and cause obscure boundaries between work and personal life.

My third area of research is concerned with how men perceive their experience with coping strategies used to manage multiple role conflicts and work-life imbalance between work and personal life domain. Ruppanner & Huffman (2014) believed numerous factors contribute to work-life conflicts and like Saboe, Cho, Dumani, & Evans suggested that a flexible work schedule is a prominent vehicle used in boundary management to assist in balancing work-life obligations. Individuals that strive to achieve work-like balance need the support of organizations to provide structure and accommodations to manage life boundaries. Kossek and Lautsch (2012) and Ammons (2013) defined boundary management styles as an individual's way of delimiting and managing role strain responsibilities of work and family life. As boundaries become blurred, management challenges arise and tactical strategies are needed. Empirical studies indicate that boundary management strategies range from domains being integrated to the point where work and nonwork functions as one unit to segmentation of boundaries where no conceptual overlap exists.

Bergeron, Schroeder, and Martinez (2014) and Haines, Harvey, Durand, and Marchand (2013), asserted that individuals manage role activities based on their personality traits. How individuals decide to manage their life roles for simplification and balance varies according to what best suits the decision-maker. Scholars suggest that the integration of work and home roles are prevalent when the roles are highly blurred. Cho, Tay, Allen, and Stark (2013) inferred individuals create *mental fences* that separate multiple work-life domains and the degree to which they are integrated depends on the flexibility allotted. Some individuals may prefer to build high mental walls to keep

multiple domains discrete while other individuals may prefer to manage integrated domains. Whether domains are managed separately or not, provisions of flexibility support an individual's ability to respond to competing demands and organizations tend to benefit. Allen, Johnson, Kiburz, and Shockley (2013) contended that corporate work-family policies that allow for flexible work schedules benefit organizations by reducing absenteeism and employee turnover. Organizations should go beyond implementing work-life policies to ensuring employees receive the support of their management.

An individual's locus of control can be a factor in how work-life boundaries are managed. Locus of control is an individual's self-belief in their ability to influence preferred outcomes (Haines, Harvey, Durand, & Marchand, 2013). Boundary management styles consist of "separating work and life, integrating work and life or a hybrid approach that involves alternating between the separation and integration approach" (Kossek & Lautsch, 2012, p. 157) for optimum adaptation and fit at any point in time. The optimum situation could fluctuate; for example, boundaries established between work and nonwork for a young adult's first job usually differs from boundaries created by a single parent with adolescents and caregiver responsibilities of an elderly parent. Individuals that prefer segmented domains may not find workplaces that require remote computer access suitable; similarly, supervisors vary to the extent they provide support for segmentation or integration to employees.

The concept of domain segmentation of work and nonwork spheres implies that each sphere uniquely functions independent of each other without influence or impact to each other is theoretically plausible however empirical support shows socially conscious

modern day organizations are embracing the integration of family and work such that work-family domains are becoming blurred (Dumas & Sanchez-Burks, 2015). For example, organizations may host events that allow employees to bring their kids to work or even sponsor on-site day care centers is a form or integrating work and family domains. Organizations that offer flexible work schedules should take into consideration that a one-size-fits-all policy does not accommodate the needs of every employee. Human resource managers should collaborate with employees for situational awareness and understanding of personal preferences of boundary management and offer a range of support to employees that can potentially improve the quality of work and personal life.

Schedule Flexibility

Work schedule flexibility can be a facilitating resource that makes a difference when spillovers occur in work-life domains. Pedersen and Jeppesen (2012) affirmed that schedule flexibility is an important resource in the management of multiple roles. Spillovers are not always a negative event in triggering stress. Similar to Merecz and Andysz's (2014) argument that positive benefits can be derived from role stress; Pedersen and Jeppesen (2012) asserted that skills and creativity can be generated from work-life conflicts and transferred between roles but the key to time constrained problems and hazy work-life boundaries is believed to be resolved by schedule flexibility. Work-life environments can be plagued with continuous unexpected disruptions or task activities that can drive work deliverables beyond deadlines and be difficult to manage.

Schedule flexibility is a significant resource when private life arrangements and technology interplay create a hassle on one's time. Pedersen and Jeppesen (2012)

conducted a multiple case study to explore whether or not workers benefited from

flexible work arrangements in meeting multiple role commitments and if it inspired

work-life integration or work-life enrichment. Their theoretical framework of work-life

enrichment theory suggested that an individual's quality of life is enhanced when

resources spilled over from one roll can be used in another role resulting in a complex

interplay of the roles. Organizations that use advance technology are able to grant

workers 24/7 work access through technology such as VPN access, virtual desktops, and

PDAs. Alternate approaches to perform job assignments such as a compressed work

schedule, flextime, or telecommuting programs tend to be valued by employees

concerned with rising economic costs that reduce the quality of living and want more

control over their work schedules (Nam, 2014). Work schedule flexibility may empower

employees to determine when, where, and how their job duties are performed.

Empirical studies affirmed that spillovers take the form of a direct transference of

activities that are typically taken from the workplace to later finish in an off hour

nonwork environment; and according to Pedersen and Jeppesen spillovers can generate

an affective behavior when positive in-role generated feedback in the workplace is

received. For example, when an employee feels highly gratified from receiving an award

for good performance indirectly transfers the inspiration into positive interactions in the

family life sphere. They stated that in many cases, schedule flexibility is a major

contributor to work-life integration and improved quality of life because of the abilities it

affords the employee. Although Pedersen and Jeppesen's study did not contribute to

generalizable knowledge, their findings are an informative contribution to work-life

balance literature.

Work flexibility has raised concerns as to whether it enables work and family life balance. Bourne and Forman (2014) suggested work flexibility typically favors working on job tasks; that is, the perception exists that job flexibility is tantamount to organizational commitment. Employee motives for flexible work schedules differ. Shockley and Allen (2012) investigated employee intentions for using flexible work arrangements and found that individual preferences varied according to family obligations, social engagements, and work commitments. In their quantitative study of 238 subjects they found that regardless of gender, workers with greater segmented preferences were more inclined to use flexible work arrangements for work-related intentions than for life management intentions; whereas employees with greater family responsibilities were more likely to use flexible work arrangements for life management than work-related intentions. In their study employees recognized flexible work arrangements as a means to not only address personal life issues but increase productivity as well.

The study would have been stronger with a qualitative discussion on the various forms of workplace flexibility. Understanding what drives workers to use flexible work arrangements can help organizations transform workplace policies to reflect the realities of worker's needs and possibly increase the effectiveness of employees. Pedersen and Jeppesen's (2012) study implies schedule flexibility may not alleviate levels of family life conflict for employees and Shockley and Allen's (2012) study implies workers may develop a stronger organization commitment as a result. Both studies illustrate the need

for flexibility of permeable life domains where interplay can induce conflicts. Whether individuals choose to segment or integrate life domains, is a personal preference and organizations should engage in dialogue on how to meet the changing needs of diverse generations in the workforce.

Coping Strategies

Coping mechanisms, resource support, and work-life policy provisions may serve as moderators in buffering between domain conflicts and life satisfaction; and could be crucial factors that support employee's ability to divide their time and energy between life roles. My fourth area of research relates to coping strategies men perceive beneficial for men considering multiple role pursuits. Evans, Carney, and Wilkinson's (2013) research on effective counseling interventions for men with work-life balance issues recommended counselors use a theoretical framework used in men's psychotherapy clinics during the 1980s called an integrity model to assist men in effectively managing work-life issues. Men studied in therapeutic clinics exhibited high levels of job strain, stress, and burnout that relate to depression.

The integrity model perspective honored men's values and reframed their emotional voice in occupational stress, life issues, and lifestyles with a focus on clinical interventions to help elevate impasses in personal values, organizational values, and deal with multiple role pressures and anxiety (Evans, Carney, & Wilkinson, 2013). The model serves as a valuable alternative in theoretical frameworks applied to studies on a wide-range of men's issues. Recommended coping strategies offered to men encompassed improved communication strategies such as negotiations to improve interfaces and

relations in competing domains, locating resources for support, developing problem solving skills, and a focus on empowerment and emotional control (Evans, Carney, & Wilkinson, 2013). Human behavioral studies have provided valuable insight into why people behaved in the manner they do and clinical support has provided coping interventions to help individuals function better; organizations can help.

Research on modern fatherhood revealed how organizational policies might be re-architected to provide necessary support for fathers and men without children. Giallo, Rose, Cooklin, and McCormack (2013) explored coping strategies fathers' experienced with fatigue using a qualitative method. They found sleep deprivation and limited breaks contributed to fatigue among a focus group of 13 parents. Fatigue was described as the depletion of energy needed to maintain mental balance and physical activity requirements. The impact of fatigue affects all parents alike. For example, fathers and mothers may experience increased moodiness, lack of concentration, as well as communication and relationships strains.

Fathers in Giallo, Rose, Cooklin, and McCormack's study discussed coping strategies used to manage fatigue included taking time for self-preservation by focusing on areas such as diet, recreation, meditation, physical exercise, and enlisting the support of social and professional services or networks. McLaughlin and Muldoon (2014) asserted that less is known about the impact and coping strategies of fathers' who participate in the hands on care of children coupled with other domain responsibilities than women. Giallo, Rose, Cooklin, and McCormack's study on the cause and effect of fatigue was limited to a small size focus group; and job related variables were not

explored which may have revealed a broader category of contributors to fatigue. Other researchers have found that the lack of coping methods to address fatigue can lead to self-blame, mistakes, lack of focus, and a considerable loss of work days (Galanaki & Papalexandris, 2013; Hammer, Johnson, Crain, Kossek, Davis, Kelly, Berkman, Buxton, Karuntzos, & Chosewood, 2016; Karatepe, Babakus, & Yavas, 2012). High demands for efficiency and productivity in a competitive market place is prevalent and excessive pressure could increase the probability of occupational stress, fatigue, and burnout.

Individuals use a range of competencies and strategies to manage boundaries, expectations, and provide balance for themselves. Variations of work-life balance interventions and self-management behaviors are important because individual circumstances are not all the same; and coping behaviors and managerial support are necessary factors in addressing life adversities (Galea, Houkes, & De Rijk, 2014; Cegarra-Leiva, Sánchez-Vidal, & Cegarra-Navarro, 2012; Todd & Binns, 2013). The crafting of coping behavior is theorized to be a function of a physical arrangement of tasks for one's benefit, meaningful interactions with individuals to establish or reinforce stability, and a cognitive construction of a healthy perspective of one's work-life (Sturges, 2012). Employers and employees recognized the problems associated with work-life imbalance.

Scholars suggest that both parties develop strategies to maintain balance within the work sphere (Ammons, 2013) because the consequences are largely determined by the level of support received from the organization and could drive employee turnover

intentions (Sharma, 2014; Tomazevic, Kozkjek, & Stare, 2014). An understanding of human behavior and strategies or techniques to promote a balance in multiple spheres can provide valuable insight on the inter-play required between roles within each domain. Sturges's (2012) qualitative study on crafting a balance between work and home with 34 participants (20 being men) found that individuals created work-life balance through physical, relational, and cognitive techniques suitable to them. Physical techniques included arrangements such as telecommuting or flextime; relational crafting involved developing a rapport with colleagues and superiors to facilitate the work-life balance needed; and cognitive techniques entailed the framing perception of a successful work-life balance.

Scholars also suggested that men perceive job flexibility and access to resources are the most important factors to effectively manage multiple role domains (Kassim, Peterson, Bauer, & Connolly, 2013; Richardson, Moyer, & Goldberg, 2013; Safdar & Kosakowska-Berezecka, 2015). Sturges's study only comprised of young adult professionals who recently entered the workforce, most without children. A major theme of making compromises resonated with the participants of the study because temporary sacrifices of an ideal situation was considered necessary for future career gain. Nonwork roles may affect coping behavior decisions in which the participants interviewed did not have the experience to elaborate on. Organizations that focus on performance and productivity instead of number of hours worked can encourage coping behaviors through work-life initiatives that enable employees to minimize the effect of work intensification on their personal life. Some companies commit organizational resources to developing

work-life policies to meet the changing needs of their workforce and align with government regulation for protecting working families.

Work-life Policy

Many companies have not adopted gender neutral work-life balance polices and men who seek work leave for personal reasons perceive they are associated with a negative stigma (Damaske, Ecklund, Lincoln, & White, 2014; Kaufman, 2013; Machin, 2015; Kinnunen, Rantanen, Mauno, & Peeters, 2014; Schieman, Schafer, & McIvor, 2013). Social pressures of men perceived as putting their careers before fatherhood or parenting is a reality for men that have experienced nonfavorable promotion or salary impacts. A myriad of factors such as economic uncertainty, technology advancements, budget cutbacks, and corporate outsourcing have reduced job security for many men while expectations of job productivity and work performance remain unchanged.

Researchers (Milkman & Appelbaum, 2013; Pugh, 2016) proclaimed that working conditions in the United States have rapidly progressed since the 1940's while corporate workplace structures, polices, and practices related to work-life balance have not. This is of particular concern for men seeking work-life balance. Vandello, Hettinger, Bosson, and Siddiqi (2013), inferred that human resource management policies may be thwarted by 20th century who still adhere to a traditional gendered male role for suspicion of being potentially penalized somehow for utilizing work-family policy benefits. Social pressure for human resource management equality related to family-friendly policies may influence workplace changes that help alleviate boundary management strains for men. Vandello, Hettinger, Bosson, and Siddiqi's (2013) assertion

aligns with Kaufman (2013) argument that powerful traditional norms still exist in 20th century businesses that dictate full commitment to work without family life interference; employees who believe that, may not pursue flexible schedule arrangements to support work-family life balance.

Scholars have indicated that men are subject to receive lower performance reviews or salary compensations for taking leave of absence than women and take a different approach than women in addressing disparities and perceptions (Dunifon, Kalil, Crosby, Su, & DeLeire, 2013; Nowak, Naude, & Thomas, 2013; Southworth, 2014; Vandello, Hettinger, Bosson, & Siddiqi, 2013). For example, a man may pursue less demanding work tasks or shift while displaying devotion to their job as oppose to a woman who may choose family devotion or work. Companies should take interest in devising human resource management policies that aid in the management of excessive multiple role demands because of potential impact to productivity, job satisfaction, and retention of valued skilled workers.

Some scholars believe that work-life balance is realized when policies address the organizational perspective and individual perspective (Kulkarni, 2013; Maiya & Bagali, 2014; Sharma, 2014). For both the organization and individual, the effect of imbalance is determined by the level of support provided. Jang, Zippay, and Park's (2012) national study of 2,795 employees found that work-life policies that allow employees to adjust their work schedules have a strong correlation to increased job satisfaction, psychological well being, and work-life balance. Self-management skill is a crucial element to balancing work and life domains. The meaning given to work-life balance is an

individual matter; organizations cannot define balance for people but organizations have a corporate social responsibility to facilitate individual well being through policies and programs.

A healthy psychological well being is a function of understanding how to minimize domain conflicts and promote harmony within domains (Mauno, Kinnuen, & Feldt, 2012). For example, an individual can reorganize time given to work and personal life or increase resource support to cope with conflicts. Ranson's (2012) argued that cultural expectations and organizational diversity has prompted the need for reframing work and family policies with gender neutral language. Traditional household structures are receding and corporate policies and programs should align with implementing family-friendly work policies in a fair and sensitive manner for men.

Work-life policies should include a diversity of approaches to support the balance needs of employees. McLaughlin and Muldoon's (2014) study of work-family balance for fathers' compliments Ranson's argument that fathers' increased multiple roles and responsibilities require supportive family friendly policies and programs to manage work-family conflicts. Family-friendly policies that help minimize the effect of work on and private life should include leave considerations such as paternity, illnesses, emergencies, bereavement, sabbaticals, extended leave, flexible work schedules, and flexi-place arrangements. Shippen (2013) reported "few public and limited private sector policies enable workers to balance the dual needs of work and family" (p. 15). Without work-life policies to alleviate work intensification and allow workers to address interferences and distractions from opposing domains, organizations could experience a reduction in job

productivity and performance. Individuals need flexibility to address issues that arise with multiple role responsibilities and to improve their quality of life.

Quality of Life

Even though research shows that a lack of work-life balance can negatively affect an employee's physical and psychological well being, reduce job satisfaction, and be costly to organizations (Craig & Brown, 2014; Ten-Brummelhuis & Bakker, 2012), there is no assurance that the implementation of work-life policies and programs will be supported by an employee's supervisor or manager. Having time for leisure pursuits can be an important factor in building quality relationships and connections with family, friends, and companions. Since individuals have a finite amount of time and energy resources to contribute to life roles, engagement in each role has to be managed so that those resources are not fully depleted and inhibits participation in other roles. Craig and Brown's (2014) quantitative research on the relationship between weekend work and leisure activities found that performing paid work activities on Sundays have a greater potential for an increase in health deficiencies and far less work-life balance than performing paid work activities on Saturdays because Sunday's are typically reserved as a family day. Their study was based on 3,903 surveys. The findings of the study imply weekend work can have a costly effect on one's personal and professional life. Most studies indicate that a lack of balance can have a costly affect emotionally, socially, physically, professionally, and financially.

Leisure time is important as it allows an individual the opportunity to recharge and cultivate lasting personal and professional relationships and expend time and energy

in satisfying self-fulfilling ways. Ten-Brummelhuis and Bakker's (2012) quantitative research of 74 employees explored whether substantive breaks from paid work activities enhanced individual vitality to the point where an individual is able to mentally form a detachment from their paid work responsibilities. They found that Individuals who manage multiple roles could feel overwhelmed and withdraw from being fully committed to work-life domains. They also found that significant breaks from paid work activities cause individuals to eagerly approach their paid job assignments after returning from down-time for recovery.

Leisure can range from spontaneous disorganized activity to very structured arrangements whereby individuals may experience a since of freedom and in that experience potentially replenish their physical and mental energy. Ten-Brummelhuis and Bakker found that as employees engage in daily high volume work tasks, eventually become less robust, tense, and less engaged in performing nonpaid work activities because task overload weakens one's psychological ability to detach from strenuous situations. Employment in an environment with intense assignments can present a dichotomy between work-life domains if a higher value is placed on one domain over another. Ten-Brummelhuis and Bakker (2012) found that some individuals place a greater value on meaningful work than on a high salary for personal equilibrium while others make difficult decisions or sacrifices in order to obtain the quality of life sought.

Naturally employees desire a level of autonomy to address what matters to them; flexibility and resource support provide opportunities to address those matters.

The limitation of Ten-Brummelhuis and Bakker's quantitative study is that there was no explanation of why certain leisure activities caused individuals to recovery from being physiological and psychological depleted and why others did not. And, their study could be further developed by exploring comprehensive motivations behind an individual's decision of choosing meaningful work over financial prosperity.

Summary and Conclusions

The literature review on the construct of work-life balance for men addressed related topics and themes on multiple roles, job satisfaction, role strain, role stress, burnout, boundary management, schedule flexibility, coping strategies, work-life policy, quality of life, and resource support of social networks. While one's workplace role may be an absolute necessity, typically there are several other roles in the life of an individual that must be prioritized and managed across life domains. The common thread that resonated among the research studies analyzed in this chapter is how individuals coped and juggled multiple life roles to generate a level of satisfaction or balance among the competing priorities of each role. Scholars revealed individuals that lack the ability to balance work and nonwork commitments may experience substantial physical and psychological related issues and could negatively affect family members, social and professional relationships, and overall livelihood. Studies also show an increasing population of men in the workplace seeking work-life balance (Bonner, 2013; McLaughlin & Muldoon, 2014). A shift in societal customs and norms from the traditional male role to a modern male involved in multiple role responsibilities across work and private life domains often involve limited organizational support for men.

Research investigations concluded that occupational and nonoccupational responsibilities that interfere or cause conflict between domains is often accompanied by pressure to meet commitments and is perceived by some men to have a deleterious effect on their career (Cha & Weeden, 2014; Lisson, Mee, & Gilbert, 2013; Wayne, Butts, Casper, & Allen, 2016). Many men are finding themselves burdened by time constraints and competing demands and are having difficulty managing competing demands of work-life roles. Men who perform multiple roles contend with work-life balance issues require strategies to manage negative effects caused by inter-role conflicts. Most of the literature reviewed explored the physiological and psychological effects of work-life constructs but does not address the work-life issues unique to the culture of men working in a regimented military and government environment where the predominate behavior involves servant leadership for the good of the mission. As young single men recruits revolve in and out of organizations at military bases, they may at some point have multiple role aspirations and consider the potential consequences of occupying each role.

This study may be a resource for formulating strategies for conflict resolutions when added to the body of knowledge on men topics to assist in the management of excessive work-life demands resulting from multiple role accountability. I attempted to reduce the gap in current literature on work-life balance issues of men in the aerospace industry by examining the experience of professional men workers engaged in multiple roles through qualitative inquiry. In Chapter 3, the research methods and procedures used in this study are discussed. Chapter 4 describes the analysis of the data and Chapter 5 is a summary of the study with a conclusion and recommendation for further research.

Chapter 3: Research Method

The purpose of this qualitative phenomenological research study was to explore

men's experiences in multiple roles regarding work-life conflicts and to identify coping

strategies they use to achieve a work-life balance. Assuming multiple commitments

requires managing conflicting loyalties, expectations, logistics, awkward interruptions,

work, and nonwork-life spill-overs. I explored the obstacles that men encounter from

assuming multiple roles, and the coping methods that they used to alleviate stress

resulting from life conflicts. Chapter 3 begins with the restatement of the purpose.

Following the restated purpose is an in-depth explanation of the research design and

rationale, methodology, overview of the participant selection logic, instrumentation,

procedures for pilot studies, procedures for recruitment, participation, data collection,

data analysis plan, issues of trustworthiness, and ethical procedures employed in this

study to investigate the lived experiences of men coping with work-life balance in the

aerospace industry. Chapter 3 concludes with a reference to fulfilling the National

Institutes of Health human subject education requirement for this study.

Research Design and Rationale

The primary research questions guiding this study were:

1. What lived experiences do men in the aerospace industry have regarding

   multiple roles and the integration of a work-life balance?

2. What are the perceived causes of work-life conflicts for men in the aerospace

   industry?

3. What coping strategies do men who work in the aerospace industry perceive

beneficial for men engaged in multiple roles (such as an entrepreneur, student, and volunteer worker)?

A qualitative descriptive phenomenology design facilitates a thorough understanding of the meaning of the phenomenon from the views and experiences of participants in ways a quantitative method cannot convey (Englander, 2016). I based the decision to use a phenomenology tradition on the intent to explore the complexities of work-life balance through the perspective of the lived experiences of men, and to acquire a deeper understanding of how their decisions influenced their work-life balance. A qualitative descriptive phenomenological design was applicable to this study because the design allowed me to understand the human behavior and personal experience of men affected by work intensification. Work intensification often results in increased stress and role conflicts (Cope, 2014). If there is no respite or intervention high work-loads work-life conflicts may occur.

Using this design, I added men's voices to scholarly literature concerning their multiple roles and integration of work-life balance. Moustakas (1994) asserted that phenomenology allows a researcher to understand the world as lived experiences are revealed and provides deeper insight into the root of the issues individuals' encounter of a shared phenomenon. Being engaged in six distinct roles (aerospace industry employee, full-time student, parent, wife, part-time entrepreneur, and active member of an affinity organization), I became interested in gender differences in how men manage multiple roles. I found a gap in literature regarding men's voices on their experience of multiple role management in a regimented military and government work culture within the

aerospace industry. I chose a qualitative inquiry for this study because it was appropriate for obtaining important perspectives on the phenomenon from by men with multiple roles experiences. The descriptive phenomenology tradition was appropriate for this study because the tradition is often rooted in the researcher's experience or an issue that the researcher is grappling with (Douglass & Moustakas, 1994). Descriptive phenomenology afforded me the opportunity to listen to the lived experiences of men on the phenomenon studied without interpretation. It also allowed me to analyze their detailed descriptions and to gather meanings that were essential to the study of multiple role management and work-life balance. A descriptive phenomenological approach with in-depth, face-to-face interviews was used to explore answers to the research questions.

The descriptive approach was used to emphasize aspects of the participants' experiences without interpretation or judgment. The rationale for an interview protocol was based on principles of phenomenology, which rely on continual examination of texts to inform additional interviews (Van Manen, 2014). The purpose of the interview was to collect raw data. There are several methodologies available for conducting this study but not chosen. I did not choose a quantitative method for this study because I wanted to obtain in-depth data using interviews to understand how men cope with multiple role conflict and work-life balance as oppose to using statistical techniques to derive the findings. A mixed-methods design was not chosen for this study because it includes quantitative procedures.

Other qualitative approaches were considered for this study such as a case study, grounded theory, biographical research, and ethnography. These qualitative research approaches were not chosen for the following reasons:

1. A case study research was not appropriate for this study because a case study is primarily used by researchers to describe an entity that forms a single unit, such as an individual, program, or institution (Neuman, 2013; Salmons, 2014). And, a case study may be used for a collection of cases for the illumination of a phenomenon, which could be very expensive for a single investigator with limited time and resources.

2. The aim of grounded theory research is to allow the researcher to produce a theory out of raw data rather than describe the phenomenon.

3. Biographical research is typically the study of a single individual life (Chen & Larsen, 2013).

4. Ethnographical research would require the researcher to be immerged in the day-to-day activities of a group of people sharing the same culture (Longhofer & Suskewicz, 2014), which is not feasible nor is the analysis of a cultural group the intent of this study.

The phenomenological approach was the most appropriate fit for describing, exploring, and understanding the essence of experiences about a commonly shared phenomenon.

Role of the Researcher

I was interested in the responses to the research questions as I am actively engaged in multiple roles (aerospace industry employee, full-time student, parent, wife,

and member of an affinity organization). Van Manen (2014) contended that

phenomenological research is a lived experience for researchers as they connect and

attune themselves to make sense of lived human experiences then reveal the "lived

experience in such a fashion that we are now able to grasp the nature and significance of

this experience in an hitherto unseen way" (p. 39). My role was a participant-observer,

engaged in the data collection and analysis process. I was the instrument of data

collection. I developed my own questionnaire, selected participants, conducted and

recorded semistructured interviews, collected verbal and nonverbal data, then transcribed

and analyzed the data collected from each participant. Having direct involvement in the

study provided an opportunity for me to describe participant experiences and comprehend

the essence of the phenomenon (Valle & Halling, 2013). I did not involve anyone with

whom I had a personal relationship or anyone who worked directly or indirectly for me. I

had not conducted prior research on the work-life balance of men but I had researched the

work-life balance of women.

The researcher's role in a qualitative inquiry requires identifying and

understanding personal biases, values, and personal backgrounds that may affect the

study. Bracketing is one method of addressing these concerns. Bracketing involves the

researcher's elimination of their preconceived notions and prejudgments when

conducting an investigation of a phenomenon (Podsakoff, MacKenzie, & Podsakoff,

2016). In this study, the potential for bias was bracketed as follows: As a woman

managing multiple roles, I have preconceived ideas on how I think men manage work-life

imbalance. I managed my biases through self-reflection and journaling to explicate my

personal thoughts, opinions, and feelings on how I think men manage work-life imbalance, and reflected on them throughout the data collection and dissertation phases to keep an open mind and eliminate the influence of researcher bias.

Using a descriptive phenomenological design, I documented and described the experiences and perceptions of men and how they manage work-life obligations and conflicts. According to Ritchie, Lewis, Nicholls, and Ormston (2013) an interview protocol is an appropriate tool for exploring participant experiences because the open-ended question format can be used to create a setting for a friendly discussion rather than a data-gathering interview. The purpose of the interviews was to collect data and clarify the responses to the background questionnaire (see Appendix B) distributed using online software before the interview. The researcher unbiasedly administered all interviews. The descriptive phenomenological tradition provided conversational opportunities to clarify data, obtain additional data, and create an atmosphere of transparency between the participant and researcher. I interviewed the participants in a neutral manner and listened attentively to their responses during data collection. I shared my journal with advisors to set aside any bias that might influence the structuring of the study and interfere with the original meaning of the participant responses as requested. All participants received a thank you coffee shop gift card of $10.00 for being involved in the study.

Methodology

This section includes the design and methodology used to facilitate the exploration of this phenomenon. Qualitative research methods allow the researcher the opportunity to investigate real issues in the lives of people; probing with pertinent

questions could lead to responses that are beneficial in developing tangible solutions suitable for stakeholders. Descriptive phenomenology is the qualitative research design for this study because the design is appropriate when a researcher wants to concentrate exclusively on the phenomenon of lived experiences using exploratory questions to investigate the essence of an experience through interviews and observations (Moustakas, 1994; O'Halloran, Littlewood, Richardson, Tod, & Nesti, 2016). I used the descriptive phenomenological approach to describe rather than explain the professional and personal life experiences of men coping with work-life balance.

Qualitative researchers are expected to identify a phenomenon, collect data from individuals who have experienced the phenomenon, then develop a composite description of the meaning of the experience for all of the individuals in terms of: *what* they experienced and *how* they experienced it (Moustakas, 1994). Phenomenological procedures have been widely used by scholars in qualitative research to understand lived experiences. In descriptive phenomenology, a researcher aims to understand and reveal individuals' common meaning of their lived experiences of a concept or phenomenon in all its richness and complexity without bias (Valle & Halling, 2013). The intent of using a qualitative descriptive phenomenological study was to learn from and further understand how men cope with balancing the demands of multiple roles. Gaining knowledge about perceived factors that contribute to work-life satisfaction and hinder work-life balance could be useful in understanding what motivates individuals to add value to organizational objectives.

The research method and design are the two important dimensions of a study that are crucial in conducting research (Hamilton & Corbett-Whittier, 2013; Yin, 2014) and the procedures for conducting research include: (a) interviewing research participants, (b) data collection, (c) data analysis, and (d) presenting the findings (Frels & Onwuegbuzie, 2013). I used a seven-step modified Van Kaam method for data analysis (Moustakas, 1994) to organize and analyze data gathered from the research respondents using open-ended interview questions. The modified Van Kaam method of analysis of phenomenological data is described in the data analysis plan below. The following section includes a discussion on the selection of study participants, instrumentation, data collection, data analysis plan, and issues to ensure credibility and trustworthiness.

Participant Selection Logic

The participant sample contained a purposeful selection of nonactive duty military civilian and contractor personnel at Military Bases in Southern California. The estimated male population from which purposeful sampling was conducted is 2,000. The primary inclusion criteria for the selection of men participants for this study were:

- Must work in the aerospace Industry

- Must be active in three or more roles

Several phenomenological studies have been conducted with Walden Institutional Review Board (IRB) approval for small samples. For example, Detweiler's 2014 study on the topic of adults with spinal cord injuries during adolescence consisted of six participants; Blum's 2015 study on caregivers' support for their preschool children's language and social skills development consisted of eight participants; and Seepersad's

2016 study on single fathers of children with autism consisted of 10 participants. None of these research studies used pilot studies. I purposively selected 20 professional men for my main study and two professional men for a pilot study to share their work-life balance experience. Due to the nature of the study requiring participants to express the meaning of their experiences in multiple roles, selecting participants who have experience with the phenomenon that matched the criteria was imperative (Palinkas et al., 2015) in order to gain an understanding of how they balance their professional and private lives. The challenges the participants encountered, support system used, and strategies employed to realize work-life balance was analyzed.

The purpose for selecting 20 participants was to ensure there was sufficient data to conduct the study. A unique aspect of qualitative research is the allowance of small sample sizes, less cost, and less travel (Fugard & Potts, 2015). There are varying opinions for determining a qualitative sample size. Reid, Flower, and Larking (2005) argued that there are no definitive number of participants for a study but recommends five to 25 respondents for data saturation. Other scholars believe data saturation can be achieved with a sample size of five to 50 (Brown & Sleath, 2013; Bernard, 2013) and when the researcher is satisfied that the complexity and variation of perspectives regarding the phenomenon is captured (Saxena, Cordon, Poddar, & Fontenot, 2013; Roy, Zvonkovic, Goldberg, Sharp, & LaRossa, 2015). Data saturation may also be achieved when no new information and no new themes emerge as part of the data analysis process (O'Reilly & Parker, 2013). Purposeful sampling was used to recruit initial participants. I used my social network to identify potential participants who meet the selection criteria. I gained

access to additional participants through snowball sampling of participants consented to participate in the study.

Network sampling uses a word of mouth approach for the identification of participants within difficult to recruit or elite populations (Bernard, 2013). The application of network sampling involved me using email and a telephone to seek the support of my personal contacts to invite and recruit potential professional men candidates by explaining to them the purpose of the study and criteria for participation. Based on the candidates response using the recruitment letter (see Appendix A) and background questionnaire (see Appendix B), I determined if the candidates meet the criteria to participate. Participants were chosen based on the number of roles selected in the background questionnaire.

Participants who agreed to be part of the study signed an Informed Consent form before the interview and returned it to me via email within 1 week of receipt. This will allow time for the participant to review the background of the study and how to contact me to ask clarifying questions before deciding to participate. The study was conducted at a mutually agreed upon location. The participants were assigned a pseudo name and assured that their information will remain confidential. Semistructured interviews estimated to be an hour, not including travel time. In reality, the majority of the interviews were only 20 to 40 minutes. The interview data will remain in a locked drawer for 5 years to protect the rights and privacy of the participants before being destroyed (Yin, 2014) and I am the single point of access to the data. I provided a copy of the summary of the research findings to the participants.

Qualitative interview data was collected until data saturation was achieved and I reached the point where no new insights were being observed. I knew I had achieved data saturation after all information from the participants was received and the variation of information was low or I reached a point of diminishing returns and it became evident that little difference existed between participant data, or no new information was heard, or information occurred so repeatedly whereby the collection of more data seemed to render no substantive value; then I concluded that data saturation had been reached (Bryman, 2015) and no additional data collection was necessary. Saturation is a matter of reaching the point where it becomes counter-productive and that new discoveries does not reveal fresh insights or add anything to the phenomenon under study (Bryman & Bell, 2015). If the variation is high then I would have increased my sample size to obtain enough data to reach a sense of saturation. After data saturation was reached, I performed an analysis and generated a report of the findings that included expressive language and personal voice of the participants.

Instrumentation

In a qualitative study, the researcher is the primary instrument of data collection (Merriam & Tisdell, 2015; Yin, 2014). While I was the primary instrument, other key data collection sources used to obtain detailed data for this study were in-depth interviews, interview protocol, field notes, reflexive journal, and an audiotape recorder. In-depth interviews were the main source of data. Interviews allow the participants to articulate their lived experience of the phenomenon being investigated. Research studies must have research questions (Yin, 2014). I conducted face-to-face semistructured

interviews and each interview session was audiotaped. In compliance with Yin's (2014)

recommendation of research questions, I took on the responsibility to develop and

validate interview questions using a pilot study, in advance of the interviews and in

alignment with the conceptual framework of this study. The interview questions consist

of primary research questions and subsidiary questions and can be found in the interview

protocol (see Appendix E).

Qualitative researchers must take steps to ensure the validity of the results of their

study. Qualitative validity is defined as the most accurate approximation to the truth of a

given proposition, interpretation, or supposition (Trochim, Donnelly, & Arora, 2015),

which can be validated by allowing the findings to be corroborated by the respondents. I

cross checked documents, reported any discrepant data, and conducted member checks.

Member checks allow for the validation and correction of any researcher

misrepresentations or inconsistencies in the data. Content validity of interview tools was

established when research questions accurately access the phenomenon of the study

(Emmel, 2013). The background questionnaire (see Appendix B) and interview protocol

(see Appendix E) tools used in this study was submitted to my committee to determine if

any modification is necessary and beneficial prior to conducting the study. The outcome

of the pilot study informed my research approach in the main study.

The interview format will allow for detailed information to be gathered,

understanding of the topics and issues being investigated, and comparing and contrasting

participant responses. The background questionnaire (see Appendix B) supported

participant selection and the interview protocol (see Appendix E) helped guide the

conversation for detailed information I wanted to obtain, understand and convey. Recording the interview provides a higher fidelity and accuracy of data capture than written material (Yin, 2014). I took notes using a field notebook to document my observations of participant engagement and body gestures (such as validation cues, long delays in response, and facial expressions) for context and added value to the study (Kragelund, 2013). For example, participants may be asked a question in which they appear uncomfortable answering so I would find that worth recording in my field notebook.

Yin (2014) stated that observational evidence is valuable in providing additional information on a topic discussed and supports the triangulation process. I worked to build a rapport during the interview to obtain insight and open and honest responses on how the participants deal with the phenomenon under study. Conducting semistructured interviews, recording observations, and following up with member checks increases accuracy of the narratives and decreases the likelihood of misrepresentation (Depoy & Gilson, 2016; Lincoln & Guba, 1985; Truglio-Londrigan, 2013). Member checking is an important quality control process for checking content validity and involves the researcher submitting the participant's statements captured from their interview to them for verification and clarification. Member checking increases accuracy of the narratives and decreases the likelihood of misrepresentation (Depoy & Gilson, 2016). Researchers must verify the data was accuracy captured during the interview. I ensured this requirement was met by allowing the participants to read the transcript. Member checks are considered the single most important factor in increases the credibility of a study

(Lincoln & Guba, 1985) when the respondents affirm their statements were accurately and fully documented in context.

Data triangulation is a process used by researchers to cross-check information using data sources (Moustakas, 1994). To triangulate the data I used multiple data sources that include audio recorded semistructured interviews, observations and documentation from the field, and member checks because they are appropriate forms of data triangulation (Cronin, 2014; Houghton, Casey, Shaw, & Murphy, 2013; Roy, Zvonkovic, Goldberg, Sharp, & LaRossa, 2015). Any information that provided insight or context to the data was captured in a field notebook. Documentation of direct observations was used to support the triangulation process. In addition to the member checks, credibility was established through an audit trail.

An audit trail captured raw data, observation, notes, and information used to formulate the data analysis. Using NVivo, a popular qualitative data analysis software useful for qualitative data analysis (Paulus & Lester, 2015), data was compiled and coded with corresponding themes and became part of the audit trail. Raw data was made available in the Appendix. Using a reflexivity journal, I addressed personal biases and assumptions prior to conducting interviews and it served as an outlet to debrief and reflect after each interview. Using the data collection instruments described I dove deeply into the circumstances of the phenomenon experienced and understand the motivations and behavior of men and provide informative data to answer the research questions in this study.

Pilot Study

A pilot was conducted after the receipt of Walden University IRB approval. The pilot study affords the opportunity to test and clarify the interview protocol (see Appendix E) before conducting the main study. It also improves the quality and efficiency of the main study for suitability (Snelson, 2016). Information obtained during the pilot study was analyzed and used to: (a) refine the research questions for language that is simply structured (b) determine the manner in which questions should be asked (c) solicit responses that answer the research questions and (d) determine if any other changes might add value to the interview process. Participants for the pilot study were not part of the main study. The pilot study helped resolve any unforeseen issues as: ambiguity, phrasing concerns, and ensures credibility, transferability, dependability, and trustworthiness of the research questions and quality of data (Savin-Baldwin & Major, 2013) for analysis in the main study. Network sampling was used to obtain two men for the pilot study. Only men participants that meet the following eligibility criteria were selected to participate in the pilot study:

- Must work in the aerospace Industry

- Must be active in three or more roles

The first two of 22 qualified candidates that agreed to participate in the study were placed in a pilot study and were not part of the main study with the remaining 18 participants. Had I not met my quota for participants, I would have either rescheduled the interview for the convenience of the participant or recruited a replacement candidate if necessary.

The purpose of the pilot study is to determine if the participants understand and can answer the questions and determine if any modifications to the interview protocol (see Appendix E) is necessary. Any issues with the design of the interview protocol can be noted and addressed in advanced for improved quality questions and efficiency (Snelson, 2016) of the main study. If the interview questions had required revisions during the pilot study, I would have requested an IRB review and approval before making any modifications. In such cases, I would submit a Request for Change in Procedures Form along with any other related documents affected by the revisions.

All participants were emailed: (a) a recruitment letter (located in Appendix A), (b) background questionnaire (located in Appendix B), (c) informed consent form, and (d) receive a phone call coordinating the time and location of the interview (the script is located in Appendix C). Participants were informed that they may receive a copy of the results of the research study along with my contact information if they have any related questions. Data was recorded by an audiotape player. Pilot study participants were not inform that they are engaged in a pilot test of the questions. The IRB approval number for this study is 12-21-16-0116047.

Procedures for Recruitment, Participation, and Data Collection

Primary data was retrieved by direct personal investigation through informal interviews and questionnaires to collect what men say, think, and feel about each of the research questions in the interview protocol (see Appendix D), from their perspective through discussions and reflections in the setting. I was the sole data collector. All data collection techniques have advantages and disadvantages; for this study, face-to-face

interviews provide more accurate screening such as: the participant's gender, allows for the opportunity to capture verbal and nonverbal cues, and opportunity for an in-depth exploration and understanding of interpersonal meanings of the phenomenon; but, can be time consuming and costly (Jamshed, 2014). Telephone interviews may provide anonymity for the respondents but face-to-face interviews are preferred over telephone interviews because telephone interviews eliminates direct contact, prevents reading of nonverbal body language or other personal characteristics (Marshall & Rossman, 2015) and may necessitate special equipment or software for recording and reproducing participant responses.

Participants were emailed the details of the interview process, the mutually agreed upon location and time of the interview, and informed consent that included the permission to use a tape recorder prior to the meeting to facilitate an effective interview in a comfortable setting. The interview duration lasted about an hour to establish rapport, openness, and emotional engagement in the probing of experiences and meanings from research participants (Jamshed, 2014; Merriam & Tisdell, 2015). If my recruitment resulted in too few participants to capture the complexity and variation of the phenomenon explored, I would have recruited additional candidates until I was satisfied that I had reached data saturation. During data collection, journal logs were used to track methodological and observational field notes.

The interview conversation commenced with introductions, a discussion of the nature of the study, and an understanding of expectations of both the participant and interviewer. I ensured confidentiality of the research participants before and after the data

collection process. Each participant was asked to create their own pseudo name. I genuinely thank each participant before and after data collection for contributing to the study. Participants were reminded of the use of a tape recording device and documenting of nonverbal gestures. The participants were informed that follow-up interviews would occur for data checks. After all the data had been carefully transcribed, ensuring that the interview transcripts and audio recordings match, each participant received a copy of my analysis so that they may comment on or clarify the intended meaning of their responses. The data collection methods and research questions shown in Table 2 below were essential to obtaining answers to this study and may ultimately inform an array of stakeholders in decision making related to work-life balance issues.

Table 2

Data Collection Alignment with Research Questions

Key Research Questions	Background Questionnaire	Informal Semi-structured Audio recorded Interview	Observation Log/Field notes
What lived experiences do men in the aerospace industry have regarding multiple roles and the integration of a work-life balance?	x	x	x
What are the perceived causes of work-life conflicts that you experience?		x	x
Describe the coping strategies you perceive beneficial for men considering multiple role pursuits?		x	

Data Analysis Plan

The data analysis is an iterative process conducted throughout the data collection

process (Maxwell, 2013). An in-depth analysis of the data connected to the research

questions was conducted. Question #1: What are your lived experiences of managing

multiple roles and the integration of a work-life balance? This question was designed to

collect in-depth individual appraisals of men's lived experience and perception of the

phenomenon. This question was also intended to gain a sense of the meaning of their

roles from their perspective. Question #2: What are the perceived causes of work-life

conflicts that you experience? This question explored the challenges and difficulties

encountered with work-life imbalance and interventions employed to support work-life

balance. It provided the opportunity to probe a broad range of factors relevant to the

phenomenon studied.

Question #3: Describe the coping strategies you perceive beneficial for men considering

multiple role pursuits? This question was intended to encourage respondents to identify

coping schemes that can be extended to men beyond this study and inform policy makers

in support of a more comprehensive approach to work-life balance.

The responses of the participants was transcribed into Microsoft Word. I reviewed

the interview transcripts and field notes, making annotations as necessary. The Microsoft

Word file was uploaded to NVivo to identify themes and report the findings of the study.

I used the Moustakas (1994) modified Van Kaam method for data analysis and open

coding to analyze the content of the data gathered from the interviews. Open coding

included labeling concepts and developing data categories. I began open coding by

disaggregating the data, carefully reading it in detail, examining items of importance in

the data, looking for the frequency of items, and comparing similarities and

dissimilarities in the data. Then I marked meaningful units of the data that summarized

what appeared to be happening or emerging from the data by creating a descriptive label

or code to associate with the segments of transcript. The coding of categories with each

research questions was expected to change several times. Several iterations of the

analytical process was performed until no additional codes emerge. The coding system

for this research study was based on constructs such as role assumption, work-life

boundaries, organizational support, and work-life balance and relates to the research

questions. The results of the coding process was charted in a matrix.

The next step of data analysis was to identify themes. I applied the modified Van

Kaam data analysis process in the identification of themes. Moustakas (1994) outlined

the following steps of the modified Van Kaam data analysis approach for analyzing

transcribed interviews:

1. Listing and preliminary grouping; horizonalization of interviewees'
   expressions.

   I identified and cataloged all relevant statements in the transcripts that

   described a range of perspectives from the participant's experience of the

   phenomenon studied.

2. Reducing and eliminating: Involves two test conditions of respondent's

   statements (a) does it contain a moment of experience that is necessary and

sufficient constituents for understanding it and (b) is it possible to abstract and

label it?

I examined all statements and eliminated those that were not relevant to the

topic or test conditions above while keeping meaningful textural information

for grouping or clustering into themes.

3. Developing and categorizing themes of the interviewees' live experiences.

I clustered meaningful units of the respondent's experience into thematic

labels to represent the core themes of the respondent's experience.

4. Checking and identifying the correlation of components and themes for data

validation.

I checked the themes against the complete record of the respondent for

compatibility. If the theme was compatible or explicitly expressed it was used.

5. Constructing the significance of the experiences described by the

interviewees.

I synthesized the invariant meaning units and validated themes of the

participant's experience, included verbatim examples from the transcript

interview, and with imaginative variation constructed a description of the

essential structures of the phenomenon experienced.

6. Incorporating and constructing meaning from the interviewees' experiences.

From the thematic analysis, I provided a description of *what* was experienced

in textural descriptions, and *how* it was experienced in structural descriptions.

I then developed a composite description of the meanings of the experience,

incorporating textural and structural descriptions, representing the group as a

whole. (pp. 120 – 121)

Using NVivo 11 Pro, I developed a file system. The interview and post-interview notes

(with any outlier data) were separately stored as part of an audit trail.

Labels and indexes were created to organize the data. In conducting steps 1 and 2

of the Van Kaam approach, I placed equal emphasis and value on each respondent's

statement when grouping their respective meanings of their lived experience. In steps 3

and 4 of the modified Van Kaam method of analysis, NVivo was used to support the

identification of recurring patterns and emergent themes in the data associated with the

research question, perform line-by-line comparisons of the data transcript, and clustering

of recurring words, statements, and phrases. Once themes were identified, I explored all

key themes in relation to or connected with the literature and conceptual framework

presented in Chapter 2 to support the analysis of the study; any ambiguities in the

synthesis of the literature review and conceptual framework were disclosed. Each theme

was discussed within the context of the literature and conceptual framework.

Identifying and analyzing discrepant data cases is a necessary step in qualitative

studies to ensure that data that cannot be explained, is nonconforming, missing,

incomplete, or does not fit theories or conceptual frameworks, defective or discrepancy is

accounted for. With the use of software, I rigorously examined and reported any

discrepant data cases in my data analysis. In situations of very problematic data cases, the

solution would be to just report the discrepant evidence and allow readers to draw their

own conclusions (Ravitch & Carl, 2016). Resolving discrepancies may also be resolved

by re-interviewing the perspective respondent(s) to gain a further understanding of the situation. The analysis continues until data saturation is achieved, meaning no new information or emergence of themes or issues arise (O'Reilly & Parker, 2013) regarding a category of data and validation is received.

Issues of Trustworthiness

Qualitative research must meet a certain rigor and criteria to be trustworthy that includes establishing credibility, transferability, dependability, and confirmability. Meyrick (2006) stated that methods for achieving trustworthiness expands the entire research process and includes limiting researcher bias, using data triangulation, subject matter experts, and maintaining a prolonged engagement in the exploration and analysis of the study to ensure dependability, credibility, transferability, and confirmability. I have imparted trustworthy results and conclusions on the study I was trusted to conduct by the participants, my committee, and Walden IRB.

Credibility

Credibility addresses the fundamental concern of "how we ensure rigor in the research process and how we convey to others that a thorough job has been done" (Gasson & Waters, 2013, p. 95); and is accomplished when the findings of a research study are acceptable by the research respondents (Charleston, 2014; Cope, 2014; Roy, Zvonkovic, Goldberg, Sharp, & LaRossa, 2015). To achieve credibility, I included a diverse ethnic group of men and extend my engagement with the participants after the interviews to conduct member checking. After data analysis and discovery of emergent themes, I coordinated with each participant to obtain feedback on the accuracy and

meaning I ascribed to their words. Data saturation was achieved when no new findings

emerged during the interview and research process (Brown & Sleath, 2013; Marshall,

Cardon, Poddar, & Fontenot, 2013; Roy, Zvonkovie, Goldberg, Sharp, & LaRossa,

2015). Using my reflexive journal, I continued interviewing using member checking

until I was satisfied that I had fully captured the complexity and variation of the

phenomenon explored and no new information emerges.

A reflexive journal was used to document my thoughts, feelings, and actions

before and after the interview sessions. Reflexivity is a self-reflection process to flush out

personal judgements that might have sway the participant responses and data analysis.

Reflexivity contributes in establishing the credibility and dependability of the study

(Anney, 2014) while maintain the integrity of the study. I achieved data triangulation by

comparing semistructured interviews of men of diverse ethnicity, member checking, and

field notes (Roy et al., 2015) on participant observation against each another.

Transferability

Transferability refers to being able to apply the research findings to another

setting or population in future research (Elo, Kaariainen, Kanste, Polkki, Utriainen, &

Kyngas, 2014; Polit & Beck, 2013) and is enhanced by *thick descriptions* (Geertz, 1973).

The thickness of the descriptions involves detailed rich descriptions of participants'

(Bernard, 2013) experiences of the phenomenon and the research context in which those

experiences occur. I ensured transferability of the research process to other populations

by providing an in-depth detailed report of the process, results and analysis of the

phenomenon under study, characteristics of the participants of the study, and my relationship with the participants.

Dependability

Dependability refers to consistency of data under certain parameters (Cope, 2014; Polit & Beck, 2013). A study is dependable if its findings are repeatable with similar participants under similar conditions (Elo et al., 2014; Polit & Beck, 2013) and reputability is enhanced when respondents undergo the process of member checking (Fey, Scrandis, Daniels, & Haut, 2014). I ensured dependability using an audio recording device to produce an accurate and reliable account of the participant's statements during the interview. I also maintained an audit trail, containing a detailed chronology of research activities and processes, data collection and analysis and emerging themes. Transferability and dependability is enhanced when processes of the research design, implementation, and appraisal of the study are described in such detailed that it could be applied or repeated in other contexts or studies (Lincoln & Guba, 1985; O'Brien, Harris, Beckman, Reed, & Cook, 2014). The research methodology, pilot study, and content analysis are intended to satisfy these criteria by demonstrating a true reflection of the phenomenon with in-depth descriptions of the context and assumptions central to the study. The interview questions for the pilot study were transferable and dependable to the main study. An analysis of the pilot study data was completed prior to conducting the interviews with the participants of the main study.

Confirmability

Confirmability is the extent to which the research findings represent, to the maximum extent possible, the situation being researched as opposed to assumptions, stereotypes, or prejudices of the researcher (Gasson & Waters, 2013). I maintained meticulous documentation consisting of an audit trail of raw data, notes, and information used to formulate the data analysis. Transcripts of participant's responses contained detailed data including participant's direct quotes to illustrate transparency and support confirmability. The confirmability of this study was enhanced by documenting the procedure for continuously checking and validating the data until the study was complete and conducting a data audit to examine whether the procedures were followed during the study.

Ethical Procedures

As the researcher, I abided by the ethical standards set forth by Walden University ethical standards and the United States civil and federal regulations to protect the research participants from ethical issues. To reduce ethical concerns regarding the location of the interview, I arranged an interview in a private nearby mutually agreed upon location. No security protection was provided because the research participants would not encounter any risks to their physical well being. Participants may only experience some risk of minor unpleasant emotions or discomfort in the recount of experiences that are sensitive in nature. As a precaution, during the interview all research participants were given the number to a national crisis support center (1-800-273-8255) (see Appendix G) with experienced counselors who can provide adequate resources for

stress and emotional support. Participants were notified that they may inform me if they desire to withdraw from the process at any time without consequence and identification.

The researcher communicated comprehensively to the participants: (a) the purpose of the research, (b) have participants identify themselves by pseudo names for anonymity, (c) advise the participants that potential ill effects of participation are minimal, and (d) inform them that the questionnaires and transcripts would be coded to maintain the researcher's commitment to confidentiality. The participants were notified that they were under no obligation to participate in the study. All data gathered during the interview is kept in a locked cabinet in a safe and secure location for a period of 5 years before being destroyed. All paper data is destroyed using a document shredder and data stored on compact disc and audiotapes is physically destroyed by pulverizing and crosscut shredding.

Summary

This chapter detailed the study's specific methods and processes to conduct a qualitative descriptive phenomenological research design. The purpose of this research study was to explore the phenomenon of work-life balance and multiple role conflict experienced by men through the lens of qualitative inquiry. It included information on the qualitative research method to construct and analyze the study. The rationale for the research method, design, and application to this study was presented along with an autobiographical account of the researcher's role. An outline of the data details including sources, instrumentation, sampling method, data collection techniques, analysis, and trustworthiness of the study were also presented. The findings may provide important

contributions to the knowledge base of men issues. Chapter 4 includes a discussion on the

findings of the study.

Chapter 4: Results

The purpose of this descriptive phenomenological study was to explore the experience of men managing multiple role conflicts and the coping strategies that they used in the integration of work-life balance. The following three qualitative research questions guided this study:

1. What lived experiences do men in the aerospace industry have regarding multiple roles and the integration of a work-life balance?

2. What are the perceived causes of work-life conflicts for men in the aerospace industry?

3. What coping strategies do men who work in the aerospace industry perceive beneficial for men engaged in multiple roles (such as an entrepreneur, student, and volunteer worker)?

This chapter includes the results of this study and a presentation of the findings. The qualitative research findings include a discussion of the common themes that emerged after analyzing the responses to the background questionnaire (see Appendix B) and interview protocol questions (see Appendix D). This chapter also contains a discussion of: the pilot study and any impact on the main study, research setting, participant demographics, and data collection procedures. Any discrepant cases that emerged from the data during data analysis are addressed followed by evidence of trustworthiness and a discussion of the results to each research question. This chapter concludes with a summary of key points.

Pilot Study

Upon receipt of permission (IRB number 12-21-16-0116047) from the Walden University IRB, I conducted a pilot study with two men who met the study's eligibility criteria. The day prior to the interview, I contacted the participants by telephone to remind them of the study and our prearranged meeting location. Having received the participants signed consent form, we met as planned, and I conducted the interview using the interview protocol (Appendix D). The interviews lasted about 40 minutes. The participants were coded as pilot study participant 1 (PSP1) and pilot study participant 2 (PSP2) to reflect the order in which they were interviewed. PSP1 was a 56 year old African American with four life roles (program manager, husband, parent, and business owner of an IT consulting company). PSP2 was a 31year old Asian American, who was single and had three life roles (project manager, student, and entrepreneur of an internet based business).

The men articulated their lived experiences with the phenomenon of study. They were asked, (a) if any questions needed clarifying, or (b) if they had any difficulty answering the questions; both men responded *no* to both questions. I became aware of what was important in the lives of the two men and the challenges they faced in managing many facets of their lives. The pilot study confirmed that the interview questions were understood; no changes were needed to the interview questions. The pilot study also affirmed that the interview questions would elicit information in exploration of men's experiences with multiple roles and integration of work-life balance in the main study. The responses to the interview questions by PSP1 and PSP2 are as follows:

Interview Questions for RQ-1

What are your lived experiences managing multiple roles and the integration of a work-life balance?

My experiences are somewhat hectic, I work in a busy environment due to the amount of work I have on my plate. I also have to provide parenting to my children and be supportive of my wife. I have household chores, errands to run, and bills to pay. I manage it by priorities. My family is always first, however all the other areas of my life are directly related to taking care of my family. (PSP1, personal communication, January 2, 2017)

It can be very stressful at times. It is difficult to know how much I will accomplish each day because my work is so intense and fast past. My non-work activities are more predictable but sometimes hard to accomplish because my day job can be exhausting. (PSP2, personal communication, January 3, 2017)

Describe your multiple role duties.

As a Project Manager, I manage multiple infrastructure project's schedule and costs. As a husband, I support the needs of my wife. As a father I support my children in every area of their life. As a business owner I employ IT consultants to work on various client projects. (PSP1, personal communication, January 2, 2017)

I manage the staffing of acquisition related documents, I take business courses, and I run a logistics company. (PSP2, personal communication, January 3, 2017)

Interview Questions for RQ-2

What do you think and feel about the separation of work and private life?

I think it's very important to separate my work from my private life even though

they impact one another. You have to manage your work and personal life stress

levels. Sooner or later each one will affect the other. (PSP1, personal

communication, January 2, 2017)

A career oriented person managing multiple jobs and is single can have different

priorities than a person taking care of a family. I hang out with people I work

with so my work and personal life is more integrated than separated. Preferences

vary from person to person. Each person needs to find a balance or what works

for them and what they can handle. (PSP2, personal communication, January 3,

2017)

How does your work-life balance affect your career growth?

My work-life balance when managed properly provides a positive impact by

giving me the mental and spiritual strength to maintain my desire to achieve the

goals that I set for myself in my personal life as well as in my business life, which

will put me in a greater position to take care of my family. (PSP1, personal

communication, January 2, 2017)

Having a chance to have a personal life can be important to allowing yourself to

recharge and progress. However, finding what works is important to keep in mind

because what one person thinks is a good personal life can differ from another.

(PSP2, personal communication, January 3, 2017)

What are the perceived causes of work-life conflicts that you have experienced?

Lack of time spent with family members due to a heavy workload. (PSP1,

personal communication, January 2, 2017)

Sometimes managing more than one career can be challenging. Working out

conflicts is necessary; however, it is a challenge that I accept and try to work out.

(PSP2, personal communication, January 3, 2017)

Elaborate on any job dissatisfaction factors (for example, lack of manager support) that hinder your work and personal life balance.

Lack of flexibility to work remotely. (PSP1, personal communication, January 2,

2017)

I could use a revolving day off because I work more hours than I desire. (PSP2,

personal communication, January 3, 2017)

Elaborate on any job satisfaction factors (for example work schedule flexibility) that provide motivation and support for your work and personal life balance.

The understanding from my manager regarding my workload and being over

allocated. (PSP1, personal communication, January 2, 2017)

Having a good working environment is an important factor in the workplace that

contributes to overall wellness. Also, friends and a social life of sorts' can play an

important role. (PSP2, personal communication, January 3, 2017)

Elaborate on any personal life factors (for example, yoga) that help your work-life.

A healthy intimate relationship with my wife, children, and going to the gym on a

regular basis. (PSP1, personal communication, January 2, 2017)

Communicating with friends and getting friends help with dealing with stress.

Also having time to myself to relieve stress through watching videos and shows

help. (PSP2, personal communication, January 3, 2017)

Elaborate on your priorities in life.

God first, me second, my family third, and all others fourth. (PSP1, personal

communication, January 2, 2017)

Close to the top of the list is maintaining a career as a way to provide for myself

through work. Below that comes having a way to enjoy my time. (PSP2, personal

communication, January 3, 2017)

Interview Questions for RQ-3

How do you perceive your experience (effectiveness) with coping strategies used to

manage multiple role conflicts and work-life imbalance between work and personal life

domains?

My effectiveness on a scale of 1 to 10 is an 8, because it could always be

managed better. (PSP1, personal communication, January 2, 2017)

I've learned to be very efficient and manage my time as best I can. My ability to

manage stress also helps me see clear on what I need to do to resolve issues and

problems. I think my coping strategies are good because I understand life is

unpredictable and you have to be flexibility, communicate, and use all sorts of

important resources. (PSP2, personal communication, January 3, 2017)

Describe how you transition from being frustrated to being calm in stressful situations.

I control my breathing. I take a few deep breaths and tell myself to take the

emotion out of the situation. (PSP1, personal communication, January 2, 2017)

During stressful situations I sometimes let my mind wonder and at times try

taking a step back to gather myself or let the anger run its course. (PSP2, personal

communication, January 3, 2017)

How does work overload affect your intimate relationships?

It puts a strain on it because I'm too exhausted to give the amount of attention my

wife deserves. (PSP1, personal communication, January 2, 2017)

Work overload can be detrimental to relationships. It can cause people to grow

distant and raise tensions. One of the first steps to counteract this is to maintain

open communication and not let connections drift apart. (PSP2, personal

communication, January 3, 2017)

What influences or factors do you feel shape your work and personal life decisions and

strategies?

My religious beliefs, my relationship with GOD, and my relationship with my

wife who is my soul mate and sounding board. (PSP1, personal communication,

January 2, 2017)

Factors that affect me can include: the people I work with, the type of job I am

doing, and ensuring I have time to myself. (PSP2, personal communication,

January 3, 2017)

Describe the coping strategies you perceive beneficial for men considering multiple role

pursuits (such as an entrepreneur, student, and volunteer worker)?

Learn to take time for you to meditate, perform some physical exercise, read or do

something very relaxing, and have lots of fun. (PSP1, personal communication,

January 2, 2017)

Have a strong spiritual life that includes meditation and seek the counsel of

people with experience in things you are going through. (PSP2, personal

communication, January 3, 2017)

What do you think should be included in human resource policies or programs to improve

job satisfaction and employee retention or commitment?

More flexibility to work remotely and more time off to spend with family. (PSP1,

personal communication, January 2, 2017)

A mechanism of sorts to ensure that communication is always open is important.

Without communication, there is no way to know if someone is satisfied or sold

on the job. The morale of one employee can affect many. (PSP2, personal

communication, January 3, 2017)

What additional advice do you have for men pondering multiple role engagements?

Have solid, consistent support from your family or someone close to you. Set

large and small goals. (PSP1, personal communication, January 2, 2017)

Advice that I have is to take things one at a time and always remember to

delegate. Knowing when to delegate and when to do the job yourself especially

for a multi-role position can make things easier. (PSP2, personal communication,

January 3, 2017)

Research Setting

Having received IRB approval, I submitted the demographic survey to 25 men in the aerospace industry. I received consent forms from 22 of the men and the remaining three men never responded. I dedicated myself full-time to conducting interviews and generating transcripts. The interviews conducted within 3 weeks. Week 4 consisted of member checks. Each participant was given the opportunity to choose their interview location. All the interviews were face-to-face at a nearby coffee shop and recorded using a tape recorder. All participants were provided the interview questions during the interview. I remained consistent with the order in which I asked the questions for each participant. I created field notes before and after each interview. At the end of the interview, participants were thanked for their participation and given a $10 gift card to show my appreciation for their participation. I maintained contact with the participants as long as needed to ensure that I had accurately transcribed the information shared and that the participants conveyed what they intended to convey. All transcripts were assigned a code of P1 through P20. The interview discussions did not reveal any personal or organizational conditions that influenced the participant's responses or participation in the study.

Demographics

The population composition of this study consisted of 20 participants with diverse careers in aerospace. The participants were selected using a purposive and snowball sampling technique. Each participant is referenced by a code name (P1 to P20) to keep their identity anonymous. The average age of the participants was 43 years old with the

youngest man interviewed being 27 and the oldest man interviewed being 59. Three

(15%) men ranged in age from 20-30years old, seven men ranged in age from 31-40years

old, four (20%) ranged in age from 41-50years old, and six (30%) range in age from 51-

60years old (see Figure 2).
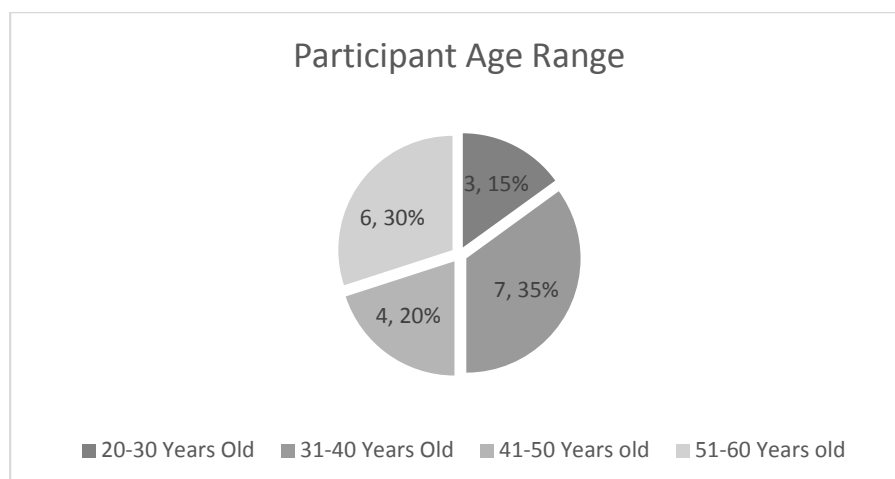
Figure 2. Age range of research participant.

The race of the participants was diverse and consisted of: Two (10%) Caucasians,

One (5%) African, One (5%) Japanese-Caucasian, Two (10%) Filipinos, Seven (35%)

African Americans, One (5%) Samoan, (5%) One Asian, Three (15%) Hispanics, one

(5%) Black-Caucasian, and one (5%) Black-Hispanic (see Figure 3).
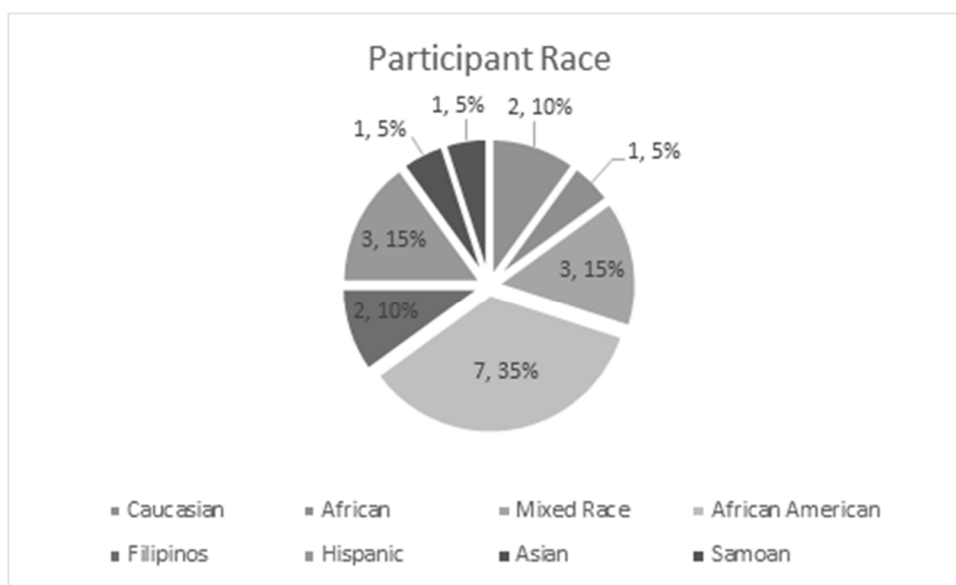
Figure 3. Race of research participant.

The marital status of the participants varied: Nine (47%) were married, three

(16%) were divorced, four (21%) were single, and three (16%) were in a relationship (see

Figure 4).
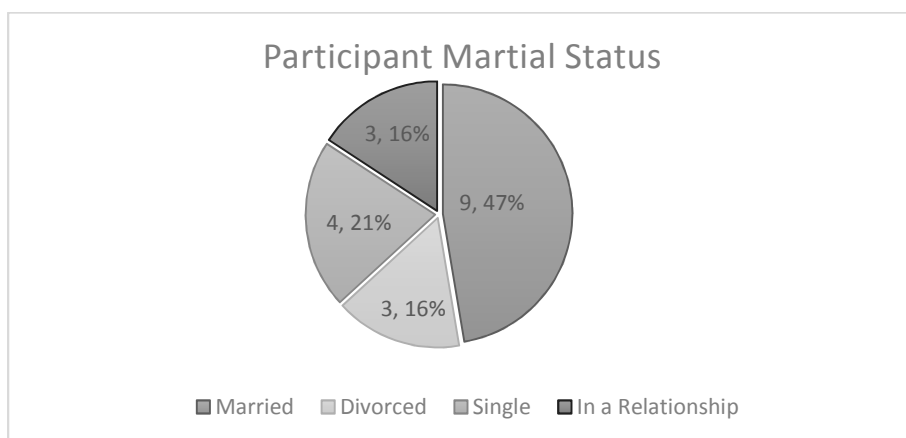
Figure 4. Marital status of research participant.

All participants occupied at least three roles. The average number of multiple

roles was four with the largest number of roles being six. Using interview protocol

question 1a (see Appendix D) each participant described their multiple roles. The primary

occupational role of participants in this study were: deputy director, principal senior

program analyst, deputy division chief, program manager, public affairs specialist, space

acquisitions analyst, cost and budget analyst, IT technician, sr. project scheduler, sr. staff

associate, project engineer, security representative, international program manager,

system administrator, acquisition security representative, system administrator, system

administrator, system administrator, help desk support administrator, and acquisition

support specialist. Table 3 below summarizes the demographics of the respondents in the

study.

Table 3

Demographics of Research Study Participants

Main Study Participant	Age	Race	Marital Status	Total Roles	Role Types
P1	43	Caucasian	Married	5	Deputy Director, Husband, Parent, Pastor, Boy Scout Leader, Coach all team sports
P2	59	African American	Single	6	Principal Sr. Program Analyst, Care-giver of parents, Member of HOA, Board Member of Golf Club, Mentor, Church Deacon
P3	40	African	Married	5	Deputy Division Chief, Husband, Parent, Care-giver of Dad, Mentor
P4	54	African American	Divorced		Program Manager, Parent, Make a Wish Volunteer, Own Export Business, Own a blog
P5	35	Black-Hispanic	Single	5	Public Affairs Specialist, Private Body Guard, Fitness Trainer, Big Brother of

(table continues)

Main Study Participant	Age	Race	Marital Status	Total Roles	Role Types
					America Mentor, Member of Kappa Fraternity
P6	40	Japanese-Caucasian	In a Relationship	4	Space Acquisitions Analyst, Significant other, Parent, Parliamentarian of Omega Phi Kappa Fraternity
P7	58	Black-Caucasian	Married	4	Cost and Budget Analyst, husband, Care-giver to mother, Career Counselor at UCI
P8	52	African American	Married	3	IT Technician, Parent, Treasurer of Home Owners Association
P9	59	African American	In a Relationship	4	Sr. Project Scheduler, Significant other, Mentor, Own Administrative Support Consulting Business
P10	47	Filipino	Married	4	Sr. Staff Associate, Husband, Parent, Care giver to Mom
P11	27	African American	Single	4	Project Engineer, Church Minister, Youth Inner City Mentor, Network Marketing Entrepreneur
P12	46	Hispanic	Divorced	4	Security Representative, In a relationship, Parent, Care-giver to Mom
P13	29	African American	Married	5	International Program Manager, Husband, Parent, Football Coach Entrepreneur of two start-up Companies
P14	48	Filipino	Married	4	System Administrator, Husband, Parent, Student
P15	39	Caucasian	In a Relationship	4	Acquisition Security Representative, Significant other, Parent, Student
P16	56	African American	Married	4	System Administrator, Husband, Parent, Own Car Dealership, Church Deacon
P17	33	Asian	Single	3	System Administrator, Parent, Student

(table continues)

Main Study Participant	Age	Race	Marital Status	Total Roles	Role Types
P18	31	Hispanic	Single	3	Security Administrator, Disc Jockey, Care giver of Parents
P19	29	Hispanic	Married	4	Help Desk Support Administrator, Husband, Parent, Event Coordinator of Parent Teacher Association, Care giver to Parents
P20	35	Samoan	Married	4	Acquisition Support Specialist, Husband, Parent, Coach football.

Data Collection

Data was collected and transcribed from 20 males in a semi-structured interview over a period of four weeks. I emailed the participants interview related documents, verbal instruction about the study, and I answered any questions they had. The participants were informed that their names would not be used during the interview or in the reported findings, that their interview would be audio-recorded, and that I would take notes during the process. I ensured each participant understood the interview process. I designed the interviews so that the participants could liberally articulate their lived experiences in depth through free-flowing discussions and so that I could interject probing questions for additional information and clarify meaning to responses.

Each interview was held at a local coffee shop near the location of the participant. At the onset of the interview, I greeted the participant and engaged in a light general discussion to develop a personal connection. I reduced any apprehension by establishing a non-threatening and confidential atmosphere, allowing time for each participant to get comfortable and make inquiries as desired. Having received the signed informed consent, the interview commenced with me reading of the interview protocol (see Appendix D). I

emphasized that their participation was completely voluntary and if at any time during the interview, they would like me to stop recording or no longer wanted to participate, to let me know and I would stop recording. I also informed the participant that my notes and the audiotape will be kept confidential for 5 years then destroyed. Once the participant granted permission for me to record the interview, I pressed play on the tape recorder and stated, "Having received your permission, we will now begin with the interview questions."

The open-ended questions were formulated to elicit detailed descriptions on how the participants experienced the phenomenon under study (Giorgi, 2009). The participants were encouraged to provide examples of their statements. I was attentive and took field notes of each participant during the interview using a notebook. The field notes contained my observations of the participant, their response, nonverbal cues, and my impression of the interview for depth and use during the coding process (Douglass & Moustakas, 1994). The interviews concluded with me asking the participant if they had any more information they might like to add to their response. When it became apparent that the participant had nothing more to add, I turned off the audio-recorder and thanked the participant for their participation in the study. I had no issues with any of the participants' participation in the study. The interviews lasted an average of 30 minutes with the longest interview being about 60 minutes and the shortest interview being 20 minutes.

I transcribed the taped interviews and field notes that supported the recorded interviews into Microsoft Word on a password protected hard drive soon after the

interview occurred that day. Participants were provided transcripts of their interviews via their preferred method of contact for data accuracy. They were directed to notify me within 24 hours if they desired to modify their responses or make corrections. Aliases were assigned to protect the anonymity of the participants. I am the only person with access to the identifiable information.

Participants were asked if they knew other men who met the inclusion criteria who might be interested in participating in the study. I recorded the name and contact information of the referrals in my notebook for reference. I emailed the participant's referral the same interview documents they received for participation in the study. I did not encounter any unusual circumstances in the data collection and there were no variations from the proposal. I had planned, but did not need to extend the recruiting process to assure data saturation because I recognized during the analysis, in highlighting of experiences and perspectives, that I had reached saturation when there was a repetition of responses among the 20 respondents.

Data Analysis

Methodological data analysis began when I transcribed the participant's audio recorded responses and field notes to the research questions into a Microsoft Word 2013 file immediately following each interview. I meticulously read each transcription multiple times while carefully listening to the audio recorded interview to ensure I captured each word verbatim. The final transcript was entered into NVivo 11 Pro and read at least five times in detail to be very familiar with the content before coding and

identifying themes. Coding analysis entailed a review of each participant's response by interview question, then in a broader spectrum in relation to the three research questions. Figure 5 below shows the most frequently occurring words in the transcript.
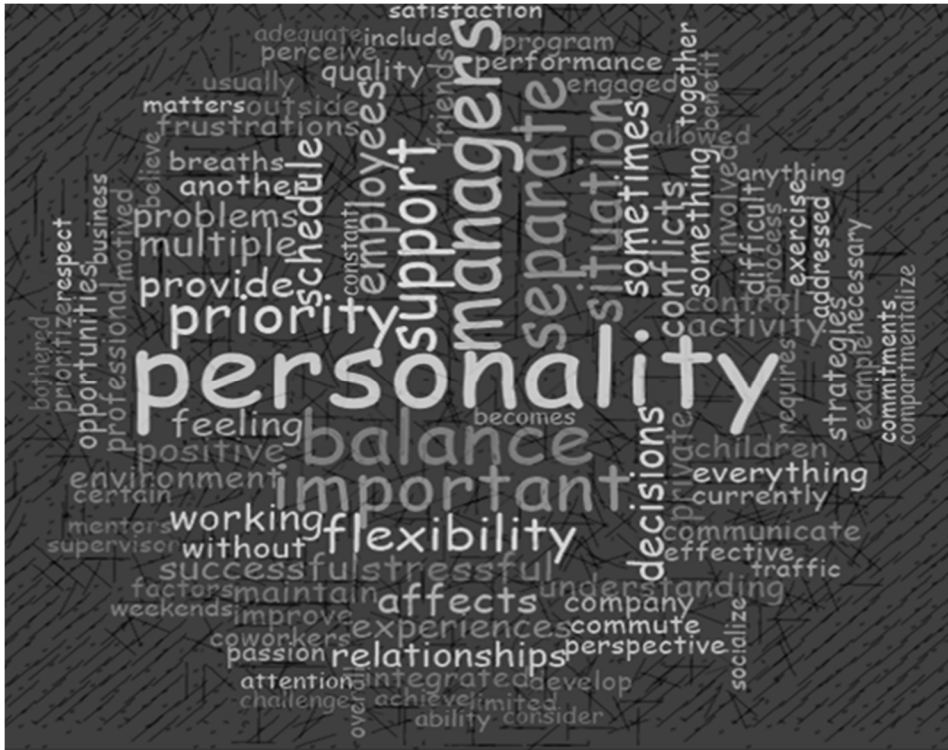
Figure 5. NVivo Cloud of frequently recurring words.

I coded and categorized the compiled data using an inductive approach searching for patterns and common themes by performing line-by-line comparisons of the data transcripts, and clustering of recurring words, statements, and phrases. I used Thomas's (2006) five-step inductive approach to coding the data which consisted of:

1. Condensing extensive raw data into a similar format.

2. Closely reading and examining the text until the content is very familiar.

3. Creating categories.

4. Coding, re-coding, and overlapping codes or removing codes as appropriate.

5. Further refining categories and within each category identifying subcategories. I used NVivo 11 Pro software to examine items of importance and implicit language connections in the data. I used NVivo to locate patterns while performing keyword analysis, compare similarities and dissimilarities of responses while performing content analysis, and display pictorial relationships. Within NVivo, I color coded significant words, phrases, and statements mentioned by the participants that resonated in each transcript. Then, I created and assigned a descriptive label or "code" to associate with the segments of the data. I read, analyzed, and synthesized numerous codes; clustering conceptual similarities to build a composite summary that captured the essence of the participants conveyed experience. The codes were group into categories with similar topics and assigned a title that was symbolic and essence-capturing of an attribute of the data. The coding of the categories changed numerous times. I joined core categories with subcategories containing related codes which further defined the research questions and summarized segments of the data. Several iterations of the analytical process was performed until no additional codes emerge. Master codes formed core categories of work and personal life management, stress management, organizational support, and facets of Maslow's hierarchy of needs and Herzberg's two-factory hygiene theory, all of which relate to the research questions. The final phase of the coding process concluded with me unveiling clusters of themes from meaningful grouped units that emerged from coded statements. Themes were identified by applying the modified Van Kaam data analysis process (described in Chapter 3). Themes generated from the open coding of the

participants responses to the research questions were highlighted along with themes

common to the phenomenon, followed by the refinement of themes. I identified a final

list of 15 themes (see Table 4) that I believe best reflect the essence of each participant's

lived experience in managing multiple roles and work-life integration. The themes are not

ranked to eliminate the implication of hierarchy in the data but rather presented as they

emerged from the data (Pietkiewicz & Smith, 2014). The list of themes below is a

reduction of an exhaustive list of similar aggregated codes relevant to the research

phenomenon and answer to the research questions.

Table 4

Final List of Major Themes

Major Themes	
Battle for quality of life	Empowerment and job flexibility
Boundary management	Human resource management (HRM)
Potential stagnation	out of touch
Emotional withdrawal and separation	Recreation
Over allocation of commitments	Regain composure
Caught off guard	Set priorities and goals
Inadequate leadership	Good stewardship
	Time management
	Take chances and utilize resources

Discrepant Cases

There was no evidence of discrepant cases in the research data between

participants after completion of code transcription. Had problematic data cases existed

the solution may have been to simply report the discrepant evidence and allow readers to

draw their own conclusions (Wolcott, 1990). Resolving discrepancies may also be

resolved by re-interviewing the perspective respondent(s) to gain a further understanding

of the case.

Evidence of Trustworthiness

The trustworthiness and quality of assurance of this study was safeguarded by adhering to the credibility, transferability, dependability, and confirmability strategies reported in Chapter 3. No adjustments were necessary and each strategy remain unchanged. Credibility of the data which supported the findings was accomplished by: (a) interviewing the participants and examining their experiences from a variety of angles, (b) asking participants to elaborate on responses that required clarification, and (c) member checks to ensure the collection of data captured from the study and the coding were in agreement as well as confirmed that what the participant said was what they really wanted to say. Each participant was allotted adequate time to review the accuracy of the meaning I ascribed to their statements. Transferability was assured by providing in-depth detailed analysis and descriptions of each participant's experience with multiple roles and work-life balance.

Dependability and confirmability was ensured by using: (a) an audio recorder to produce an accurate and reliable account of the participant's responses, (b) an audit trail detailing chronology of research activities and processes, and (c) a reflective journal containing my thoughts, feelings, and actions to maintain the integrity of the study. I opted not to lead participants in their responses in any way or manner; for example, I did not use any body language or implying questions. The transcripts contained respondent's direct quotes to illustrate transparency and support confirmability. A chain of evidence was developed and trackable as an audit trail. I also provided comprehensive account of

each step in the data collection and analysis process to create transparency and confirmability.

Study Results

The men in this research study shared their lived experience of how they cope with managing the intricacies of multiple roles and integrate a work-life balance in an effort to help other men. Using NVivo software, 15 major themes resonated from the layers of rich data from at least seven out of 20 participants' responses to the interview questions. The participants are identified as P1 through P20 per related quote presented hereafter. Table 5 summarizes the emergent themes that address the three research question for this study.

Table 5

Research Questions with Corresponding Major Themes

Research Question (RQ)	Major Theme
RQ-1: What lived experiences do men in the aerospace industry have regarding multiple roles and the integration of a work-life balance?	1. Battle for quality of life 2. Boundary management 3. Potential stagnation 4. Emotional withdrawal and separation
RQ-2: What are the perceived causes of work-life conflicts for men in the aerospace industry?	5. Over allocation of commitments 6. Caught off guard 7. Inadequate leadership 8. Empowerment and job flexibility 9. HRM out of touch
RQ-3: What coping strategies do men who work in the aerospace industry perceive beneficial for men engaged in multiple roles (such as an entrepreneur, student, and volunteer worker)?	10. Recreation 11. Regain composure 12. Set priorities and goals 13. Good stewardship 14. Time management 15. Take chances and utilize resources

Research Question 1

What lived experiences do men in the aerospace industry have regarding multiple roles and the integration of a work-life balance? Using interview protocol questions 1, 1a, 1b, 1c, and 3b (see Appendix D) each participant reflected upon the overall rhythm of their daily routines to express their feelings and thoughts on what the life of managing multiple roles was like for them. Research question one has four major themes: Battle for quality of life, boundary management, potential stagnation and emotional withdrawal and separation. The most salient response reflective of each theme is presented from patterns in the data.

Theme 1: Battle for quality of life. The majority of the participants in this study reported having challenges managing multiple roles because they are spending more time at work than desired and their work commitments don't always accommodate needs in non-work roles. Fifteen participants replied that managing multiple roles and obtaining a work-life balance is an on-going difficult and exhausting fight that's stressful and exhausting. The remaining five participants had no issue managing multiple roles and achieving a work-life balance.

The following excerpts from each participant are presented below. Participants that had no issues managing multiple roles are identified at the bottom of the list.

> It's a tough balancing act. One area of focus can take over another. I like the
> principle of important verses urgent. For example, I had a situation where I was
> spending quality time with my family having dinner. I carry a work pager to be on
> call when a Satellite issue arise. So happened, I received a page where I had to

deal with a satellite anomaly issue. My family time is important but the work

situation was urgent. Choosing what needs to be addressed first happens in a lot

of situations. There are levels of importance for things that need to be addressed

in the right now moments of life. You have to schedule time to do what you need

to do. If you don't schedule time, your time will control you; you will be dictated

by your time. You have to make time and prioritize. There is always too much

work to do. What do you have to do now? What can you wait to do? And what

will work itself out. (P1, personal communication, January 4, 2017)

Maintaining balance is an on-going challenge especially as workloads for projects

ebb and flow over time. Within reason, I do what the job requires and make sure

during lull periods I take my appropriate time off. (P2, personal communication,

January 4, 2017)

You have to be good at time management, well-organized, and focused. You also

need to find time to enjoy friends. Time spent managing multiple roles is never

even; sometimes it's heavier or longer involvement on one side than the other. It

depends on the situation of the day. There never seems to be a balance, it can be

stressful at times, you have to do the best you can. (P4, personal communication,

January 4, 2017)

Its complex, but I enjoy doing it all which makes it easy to manage my time. The

community involvement and mentoring tends to balance me out. (P5, personal

communication, January 6, 2017)

It's often exhausting and stressful trying to keep all the balls in the air without

dropping them. I strive for work-life balance every day. I don't know what the

day brings until it happens; some days are better than others and easier to manage.

(P6, personal communication, January 6, 2017)

Having spent over 25 years in the Air Force, I understood how hard and necessary

it was to create a work-life balance many years ago. I establish priorities and

include myself in those priorities. (P8, personal communication, January 9, 2017)

Even though I'm single and don't have children, I'm very busy with my part-time

business, mentor role, and full-time job. I try to keep a work-life balance even

though there are exceptions. At times, I'm so focus on what I'm working on that I

sacrifice other things that need to be done and I get behind and that's stressful.

(P9, personal communication, January 10, 2017)

It drains my energy at times because I commute to work by a van pool which

picks me up at 4:30 a.m. each morning. I arrive to work at 6:00 a.m. and leave at

3:00 p.m. Sometimes my job is very demanding and I have to work weekends

which impacts my personal life. I hate when I have to work weekends but I get to

take a day off when I do. (P10, personal communication, January 10, 2017)

It's not always easy. I put my biggest priority first which is serving GOD. I have a

higher purpose as a man of GOD and it's not limited to an eight or nine hour job.

(P11, personal communication, January 11, 2017)

It's a struggle sometimes because I have demands that pop up which puts a strain

on me at times. I prioritize what's important then take care of the main thing first.

(P14, personal communication, January 12, 2017)

It is often difficult because my obligations at work and in my private life have spikes that sometimes conflict with each other. (P15, personal communication, January 13, 2017)

My experience has been that quality time that I have spent and currently spend with my family is priceless and the work I do is meaningful because one cannot roll back the clock on precious time; it's especially important to be involved in your children's life and see them grow up. (P16, personal communication, January 13, 2017)

It's like a fight against time; it teaches patience when you have so many things to fit into a day (especially mandatory things) with so little time to do it all. (P17, personal communication, January 14, 2017)

It helps to have support because it can be difficult at times. I have the support of my beautiful wife. We are both heavily involved in raising our children and supporting our extended family. (P19, personal communication, January 15, 2017)

I have a very close family and extended family bond; they help bring balance to my life. Juggling multiple responsibilities isn't always easy but with adequate support it isn't burdensome. (P20, personal communication, January 15, 2017)

No Issue. Participants that were content with their management of roles and integration of work-life balance stated the following:

Never had an issue with it because my family was always in another country or state. (P3, personal communication, January 4, 2017)

My experience is good overall. There are challenges and difficulties in all areas of

life where you need support. I learned to reach out sooner than later when I feel

help is needed. (P7, personal communication, January 9, 2017)

Overall it's good. I take care of my work priorities and I try to make time for my

kid's field trips and school awards. At times there are personal issues that

interrupt my work day but I address my needs with my boss. (P12, personal

communication, January 11, 2017)

Good so far, it boils down to having a supportive boss. Family is first; there is

always work to do. When work-life balance becomes tough, I think about my

priorities. (P13, personal communication, January 12, 2017)

It's not a problem for me, I have a life outside of work I enjoy. I strive to keep all

dimensions of my life in perspective. (P18, personal communication, January 14,

2017)

Theme 2: Boundary management. Participants were asked what they thought

and felt about the separation of work and private life. There were preferences for

separating and integrating work and personal life. Thirteen participants felt strongly that a

person's professional and private life should be separate while seven participants

believed that there are benefits derived from integrating one's work and personal life.

Excerpts from participants that felt life roles should be separated are presented below.

Separation of the two is important and must be managed on a sliding scale at

various junctures in a career. As one moves up the corporate ladder, nurturing

professional relationships often involves social interaction outside of the office.

Depending on one's professional goals at the moment, you recognize this trade-off, and allocate your time accordingly. A lot of successful moments in my career where due to work-life integration. (P2, personal communication, January 4, 2017)

It should most definitely be separate. I don't like taking work home because it impacts other things I need to do. I have only taken work home twice within the last year. (P3, personal communication, January 4, 2017)

Work should be separate from one's personal life but a career should be integrated. Meaning, when performing tasks to make money, work should be kept separate from your nonwork-life and maintained in a work environment for a peace of mind. But, when you pursue a dream, I want my family to be involved or a part of it. (P5, personal communication, January 6, 2017)

I am able to separate them with no problem; however, there are many times when I have to work late plus weekends. I think they should be separate entities. (P7, personal communication, January 9, 2017)

I think the separation of work and private life is very important regardless of a person's job however it's more difficult to find the balance in certain professions. (P8, personal communication, January 9, 2017)

I definitely think your work-life should be separate from your private life and I feel managers should provide enough flexibility for you to adjust in emergency situations. (P10, personal communication, January 10, 2017)

Separation is necessary. I keep my personal and work-life separate so that neither

are affected by the other. (P11, personal communication, January 11, 2017)

Work and private life should be separate and they should not affect each other.
(P12, personal communication, January 11, 2017)

It has to be separate. It can be beneficial to integrate lunch or happy hour with
family, but work must be separate in order to get things done. (P13, personal
communication, January 12, 2017)

You should never take work home; make sure to keep it divided. You shouldn't
go home with work gossip. Keep work matters at work and home matters at
home. If I work 9 or 10 hours a day, no way am I going to take a laptop home.
(P14, personal communication, January 12, 2017)

I feel work and private life should be separate. Each has its own distinct dynamics
that warrants a separation. I don't look to management for support of my personal
life. Work is an essential need for survival but a person's private life is just that
and should not be mixed or brought into work. (P16, personal communication,
January 13, 2017)

I feel you have to separate both work and personal life. I have countless things to
think about and do outside of work instead of thinking of the work I do on my job.
(P18, personal communication, January 14, 2017)

I love the separation of the two; I don't take work home or bring personal
problems to work. (P19, personal communication, January 15, 2017)

Excerpts from participants that felt life roles should be integrated are as follows:

It's kind of hard to separate the two. To be truly successful in the workplace you

have to intermix with those you work with. You need to be a team player, mingle together and enjoy one another's company. Getting together with coworkers and their families help when you get back to work because it builds more comradery. There should be some sort of mingling of lives. (P1, personal communication, January 4, 2017)

When it comes to work, I focus on the job. You can't bring issues to work. You have to be able to compartmentalize and focus on the task at hand. (P4, personal communication, January 4, 2017)

I socialize with coworkers after work so my work-life is partially integrated; but, no matter how involved you are at work, you need to take time for yourself and family. Reserving personal time in your schedule for activities with loved ones allow you to recharge, such as family activities, dinner, and vacations. The best way to help make family feel important is to create a mandatory family fun night once a week. It could be as simple as going out to dinner or a family walk to get ice cream. (P6, personal communication, January 6, 2017)

I'm working most of the time so my friendships are at work. I socialize with my coworkers on and off the clock but I'm very productive and enjoy going to work. (P9, personal communication, January 10, 2017)

I feel true separation of work and private life is a vague idea. To truly be successful and provide for your family or have the necessary lifestyle that you want, work must take a large portion of your daily life and having an integrated work-life can boost your career. (P15, personal communication, January 13, 2017)

It depends on the type of work you do. It's often easier and energizing to socialize

with coworkers of similar synergy. (P17, personal communication, January 14,

2017)

With social media and hand held devices nothing can be private and it's harder to

keep them separate. I choose to integrate my work-life at times with coworkers of

like minds and interests. (P20, personal communication, January 15, 2017)

Theme 3: Potential stagnation. Participants were asked how work-life balance

affects career growth. All the participants believed that work-life balance can affect an

individual's personal growth if not managed. Some participants argued that work-life

balance can be exacerbated by perceived deviations from work activities and lack of

establishing priorities. The following excerpts from each participant are presented below.

I try not to let it. Some people think that if you don't put in a certain number of

work hours then you're not going to succeed. I don't believe in that philosophy

because after all is said and done, what will you be left with? (P1, personal

communication, January 4, 2017)

It can impact the working level people; however, I believe work-life balance has

little impact for most middle grade to senior managers. You are either 'screened

in' or 'screened out' of the organizations' inner core; it has very little to do with

how much time you spend in the office. (P2, personal communication, January 4,

2017)

Yes, it can impact one's career, but I'm not one who look to do things that ensure

promotion. I seek things that are satisfying to me. (P3, personal communication,

January 4, 2017)

There can be impact if you don't set priorities and take care of the hottest thing

first. (P4, personal communication, January 4, 2017)

It's the key ingredient to career growth. You have to find personal time and time

to push your career growth. (P5, personal communication, January 6, 2017)

A healthy work-life balance is a difficult challenge even in the best of times.

Carrying a work cellphone has obliterated the separation between work and home.

Sometimes this technology requires me to be constantly connected making me

feel overwhelmed, discouraged, and drained…Your career growth will be

affected if you don't manage your time, prioritize, set goals, leave work at work,

work smarter not harder, and ask for help. (P6, personal communication, January

6, 2017)

It probably affects a lot of people. I spend more time at work than home. I haven't

experienced an issue with my level of work-life balance and career growth

because I enjoy what I do. (P7, personal communication, January 9, 2017)

It's important to have a fairly effective balance between your career and personal

life. When I have balance it supports my career growth because I am less stressed,

healthier and happier; and therefore better able to perform my job responsibilities

and seek professional growth opportunities. (P8, personal communication,

January 9, 2017)

I have found that it is important to have a social life in order to unwind from the

rigors of work; without it, my work-life balance is affected and there could be

impact on my career aspirations. (P9, personal communication, January 10, 2017)

As long as I remain mentally and physically stable, I believe career opportunities will be available to me. (P10, personal communication, January 10, 2017)

It's proportional; if I don't have a healthy work-life balance then opportunities to grow are limited. (P11, personal communication, January 11, 2017)

My career growth may be affected if travel becomes part of my job. I choose not to travel for work. I put my family first. I'm content with the balance I have and work I do. (P12, personal communication, January 11, 2017)

If you focus more on family then you are probably sacrificing more of your career. A mentor once told me that you can never get your time back with your children; work will always be there. (P13, personal communication, January 12, 2017)

It helps it so you can focus on promotions, certifications, and professional training. (P14, personal communication, January 12, 2017)

It's not easy trying to advance your education for job opportunities. Trying to find time to go to school is proving difficult. If you consistently lack work-life balance everything gets affected. (P15, personal communication, January 13, 2017)

I have chosen to manage my work and personal life wisely. I have not put all my eggs in one basket so to speak. My career growth is limited if I don't' perform and work-life balance is part of being able to function. (P16, personal communication, January 13, 2017)

Not having work-life balance can get in the way when you need to focus on work

for advancement opportunities. Frequently taking time off especially at the wrong

time could affect your career growth. (P17, personal communication, January 14,

2017)

At times it seems the workload is to blame for preventing advancement on the

job; but in reality you have a lot to do with your own work and personal life

success. (P18, personal communication, January 14, 2017)

It affects it somewhat. My kids are very important to me, so if I have to take them

to a doctor's appointments for example, then I will take care of their needs over

my work priorities. (P19, personal communication, January 15, 2017)

As long as I continue doing a good job managing my work and personal life, then

work-life balance is not an issue for me and my career pursuits. (P20, personal

communication, January 15, 2017)

Theme 4: Emotional withdrawal and separation. Participants were asked how

work overload affects their intimate relationships. Thirteen participants stated that work-

life balance can be tenuous and caused them to be frustrated and withdrawn, while seven

participants had no problems with intimacy because at the end of their work day they

could walk away without carryover into their personal life. Excerpts from participants

who experienced impacts with intimacy due to the burdens of work are presented below.

It's tough because it's usually the one thing that gets affected with my

relationship with my wife to give her the attention she needs. We talk about

what's important. I must support what she wants and feel to avoid alienation. It's

a mental exercise to separate myself from the mission of my work. (P1, personal communication, January 4, 2017)

It doesn't, I keep everything compartmentalize so I can focus on what's in front of me. (P4, personal communication, January 4, 2017)

It can be a struggle but I don't bring work home. I utilize the drive home from work to decompress. I allow myself adequate time to shift my mood so I can spend quality time in thought and expression with my girlfriend. (P5, personal communication, January 6, 2017)

Once I've exceeded my bandwidth, I generally don't want to be bothered in my personal life. My wife understands that and allows me time to unwind. (P9, personal communication, January 10, 2017)

I am usually able to vent my frustrations with my wife. I can be very introverted when something bothers me. (P10, personal communication, January 10, 2017)

I shut down when I'm overworked or too stressed; it affects my relationship with my girlfriend and causes her to be a little resentful. (P11, personal communication, January 11, 2017)

My relationships are affected when there isn't an understanding of what's important to me. I will remove myself if my girlfriend has issues with me doing what is necessary to provide for my family. (P12, personal communication, January 11, 2017)

I don't let work affect me. I can shut work off as needed. As an entrepreneur I'm always on the lookout for the next big thing and my wife understands me; we are very open with each other. (P13, personal communication, January 12, 2017)

My wife knows me very well. I can be aloof when I don't want to be bothered. (P16, personal communication, January 13, 2017)

If I take work home it would add stress to my life because it takes time away from other important priorities. Regardless of my workload, I keep work separate from my private life because the work will be there the following day. (P17, personal communication, January 14, 2017)

I sometimes lose the desire to be affectionate if I'm too stressed or over worked. I share what I'm feeling with my wife who always supports me. (P18, personal communication, January 14, 2017)

Work overload can affect my engagement with my wife and children if it's not managed. My mind can be preoccupied, sometimes I retreat to a place to unwind. (P19, personal communication, January 15, 2017)

On occasions when I have more work than usual, it makes it hard to find time for intimate relations. I tend to shut down for a while until I recharge. (P20, personal communication, January 15, 2017)

Excerpts from participants whose intimate relationships were not impaired are as follows:

It can cause me to be more abrupt and be less attentive. (P2, personal communication, January 4, 2017)

It doesn't because I don't take work home. I stay at work as long as I need to so

that I don't' take work home. When I'm home I'm able to converse with my wife

and kids with undivided attention. (P3, personal communication, January 4, 2017)

I haven't experienced any problems and that's because my girlfriend and I have

great communication. I can reveal my thoughts and feelings, demonstrate

affection, and we work together to solve problems. We isolate ourselves when we

really want to avoid distractions. (P6, personal communication, January 6, 2017)

I keep work out of my personal life and my personal life out of work."

I don't allow work to affect my intimate relationship at all. I plan for quality time

and I'm conditioned on appropriately separating work out of my mind when it's

family time. (P8, personal communication, January 9, 2017)

It doesn't, I speak up and limit how much I take on. (P14, personal

communication, January 12, 2017)

It doesn't. Any significant other is told beforehand that my job and my kid comes

first and if I choose an intimate relationship there must be that understanding and

acceptance. Also I choose similar work and family type situations when choosing

a partner. It makes life a little easier. (P15, personal communication, January 13,

2017)

Research Question 2

What are the perceived causes of work-life conflicts for men in the aerospace

industry? Interview protocol questions 2, 2a, 2b, 3a, and 4a (see Appendix D) was used to

explore the participant's perception of the causes of work-life conflicts. The participants

maintained that work-life conflict stem from a spectrum issues that included interpersonal clashes on the job, sudden disruptions, and work spillover. Five major themes derived from the results of the data analysis for this research question are: Over allocation of commitments, caught off guard, inadequate leadership, empowerment, job flexibility, and human resource management (HRM) out to touch.

Themes 5 and 6: Over allocation of commitments and caught off guard.
Participants were asked their perceived causes of work-life conflict. Seven participants claimed that an over allocation of work was a significant cause of work-life conflicts because they are over extending themselves. Nine participants claimed unexpected events are not avoidable and cause work-life conflicts. The following quotes reflect participant's expressed belief that the cause of work-life conflicts result from being over extended.

Giving too much value to something at the exclusion of another. (P1, personal communication, January 4, 2017)

Taking work home can cause conflicts. I utilize good time management and set parameters. (P3, personal communication, January 4, 2017)

Being over tasked and feeling pressured to meet commitments when circumstances arise out of my control that hinder fulfilling commitments. (P6, personal communication, January 6, 2017)

At times, sharp rises in workload with short deadlines cause me to work long hours and impacts the things I need to do after work. (P7, personal communication, January 9, 2017)

Oftentimes people put me on a pedestal and expect more from me because I'm a

minister; but, I'm still developing as an employee and man. I'm still trying to

figure out basic things and I can get overwhelmed. (P11, personal communication,

January 11, 2017)

Timing. You are making sacrifices if you are devoting more time to one area of

life than another. (P13, personal communication, January 12, 2017)

At times, it's difficult to find extra time to manage both work and person life

conflicts. (P16, personal communication, January 13, 2017)

Excerpts below are participant's expressed belief of unexpected events being the cause of

work-life conflicts.

Unrealistic expectations from management to maintain a program schedule when

issues arise that impacts the schedule. (P2, personal communication, January 4,

2017)

Emergencies and unexpected things that pop up, like my mom having surgery in

which I went home for six weeks. (P4, personal communication, January 4, 2017)

When my work interferes with things I'm passionate about outside work. (P5,

personal communication, January 6, 2017)

Currently, I'm dealing with a work-life conflict of working 4 hours away from

home. Monday thru Friday I reside in the Los Angeles area, separated from my

family, and commute home on weekends. When unplanned events occur, it

hinders my work-life balance significantly. (P8, personal communication, January

9, 2017)

When month-end cost and budget processing cause me to work longer hours than

planned. (P9, personal communication, January 10, 2017)

Unpredictable events and overall bad timing. (P10, personal communication, January 10, 2017)

When coworkers show up to work late or miss work for whatever reason. It looks bad when you miss work for stuff going on at home; you should take personal time off if needed. (P12, personal communication, January 11, 2017)

Mainly when work deadlines and family commitments happen at or around the same time, I usually find that something will arise from one or the other that causes me to redirect my focus. (P15, personal communication, January 13, 2017)

When management does not fulfill all parts of their role. Lack of a full staff and having to work extra hours and days due to low staffing. (P18, personal communication, January 14, 2017)

The following excerpts are additional contributors of work-life conflicts by the remaining participants.

Personality conflicts; for example, people who aren't your boss but act like they are by saying things like "What are you doing? Where are you going?" People who are lazy; people who are jerks, and people who come to you for everything because they are inconsiderate and mean. Also, time constraints and people who take on too many tasks that you must interface with, can slow you down when you're trying to get work done. (P14, personal communication, January 12, 2017)

Getting ignored, but I continue to be professional because without my work-life I cannot provide for my son. (P17, personal communication, January 14, 2017)

Schedule flexibility can be an issue sometimes because I have things I need to

take care of outside of work. (P19, personal communication, January 15, 2017)

Sometimes work and personal life things just happen that you just don't plan for

that cause conflicts. (P20, personal communication, January 15, 2017)

Theme 7: Inadequate leadership. Participants were asked to elaborate on any

job dissatisfaction factors that hinder their work and personal life balance. A significant

number of participants argued poor management was a major dissatisfaction factor

experienced in their work-life. Thirteen participants reported on overbearing, insecure

bosses that lack professionalism and provisions for adequate support. The following

quotes reflect the participants' dissatisfaction with management in their career.

The perceived notion that if you weren't one of the last people to leave work then

you weren't working hard enough; even though you got things done. Also to

aspire to a certain rank, you have to act a certain way; for example, being rigid,

hardline, cold, or heartless is portrayed by many leaders; this makes things

difficult. (P1, personal communication, January 4, 2017)

Insecure managers tend to compensate for their inadequacies with an over baring

management style. Unappreciated performance; at times, stellar performance and

high knowledge level seems "expected" of me, while others are valued more for

performing less with less skill sets. (P2, personal communication, January 4,

2017)

An unfulfilling assignment, my manager only caring about looking good to his

boss. You need to have a mission. (P3, personal communication, January 4, 2017)

Lack of supervisor or manager support and a clash of personalities at work. The biggest factor is working with people who have already been there, done that, and don't want to change or simply make work harder and stressful for others. (P5, personal communication, January 6, 2017)

In my current position we just have to figure things out most of the time without adequate support, so it leads to some frustration because it causes me to have to stay late until I get the assistance needed. Then when I get home I don't really want to be bothered with much. (P7, personal communication, January 9, 2017)

No recognition. I provide products that management takes the credit for. (P8, personal communication, January 9, 2017)

I have had a couple of managers who lacked professionalism. These managers managed by trying to intimidate others. This behavior caused me to be stressed which on occasion caused stress in my personal life. (P9, personal communication, January 10, 2017)

Last minute requirements for support when it's nearly time to go home. (P10, personal communication, January 10, 2017)

The program I'm working on doesn't have much for me to work on at this time; I'm young and new to the program yet, I'm expected to be independent. I still need direction as a follower so that I can be a good leader. (P11, personal communication, January 11, 2017)

When a manager is not willing to work with employees on issues. (P12, personal communication, January 11, 2017)

Trust from leadership to make more decisions. All efforts and decisions are null

and void unless approved by a controlling manager. (P13, personal

communication, January 12, 2017)

The feeling of not having the flexibility to address personal matters like a doctor's

appointment whenever needed without feeling like you're taking too much time

off work or the feeling of being typecast as a slacker or feeling like you're going

to be replaced if you're not present all the time. (P14, personal communication,

January 12, 2017)

My job is intense and because of who I work for, I don't get the opportunity to get

job performance awards because of perceived conflict of interest. (P15, personal

communication, January 13, 2017)

The main dissatisfaction is communication between managers, supervisors, and

employees. It can be frustrating when management or employees fall short of

doing what they committed to do and don't communicate in a timely manner how

I or others will be affected. (P16, personal communication, January 13, 2017)

Not having the wherewithal and management support to take care of

responsibilities. (P19, personal communication, January 15, 2017)

Other participants cited work flexibility and money were important dissatisfaction factors

that impact their life management.

Taking work home is very dissatisfying. I compartmentalize it. I leave work at

work. (P4, personal communication, January 4, 2017)

My job requires me to carry two cell phones, at first I was a bit more stressed to

track two devices, but not too much anymore. Having two cell phones allows me

to maintain connection to my job. To make things easier I always keep the phones

separated, my work phone stays in my messenger bag and my personal phones

stays with me. A positive about having two phones is that I can use either phone

as a back up to the other. The negative to having a work phone is when my family

feels I'm too connected to work and not to them. (P6, personal communication,

January 6, 2017)

A big job dissatisfaction factor for me would be taking work home. It would be

like opening up the doors to the boogie man. I have to separate my work and

personal life, they cannot be integrated because I'm a fulltime father and student.

(P17, personal communication, January 14, 2017)

Tough work schedules. Work schedule flexibility is important to have for major

traffic and commute times. Commuting 40 miles could be a pain; traffic going and

coming from work, hours spent driving rather than doing something more useful.

It helps that my manager understands the inconvenience and impact. Management

should allow revolving days off for all employees with very long commutes. (P18,

personal communication, January 14, 2017)

Not enough money; it could help solve a lot of problems. (P20, personal

communication, January 15, 2017)

Theme 8: Empowerment and job flexibility. Participants were asked to

elaborate on any job satisfaction factors that provide motivation and support for their

work and personal life balance. Eight participants proclaimed elements of trust and independence provide a level of control desired on the job and all of them asserted work schedule flexibility as a paramount factor that enable desired autonomy necessary for work-life balance. The following excerpts are from participants who feel they would be more effective if empowered by others.

> Fostering a team mentality or a work activity outside of work that builds comradery so when you're working 10 hours a day you don't mind doing extra things. You take it upon yourself to do more. You feel people care and are helping you. You feel they care about your success and are backing it up in annual appraisals and awards. (P1, personal communication, January 4, 2017)
>
> Trust; Supervisors who know and appreciate the value I bring to the team and trust that I will do what needs to be done when the job requires it, enhances my job satisfactions. Versus, someone who values more of how much you say in a meeting, or time they see of you in the office. But then, they are not around on weekends or after 5:00 pm either. (P2, personal communication, January 4, 2017)
>
> Given the latitude to do a job and being able to see the end result of my efforts that produce positive change or improvement. (P3, personal communication, January 4, 2017)
>
> Being in a decision making role. The choice to choose the projects I want to lead and the team members. (P5, personal communication, January 6, 2017)
>
> A supportive "hands off" boss that provides leverage for me to be successful at work and my personal life. From my personal experience, employees tend to be

more productive when life at home is good. The ability to alter work schedules to

accommodate last minute conflicts and still meet work deadlines is a key factor

for my job satisfaction. (P6, personal communication, January 6, 2017)

I have found that I work best in situations where there is a team effort and mutual

respect in the workplace. I feel more in control of my work-life because I have

adequate support. A cooperative work environment reduces my stress level and

thus enhances my personal life. (P9, personal communication, January 10, 2017)

Independence and trust to do a job. (P10, personal communication, January 10,

2017)

I enjoy being around positive people. Everyone need positive vibes. Positive vibes

can help you overcome dark moments or stress. (P17, personal communication,

January 14, 2017)

Job Flexibility. The participants contended that flexible work arrangements are

important and a dissatisfaction factor when lacking on the job. Participants conveyed the

following sentiments about work schedule flexibility:

The job pays the bills; my passion is other things outside the job. The job is

simply what I do to make ends meet. The passion is for the things I love, want,

and like to do. I'm self-motivated, I don't need the pat-on-the-back or validation. I

do the job for myself. I know what to do and I work hard because that is who I

am, not because I get paid. The things I'm passionate about helps balance me.

(P4, personal communication, January 4, 2017)

Work schedule flexibility is a very nice benefit to have. As a contractor, it is
something I'm not able to take advantage of because it's written into my contract
that I don't get this flexibility. (P7, personal communication, January 9, 2017)

My employer allows schedule flexibility so I'm usually able to work short days
on Friday. This perk supports my work-life balance because it enables me to have
a little more family time. (P8, personal communication, January 9, 2017)

I like being able to focus on work, have time to socialize, and work on my own
business after work. I'm also energized by personable people who take interest in
me rather than see me as another robot. I enjoy networking. I don't come to work
for rewards or recognition; but to become my better self. (P11, personal
communication, January 11, 2017)

Allowing revolving days off and federal holidays off. (P12, personal
communication, January 11, 2017)

Leadership allowing time for a personal life; the mission will always be there.
(P13, personal communication, January 12, 2017)

Job flexibility to take care of whatever personal business as needed. (P14,
personal communication, January 12, 2017)

My immediate supervisor is fully supportive of my personal life needs and tries to
be as flexible as possible as long as it doesn't come into complete conflict with
work requirements. (P15, personal communication, January 13, 2017)

Having job flexibility is a key factor. I feel I can achieve more and enjoy the work
itself more with job flexibility. (P16, personal communication, January 13, 2017)

Work schedule flexibility is important for commuters like me who hate traffic congestion. Commuting 40 miles can be a pain; traffic going and coming with hours spent setting in traffic rather than doing something more useful. (P18, personal communication, January 14, 2017)

Job flexibility; it's not always the money. (P19, personal communication, January 15, 2017)

Flexible work hours in family life situations. When we had our first child, my supervisor allowed me to switch to night shift in order for me to be able to care for my child. (P20, personal communication, January 15, 2017)

Theme 9: HRM out of touch. The participants were asked what they thought should be included in human resource policies or programs to improve job satisfaction and employee retention or commitment. They argued that human resource (HR) policies are not effective when they do not address the needs of employees; and are perceived to add value and have a positive effect on job satisfaction, employee retention and commitment when they address job flexibility, work culture, childcare, and training. All the participants recommended changes to outdated human resource management policies, based on their work-life reality and experience. The following remarks regarding improvements to HR policies are as follows.

I'm not a big fan of HR because the problem with HR is they focus too much on checking the boxes of applications and resumes and not looking at the person as a whole. A machine scans a resume for key words. To improve your chances, you have to know someone internal to take your resume to the hiring manager. You

need to have an HR system that is flexible because some people are motived by feeling wanted while and others are motived financially. You have to find a way to get people on then satisfy the needs they have. (P1, personal communication, January 4, 2017)

I'd like to have a seven year sabbatical policy. Every seven years or so, employees should be allowed a 1 to 6 month absence, paid or partial paid absence. (P2, personal communication, January 4, 2017)

Management is disconnected from staff in many ways and HR policies can help by focuses on improving the overall quality of life for employees by promoting job flexibility and paid leave for charitable volunteer work. (P3, personal communication, January 4, 2017)

Leadership and management training. Some folk are too stringent. Adults should be able to come and leave when they want as long as you get the job done; it's partly a matter of respect on an "Adult Job". (P4, personal communication, January 4, 2017)

Continuous work and people assessments and process improvements; even when it's successful because times change and people change. Millennials do and view things different from older generations. (P5, personal communication, January 6, 2017)

Instill a positive work culture. Sometimes what's lacking is a friendly work environment, respect, reward programs, etc. If you make employees feel valued, they will go the extra mile. (P6, personal communication, January 6, 2017)

More work in the area of personnel time off for all sorts of reasons. (P7, personal communication, January 9, 2017)

All employees should be allowed to bring their children to work occasionally. (P8, personal communication, January 9, 2017)

I believe that all managers should take classes on how to constructively motivate others. HR should ensure that managers and in fact all employees take such classes periodically. (P9, personal communication, January 10, 2017)

Alternative work schedules and tele-work options. (P10, personal communication, January 10, 2017)

A focus on employee development that include training and equipping employees for opportunities they are interest in. (P11, personal communication, January 11, 2017)

Climate Surveys, were employees can express what is going on with their job without repercussion. (P12, personal communication, January 11, 2017)

I think management is out of touch. Employees should be allowed flexible work hours; shorter work hours; I like a boss whose motto is, "Go home if you have nothing to do". (P13, personal communication, January 12, 2017)

Training for management and subordinates on conflict management and how to solve problems. (P14, personal communication, January 12, 2017)

The Company cares to much about cost and schedule and not enough about its people. Often times I give more to the company than the company gives me. A benefit I'd like to have is the convenience of an onsite daycare or to be able to

bring my child with me to work for a short time. (P15, personal communication, January 13, 2017)

I don't really feel supported, employees like me need a flexible work environment, and a path for professional growth. (P16, personal communication, January 13, 2017)

A focus on team building and communication. People need to understand how to work with other people's personalities and differences. We have many organizational cultures with some being more serious than others. (P17, personal communication, January 14, 2017)

Work Schedule flexibility, comp time, and overtime pay options. (P18, personal communication, January 14, 2017)

Paid paternity leave would be a powerful benefit for working fathers." You don't' need to take rocket science to know the company could benefit by a boost retention. (P19, personal communication, January 15, 2017)

A child care program that allows you to be the best parent possible. (P20, personal communication, January 15, 2017)

Research Question 3

What coping strategies do men who work in the aerospace industry perceive beneficial for men engaged in multiple roles (such as an entrepreneur, student, and volunteer worker)? Interview protocol questions 2c, 2d, 3, 3c, 4, and 4b (see Appendix D) was used to explore the coping strategies of the participants. Six major themes were derived from the results of the data analysis for this research question. The themes and

frequency of related responses identified by the researcher are: Recreation, regain composure, set priorities and goals, good stewardship, time management, and take chances and utilize resources.

Theme 10: Recreation. Participants were asked to elaborate on any personal factors that help their work-life. All the participants mentioned some form of recreational or physical activity to sustain a healthy work-life. All the participants contend that some form of leisure was an effective coping strategy that help them maintain mental and physical wellness. The most salient responses are reflected below.

I like sports as a way to recharge and get out of the business environment and noise. If I watch TV it's something completely fictional or I read a book to reset my brain. (P1, personal communication, January 4, 2017)

There are several things I enjoy such as golf, writing, exercise, and traveling. I'm active in a golf club and member of the Board of Directors for the club. The golf club provides more than a monthly outing, but the fellowship within the club from fellow professionals from my ethnic background which helps to keep me grounded. My writing allows me to escape everyday burdens and my stories help provide context to current day challenges. And regular exercise with a personal trainer weekly helps me achieve my health goals over the long term and keeps me alert and balanced during the week. Traveling out of town on vacations help me maintain perspectives on life and life priorities. (P2, personal communication, January 4, 2017)

I play music or work on my car. (P3, personal communication, January 4, 2017)

I enjoy gardening because it's therapeutic and keeps me tone. I also enjoy

parenting. The love of my children puts everything I do in prospective. (P4,

personal communication, January 4, 2017)

Physical fitness. Time off for the gym means a lot to me; as well as hanging out

with people on the same wave length, with like minds or same career. (P5,

personal communication, January 6, 2017)

There are many life balances that I enjoy after work. One of my favorite activities

is working out at the gym, lifting weights combined with cardio activities such as

rowing and running. I also find relaxation in walking or jogging with my dog.

Time with my dog motivates me to go take a walk and or just share my feelings

without ever being judged. Listening to music helps with work production and

also allows me to unwind in the car after a long day at work. Another favorite of

mine is cooking, food heals the heart and soothes the soul. (P6, personal

communication, January 6, 2017)

I walk a lot, it helps to relieve a lot of stress; walking works best for me. (P7,

personal communication, January 9, 2017)

As far as my personal life is concerned, I try to make the most of my time away

from work. I think the key to doing this is planning. Whether I choose to travel or

just relax during my time off, I always develop a plan. (P8, personal

communication, January 9, 2017)

I currently work out three times a week in the gym. I also like to read. In the

past, I practiced yoga and karate. (P9, personal communication, January 10, 2017)

Working with model trains and playing bass guitar helps me escape from all things related to work. (P10, personal communication, January 10, 2017)

Exercise is a given. Good relationships; for example, dating a woman who helps me to be the best I can be. (P11, personal communication, January 11, 2017)

When both kids go to their mom's house and I can do anything I want to do. I jog almost every day. (P12, personal communication, January 11, 2017)

Exercise improves my alertness during the day and I sleep better at night. (P13, personal communication, January 12, 2017)

Exercise relieves tension and stress, taking a drive listening to music, attending church, and being engaged in outdoor activities. (P14, personal communication, January 12, 2017)

I practice yoga and workout (somewhat), but not to relieve any work related stress. (P15, personal communication, January 13, 2017)

I work out at the gym, bike, play tennis, and walk to re-energize me and it clarifies my thinking which often allows me to have an open or fresh perspective when addressing work activities. (P16, personal communication, January 13, 2017)

I enjoy playing indoor and outdoor games with my son; knowing that my family is one of the main reasons why I'm doing the things I do that better their life and mine. (P17, personal communication, January 14, 2017)

I enjoy working on my music, putting mixes together and being able to enjoy the art of music. I also watch mixed martial arts and practicing jiu-jitsu. (P18, personal communication, January 14, 2017)

I play with my kids to elevate work stress and volunteer at their schools. (P19, Exercise and socializing on the job energizes me. (P20, personal communication, January 15, 2017)

Theme 11: Regain composure. Participants were asked to describe how they transition from being frustration to calm in stressful situations. Most of them (15) simply took deep breaths and walk away from the situation to calm down and regroup. The approach was an attempt to regain self-control and harmony. The participants remarked as follows:

Usually deep breathing and slow down. (P1, personal communication, January 4, 2017)

I take deep breaths. I remind myself that I have options (new job, new company, retirement). (P2, personal communication, January 4, 2017)

I take time to rant and rave then sit down and figure out how to overcome the situation. (P3, personal communication, January 4, 2017)

I take a walk, I remove myself from the situation. (P4, personal communication, January 4, 2017)

I just go outside for a while to clear my head then keep it moving. (P7, personal communication, January 9, 2017)

I'm usually a calm guy so it takes a lot to frustrate me. I've dealt with many

conflicts, on both work and personal levels, over the years. If a situation becomes

stressful, I take slow and deep breaths to calm down. (P8, personal

communication, January 9, 2017)

If I am in a stressful situation at work I try to take a five minute break to clear my

I take deep breathes and walk away from the situation to regroup. (P10, personal

communication, January 10, 2017)

I take a walk, pray, meditated for 5 – 10 minutes, read a book, then hit the reset

button. (P11, personal communication, January 11, 2017)

I try not to get frustrated to begin with. I don't see that getting upset helps

anything, I walk away if I have too. (P12, personal communication, January 11,

2017)

I walk away, listen to music and relax. I listen but don't listen or internalize it.

(P14, personal communication, January 12, 2017)

I focus on positive thoughts, breathe deeply, meditate, and play music. (P17,

personal communication, January 14, 2017)

Not over thinking situations. Being frustrated only delays the process. I step away

from the situation then come back and calmly give it another try. (P18, personal

communication, January 14, 2017)

I walk out my frustrations, I just walk it out. (P19, personal communication,

January 15, 2017)

I try to go for a walk and put the stress in perspective. (P20, personal

communication, January 15, 2017)

The remaining five participants coped in a different manner and are quoted as follows:

Easily. I'm always on the lookout for what's next. I don't focus on problems, I'm

a results and solutions person. (P5, personal communication, January 6, 2017)

Sometimes I creatively think of another stressful situation that's ten times bigger

than the one I am facing now, then I realize that my initial stress isn't such a big

deal anymore. I try controlling my emotions by taking deep breaths or go to a

soothing environment. Playing calming and/or sad music soothes me when I'm

feeling stressed. I also like to take some deep breathes for a few minutes to calm

down, long enough to access the situation and regain a sense of control. (P6,

personal communication, January 6, 2017)

I visualize myself being calm and work through the stress. (P13, personal

communication, January 12, 2017)

Simple, one part Jack Daniels and two part PlayStation. (P15, personal

communication, January 13, 2017)

I recognize quickly the things I can control and those that I can't control, I don't.

(P16, personal communication, January 13, 2017)

Theme 12: Set priorities and goals. The participants were asked to elaborate on

their priorities in life. All of the participants responded that setting priorities and goals are

important factors in the management of multiple roles and proceeded to rank their life

priorities. Nine participants uphold their family as their number one priority; six

participants put GOD first; three participants make themselves their number one priority; and five participants make their career their first priority.

The most salient responses are presented below for "family" first:

Family is at the top; being parents, including brothers, nieces, nephews, aunts, friends, etc. Then personal health which concerns not just longevity but more importantly the quality of life; better said, the ability to fully enjoy (walk, talk, see, eat good foods, etc.) the remainder of your life. (P2, personal communication, January 4, 2017)

My top priority in life is my family. Our life is full of choices. I believe that we are responsible for our own lives, for all the decisions we make and the consequences of those decisions. My family is a part of me. I cannot imagine living without them and actually enjoying them. It hasn't been this way all the time. I remember that before I got married and had kids I didn't appreciate my family enough (I really regret it now.) I focused my life solely on "me" and forgot about the people who loved me. Other priorities in life include: health, money, friends, and education. (P6, personal communication, January 6, 2017)

My main priority in life is my family. Making sure my wife is taken care of and that my children are equipped to take care of themselves. After family, my priority is to humanity: to be as good a person as I can in the here and now and to help those less fortunate than myself. After that, I think I have a priority to my company/job in providing the best possible service that I can to

those that rely on me for my particular skill set. (P10, personal

communication, January 10, 2017)

My kids; to provide them with what they need to be successful as they grow up.

(P12, personal communication, January 11, 2017)

Family first, above my job because your family will always be there, a job will

not. I must consider the needs of my family first. Then self needs and job needs.

(P14, personal communication, January 12, 2017)

January 13, 2017)

My kid is number one in my life. I'm ensuring he grows up respectfully, strong,

and prepared. (P17, personal communication, January 14, 2017)

Family first then work. My family is more important to me than my work. Work

is just a means to an end. (P19, personal communication, January 15, 2017)

Family first, they mean everything to me. (P20, personal communication, January

15, 2017)

The most salient responses are presented below for "GOD" first:

GOD first and family second. (P4, personal communication, January 4, 2017)

I was lucky enough to a have a very wise grandmother while growing up and she

taught me that life's priorities are God, family, and work. (P8, personal

communication, January 9, 2017)

My first priority is to maintain spiritual and physical harmony. (P9, personal

communication, January 10, 2017)

Serving GOD first, keeping in contact with my family second, work and my own

company third, and then anything else that I have time for. (P11, personal

communication, January 11, 2017)

GOD, family, entrepreneurship, and then my day job. (P13, personal

communication, January 12, 2017)

P16: "Although GOD and family are still my number one priority, then financial

security and helping the homeless. Other priorities in life have changed over the

years. I am now thinking more about my retirement."

The most salient responses are presented below for "self" first:

I take care of myself first; like the Airplane adage. If I don't take care of myself

first I may not be around to take care of anyone else. Your significant other,

friends, and work are important; work is there and used to bind all things together

and make it go in a way that you're successful. My health is the utmost important

thing then other urgent things are addressed so that I can have a full life. (P1,

personal communication, January 4, 2017)

Enjoying life and helping others. (P7, personal communication, January 9, 2017)

My health, family, home, work, and enjoying every moment of life. (P18,

personal communication, January 14, 2017)

The most salient responses are presented below for "career" first:

To retire. To do good at whatever I do. A boss once told me to grow where ever

you are planted and that's the life I live. (P3, personal communication, January 4,

2017)

Career first, family second, people relationships third, work fourth, and

partnership/courtship last. (P5, personal communication, January 6, 2017)

Theme 13: Good stewardship. Participants were asked how they perceive their

experience (effectiveness) with coping strategies used to manage multiple role conflicts

and work-life imbalance between work and personal life domains. All of the participants

felt they were reasonably effective at managing their life boundaries and taking care of

important matters entrusted to them. Quotes from each response is presented below.

It's a work in progress. You're constantly shifting priorities to meet the urgent

need of the day. I focus on urgent things first then important things. It's a constant

adjustment. So far it's been good; I have good kids that are not resentful of me,

my wife still loves me and doesn't want to leave me, and I put enough food on the

table. It's a constant awareness and adjustment of are we doing ok. (P1, personal

communication, January 4, 2017)

I would not have achieve the successes I have in my career and private life if I

had not developed well-honed coping strategies that work for me and not against

me. I set boundaries that I don't cross like drinking alcohol with my colleagues."

I'm very sensible when it comes to coping strategies; I set work aside and make

plenty of time for me, myself, and I. (P3, personal communication, January 4,

2017)

I think I'm doing well because I'm not losing my mind. Now if I jump off the

building tomorrow then I guess my assessment was wrong. I block out unwanted

distractions. (P4, personal communication, January 4, 2017)

I'm very process oriented, structured, maximize my time, and big on short-term

goals. I am very routine and disciplined. I eat all meals at the same time every day

and I work out at the same time every day. My coping strategies work for me.

(P5, personal communication, January 6, 2017)

I've had to learn the hard way what's important in life and set boundaries. I'm

cognizant of and give focus to what really matters in each situation. (P6, personal

communication, January 6, 2017)

People rarely see me in a frenzy, that's because I know how to control my

emotions, effectively communicate, and keep a certain amount of distance from

people. (P7, personal communication, January 9, 2017)

My life experiences have matured me so that I've learn to effectively

communicate when I foresee an issue or have a problem. I think I have strong

coping skills as a result of having dealt with difficult situations at various points

in my life. I draw lines when they need to be drawn by firmly saying "no". (P8,

personal communication, January 9, 2017)

I'm a proactive person; it helps me manage life. I try not to become overwhelmed

by taking on too much but sometimes things are thrust upon me. I try hard to

minimize disruptions by closing my door when I really need to focus or posting a

"do not disturb" sign. When I'm expressing stress, I take time to decompress and

regroup. (P9, personal communication, January 10, 2017)

I know how to pace myself. I know when to kick it up a gear and when to kick it down a gear. I set limitations and abide by my own work creed. (P10, personal communication, January 10, 2017)

It's not perfect. I'm in the process of riding myself of bad habits by replacing them with positive habits. (P11, personal communication, January 11, 2017)

Pretty effective because I don't let things bother me. I'm good at seeing both sides of the story. I learn what needs to be done. I take care of what my manager determines as my work priorities in the order they are set. I try not to multitask as a general rule. (P12, personal communication, January 11, 2017)

I have a personal life I maintain separate from my work-life. You have to have more of a personal life than a work-life to keep your sanity. (P13, personal communication, January 12, 2017)

I think I do a good job of it. I don't take stuff personal, being ex-military helped; I don't get attached to stuff. (P14, personal communication, January 12, 2017)

I take it as something one simply must do in order to maintain their current status as a gainfully employed employee and parent. I tell myself, "Things could be a lot worse than trying to be successful and have a happy life". (P15, personal communication, January 13, 2017)

P16: "I have managed to keep my marriage together for over 28 years while at the same time help raise and provide for my children. I don't put all my eggs in one basket. I think I'm doing rather well."

I can't afford to lose my job or not take my son to school. I don't have an option, there would be a domino effect if I was not doing a good job managing my work and personal life. (P17, personal communication, January 14, 2017)

I can always improve but I feel I manage my life well and I don't take work home. (P18, personal communication, January 14, 2017)

I think I'm effective because I successfully provide financially for my family and I'm actively involved in areas of their life to support their growth and stability. Taking care of my family is serious business so I disconnect from work when I leave work. (P19, personal communication, January 15, 2017)

I have a good support system and healthy lifestyle. I don't take my laptop to the beach. When I'm at work my family knows not to call me unless it's important. (P20, personal communication, January 15, 2017)

As researcher, I thought it was significant to understand not only the participants' coping strategies but what influences or factors the participants believed shaped their work and personal life decisions and strategies. The participants stated several key factors that influenced their decision making such as mentors, family, past experiences, theological beliefs, and economics. Six participants claimed that past experiences have help them make decisions when confronted with information that they have to act on. Excerpts from the participants are as follows:

Past history on what works and doesn't work. I don't make unilateral decisions. I don't force decisions. I try to see the long road in the situation and guide things to

the right path. Sometimes the best help is to not do anything. How do you do it?

You just do it. (P1, personal communication, January 4, 2017)

I look at long-term goals as being paramount to short-term goals. I look at the big

picture and work backward at what I can do right now towards achieving the

goals I want to accomplish. (P2, personal communication, January 4, 2017)

Past experiences, knowing and understanding the impact of my actions, and my

belief in personal relevance. (P3, personal communication, January 4, 2017)

The primary factors that influence my work-personal life decisions are a

combination of personality and life experiences. (P8, personal communication,

January 9, 2017)

I did 20 years in the Air Force, I learned many skills and it's a major influence on

how I make decisions and develop strategies. (P12, personal communication,

January 11, 2017)

I research and learn from past experiences and if necessary seek advice. (P20,

personal communication, January 15, 2017)

Six participants also claimed that their theological beliefs guide their decision-making.

The following statements were made:

My faith and trust in GOD. (P4, personal communication, January 4, 2017)

My religious beliefs and my personal credo influence me in all situations. (P9,

personal communication, January 10, 2017)

I'm a moral and religious person; in my decision making, I just try to do the

most good for all involved. (P10, personal communication, January 10, 2017)

My spiritual beliefs and prayer. (P11, personal communication, January 11, 2017)

P16: "Knowing that what I am doing has to serve a purpose for work and my personal life is a driving factor in my decision making process. I rely a lot on my belief and value system."

The biggest thing is knowing and understanding how it's all going to affect me. If it's something real serious, I'm going to pray first. (P14, personal communication, January 12, 2017)

Five participants asserted that various relationships influenced their decision-making and commented as follows:

I seek counsel from mentors when I have to make major decisions or develop important strategies. Also, I find that when I mentor others I often figure out my own problems. (P5, personal communication, January 6, 2017)

Influence factors that contribute to work and personal life are: family, peers and friends, workplace environment, music, and culture. Family comes first, when an environment shares the same values everything feels right. A positive workplace environment allows me to express myself creatively. My personal decision to maintain a positive attitude, respecting personal values others, and treating others the way I expect to be treated are qualities that I admire and are important to me. (P6, personal communication, January 6, 2017)

I have a few good mentors who I can talk too; they are the folks I go to when I really need to bounce something off someone. (P7, personal communication, January 9, 2017)

Listening to others who have experienced situations similar to my own. (P15, personal communication, January 13, 2017)

Making the right decisions for me and my son is paramount. Sometimes I get advice from mentors, and feed off positive vibes of my relationships and associates. (P17, personal communication, January 14, 2017)

Three participants shared that financial decisions are factors that influence the strategies and decision-making as follows:

Money because it provides a level of independence and ability to take care of my family. (P13, personal communication, January 12, 2017)

I consider the opportunity costs in making decisions…money doesn't buy happiness but it certainly helps. (P18, personal communication, January 14, 2017)

Economics, politics, and the needs of my family. (P19, personal communication, January 15, 2017)

Theme 14: Time Management. Participants were asked to describe the coping strategies they perceive beneficial for men considering multiple role pursuits. All the participants recommended elements of time management. Excerpts from each response is as follows:

It's like parenting; doing it gives good experience on how to handle multiple situations and manage your time. It becomes natural because you have to do it. It's a skill that's not inherited, you have to practice it. Sometimes you stumble or fail but it's not about wins or loses, it's about growing and learning. (P1, personal communication, January 4, 2017)

Set priorities and a timetable to achieve both personal and professional goals; assess and readjust, as necessary. (P2, personal communication, January 4, 2017)

Keep all roles separate, don't prioritize one over the other; give whatever role you are in 100% of you. (P3, personal communication, January 4, 2017)

Learn to separate the stuff or it will run you to death. You've got to have passions and time for friends. (P4, personal communication, January 4, 2017)

Don't be in a rush and make decisions on a fly. Plan, strategize, and prepare for the unexpected; nothing is guaranteed but it's easier when you are executing to a plan. (P5, personal communication, January 6, 2017)

Establish priorities, reach out for support as needed, and make time for self, family, and friends. (P6, personal communication, January 6, 2017)

Find someone you can easily talk too; that often means having more than one person you can confide in. Don't try to do everything at once, take time to plan and seize opportunities as they come. (P7, personal communication, January 9, 2017)

Allow for some "me time" to take care of your overall well being; without your health you have nothing. (P8, personal communication, January 9, 2017)

It is important for men to be the master of their time and engage in some activity that is recreational, for example sports or working out. Engaging in sports increases endorphins and gives one a temporary euphoric feeling. (P9, personal communication, January 10, 2017)

Don't compromise what's really important for things that don't really matter. Set priorities, know your limitations, ask for help, and delegate. (P10, personal communication, January 10, 2017)

To get what you want out of life you need to start with a plan and keep the big picture in mind. Find a mentor you can trust to give you straight honest advice. (P11, personal communication, January 11, 2017)

Add some slack to your plan, things don't always happen according to schedule. (P12, personal communication, January 11, 2017)

Find time for one or two things that frees you from a hectic or stressful environment and returns you to balance. Rely on people, you don't have to do everything yourself. (P13, personal communication, January 12, 2017)

Prioritize from the most important to the least important and seek help from people who will help you out. (P14, personal communication, January 12, 2017)

Use tools that help you plan and organize your life and create a support system you can rely on; be it family, church support, friends, etc. (P15, personal communication, January 13, 2017)

You have to know what you want in life. Don't focus on time wasting activities; plan and take action. (P16, personal communication, January 13, 2017)

Being engaged in multiple roles is life changing. Make sure you can multi-task and manage your time well. (P17, personal communication, January 14, 2017)

Plan, be patient, and understand that you will hit bumpy roads. (P18, personal communication, January 14, 2017)

Work smarter not harder, carve out some time to gain a new perspective. (P19,

personal communication, January 15, 2017)

Make time for what really matters. Prioritize the wants, needs, and nice to haves.

Life is short, spend quality time with the people important to you. (P20, personal

communication, January 15, 2017)

Theme 15: Take chances and utilize resources. Participants were asked what

additional advice they have for men pondering multiple role engagements. All 20 men

encourage taking on more than one role in life. Participants stated that resource support is

essential and iterated that ups and downs are a part of life. The following excerpts are the

participant's final advice on multiple role engagements.

Don't be afraid to fail; get use to putting yourself out there, speak up for yourself,

and find mentors. (P1, personal communication, January 4, 2017)

There are benefits to having multiple disparate pursuits; being fulfilled in life is

an awesome feeling; go for it. (P2, personal communication, January 4, 2017)

Don't drop the ball; all roles are important and need compartmentalized attention,

seek help needed sooner than later. (P3, personal communication, January 5,

2017)

Find your passions. Do the things you must do then have other things to balance

it. (P4, personal communication, January 4, 2017)

You have to have two to three factors in play to be strong: Mental, Physical, and

Spiritual. It's like a three-legged chair, if you take away a leg, you can work off

the other two although three is better; but you can easily fall with the removal of

two legs leaving only one to work with. Get the support you need in each of these areas. (P5, personal communication, January 6, 2017)

Get in the game and create what you want. Set high standards and teach others by doing. Do not be ashamed of failure and don't take failure personal, if anything, let it inspire you to succeed. (P6, personal communication, January 6, 2017)

You just have to dig in and work through it. (P7, personal communication, January 9, 2017)

My advice to men considering multiple roles would be to make it a gradual process. I wouldn't recommend taking on everything at once since work-life balance will surely be affected. A phased approach would be much easier to manage. (P8, personal communication, January 9, 2017)

My advice would be that you work to live, and not live to work. (P9, personal communication, January 10, 2017)

Find a hobby that is totally different than work, communicate with your significant other and don't allow your frustrations at work to build up. (P10, personal communication, January 10, 2017)

Find a female companion; a platonic relationship in which you can share your emotions with; not from a motherly or sexual perspective. (P11, personal communication, January 11, 2017)

Have a support system in place and simplify your work and personal life by streamlining activities. (P12, personal communication, January 11, 2017)

Go for it! It can be extremely gratifying. (P13, personal communication, January 12, 2017)

Set realistic goals and seek advice. (P14, personal communication, January 12, 2017)

Understand that work (to some degree) comes first. (P15, personal communication, January 13, 2017)

To not be afraid of failure. It can teach you things you would have never known otherwise including valuable insights to succeeding in life. (P16, personal communication, January 13, 2017)

Be sure it's what you want. It matures you and improves your ability to multi-task. (P17, personal communication, January 14, 2017)

Take advice from people who have done it and from those who are currently doing it. (P18, personal communication, January 14, 2017)

Having multiple roles can be very rewarding. When times are tough, don't give up and take the easy way out. (P19, personal communication, January 15, 2017)

Go for the adventure, don't limit yourself to one; more than one role add variety, excitement, and spice to life. (P20, personal communication, January 15, 2017)

Summary

This chapter included a detailed description and comprehensive analysis of the data gathered from semi-structured interviews using a background questionnaire (see Appendix B) and interview protocol questions (see Appendix D) to address three research questions in this study. The analysis yielded fifteen major themes supported by verbatim

statements from transcripts that addressed the research questions, and contributed to the understanding of the coping strategies of men engaged in multiple roles and integration of work-life balance. For research question 1, "What lived experiences do men in the aerospace industry have regarding multiple roles and the integration of a work-life balance?" Emergent themes revealed that most of the men in this study find balancing work and personal life is a difficult but possible task. For research question 2, "What are the perceived causes of work-life conflicts for men in the aerospace industry?" The themes indicated high workloads, lack of job flexibility, and poor management were prevalent issues perceived by the participants. And for research question 3, "What coping strategies do men who work in the aerospace industry perceive beneficial for men engaged in multiple roles (such as an entrepreneur, student, and volunteer worker)? All the participants exercised coping mechanisms when they experienced work-life conflicts; and recommended several options. The emergent themes included the participation in leisure activities, reclaim self-control, establish priorities, perform time management, and develop a resource support system. Chapter 5 is the final chapter for this study and includes an introduction and summary of key findings, interpretation of the findings, limitations of the study, recommendations for research, implications for social change, and a conclusion.

Chapter 5: Discussion, Conclusions, and Recommendations

In this phenomenological study, I sought to understand how men in the aerospace industry cope with multiple roles and the integration of work-life balance. I chose Herzberg (1959) and Maslow's (1954) theories of motivation to explore the factors that contribute to job satisfaction and dissatisfaction. I based several of the interview protocol questions (see Appendix D) on these theories. The sample population of this study was limited to 20 participants and the findings offer insights into factors related to work-life imbalance and coping strategies for men dealing with work-life issues. The three research questions below guided the qualitative inquiry of this study:

1. What lived experiences do men in the aerospace industry have regarding multiple roles and the integration of a work-life balance?

2. What are the perceived causes of work-life conflicts for men in the aerospace industry?

3. What coping strategies do men who work in the aerospace industry perceive beneficial for men engaged in multiple roles (such as an entrepreneur, student, and volunteer worker)?

This final chapter includes a discussion and interpretation of the findings in relation to the themes presented in Chapter 4. The chapter also includes discussion on the limitations encountered during the study, recommendations for further research, and implications for positive social change. The chapter ends with a conclusion.

Interpretation of Findings

The results from the data analysis presented in Chapter 4 for the research questions of this study were interpreted to derive meaning as related to the purpose of the study, literature review, and conceptual framework as discussed as follows.

The first research question was: what lived experiences do men in the aerospace industry have regarding multiple roles and the integration of a work-life balance? The responses for this question produced four major themes: (a) battle for quality of life, (b) boundary management, (c) potential stagnation, and (d) emotional withdrawal and separation. The majority of the participants experienced stress and fatigue as a result of high workloads, conflicts between multiple role responsibilities, and inflexible work schedules. The overwhelming sentiment expressed by all the participants that were parents, regardless of their generation, was that spending quality time with their family uninterrupted by work was very important to them. Most of the participants ranked their family above work as their number one life priority.

My interpretation of the participants' responses was that taking care of work responsibilities was considered essential to their life success and providing for their family. The findings of the first research question confirm Maslow's hierarchy of needs theory and the empirical studies of the literature review in Chapter 2. Maslow's motivational factors of social need, esteem need, and self-actualization are consistent with what the participants of this study desired from their jobs. Work-life balance was highly valued by all the participants. Although work-life balance is not a "hygiene" identified by Herzberg, some of the participants in this study expressed that having a

work-life balance would enhance their job satisfaction. Herzberg's hygiene factor of

working conditions and *relationships* was not at a satisfactory level for many of the

participants in this study.

The findings from this research question supported earlier studies such as

McLaughlin and Muldoon's (2014) study, in which they found that fathers experienced

sacrifice, mental strain, and tension with competing role demands that were difficult to

accomplish and expressed the importance of financially providing and being present in

the lives of their families. It was apparent that for the men in this study, their desire was

to spend less time on paid work commitments and be more engaged in life outside of

work.

The second question for the study was: What are the perceived causes of work-

life conflicts for men in the aerospace industry? The responses for this question

comprised five major themes: (a) over allocation of commitments, (b) caught off guard,

(c) inadequate leadership, (d) empowerment and job flexibility, and (d) human resource

management (HRM) out of touch. The participants expressed deep sentiments and

resentments for spikes in workloads, frustration with the lack of manager professionalism

and support, and the lack of sufficient job flexibility policies. The findings of this study

were consistent with the literature review and conceptual framework. Herzberg's (1959)

two-factor hygiene theory of hygiene and motivation stated that an individual's well

being in the workplace includes an individual's need to experience pleasure and avoid

work-related conflict. Maslow's relatedness and self-actualization needs could be

motivation factors satisfied by management and human resource management policies by

providing a workplace conducive to collaboration and growth in and out of the

workplace. In Salle's (2012) case study on fathers among campus faculty, she found that

men are affected when they perceive their personal commitments are repressed by

management demands. My interpretation of the participants' response in this study was

that men want control over their work lives, the leverage to recalibrate as needed, and

respectful responsive management.

   The third question was: What coping strategies do men who work in the

aerospace industry perceive beneficial for men engaged in multiple roles (such as an

entrepreneur, student, and volunteer worker)? The responses for this question produced

six major themes: (a) recreation, (b) regain composure, (c) set priorities and goals, (d)

good stewardship, (e) time management, and (d) take chances and utilize resources. My

research corroborated the research literature and tenants of the conceptual framework.

The participants identified several strategies they use to cope with work-life conflicts and

multiple role responsibilities such as deep breathing, physical fitness, mentorship, and

principles of planning and time management. The participant's responses support

Maslow's hierarchy of needs in that basic needs are intertwined in daily life roles. The

findings of this research question were also consistent with the literature review in

Chapter 2. Recommended coping strategies offered to men in previous studies

encompassed improved communication strategies such as negotiations to improve

interfaces and relations in competing domains, locating resources for support, developing

problem solving skills, meditation, physical exercise, and a focus on empowerment and

emotional control (Evans, Carney, & Wilkinson, 2013; Giallo, Rose, Cooklin, &

McCormack, 2013). My interpretation of the findings was that the recommended coping strategies may assist men in managing multiple role demands and achieve balance in their life. Coping strategies are needed to prevent and alleviate exhaustion, anxiety, and help address endless work-life demands.

Exception of the Findings to the Conceptual Framework

The findings of this study were consistent overall with the conceptual framework and literature review of this study, with exception of one key area of Herzberg's extrinsic motivator factors: salary. Some of my millennial participants stated that money was a motivating factor for them because they believed that money affords them the opportunity to take care of their family and special interests outside of work. Being that money was expressed as a motivator that helps them accomplish that goal, salary could be considered an intrinsic motivator in Herzberg's two-factor theory (see Figure 6). Gomes (2011) warned that forecasting the social value of a future need is a complex task because in practice, an individual's priority and needs could be intertwined and conflicting on several levels. Gomes suggested that motivational theories be used subjectively. For a few participants in this study, the warning proved to be true because the salary was not an extrinsic motivator millennials in this study but rather an intrinsic motivator.
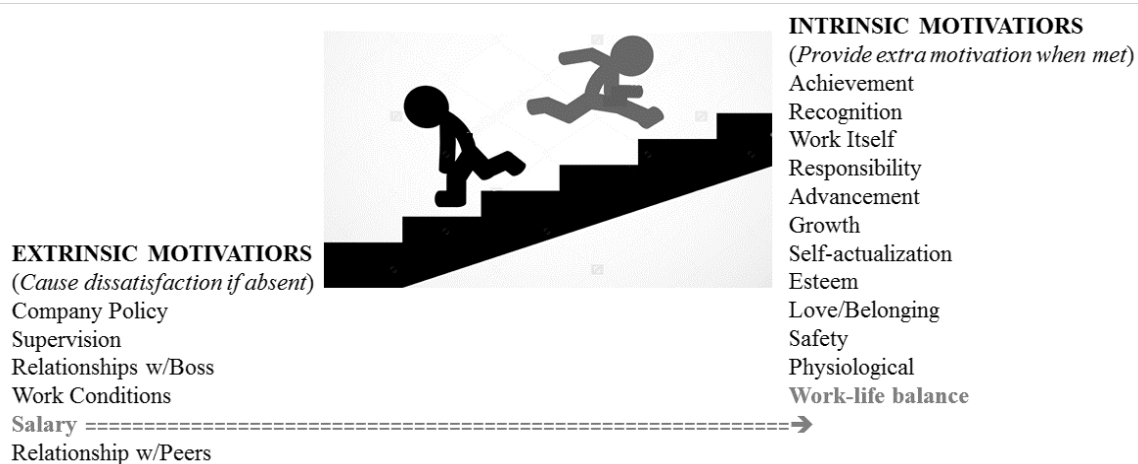
INTRINSIC MOTIVATIORS
(*Provide extra motivation when met*)
Achievement
Recognition
Work Itself
Responsibility
Advancement
Growth
Self-actualization
Esteem
Love/Belonging
Safety
Physiological
Work-life balance

EXTRINSIC MOTIVATIORS
(*Cause dissatisfaction if absent*)
Company Policy
Supervision
Relationships w/Boss
Work Conditions
Salary
Relationship w/Peers

Figure 6. Herzberg's two-factor theory and Maslow's hierarchy of needs theory combined.

Limitations of the Study

One of the limitations of this study was that there were only 20 participants; thus, the findings cannot be generalized to a larger population of men in the aerospace industry or any other profession or field of study. The sample size was small to allow me to focus on depth rather than breadth of the participants' lived experiences of the phenomenon studied. The perspectives of the 20 affluent participants may not reflect the experiences of men of lower socioeconomic status. There are variables that were not examined in the study, such as cultural background or race that could have resulted in different findings than the findings presented herein. Also, work-life balance is a complex construct, which I explored from a situational perspective of how men cope with external life strains. The scope of this study was not intended to prove or disprove the phenomenon but to explore the obstacles that men encounter from managing multiple roles, and the coping methods that they used to alleviate stress resulting from life conflicts.

Another limitation of this study was that the cause-and-effect relationships of employee motivation and job satisfaction could be spurious as individual circumstances, feelings, and perceptions can change anytime. Of final concern is the possibility that the men may have provided responses that are socially desirable rather than their true beliefs. These limitations are typical of phenomenological studies, but the need to voice work-life perspectives of men engaged in multiple roles was the prevailing concern. At a minimum, the findings and limitations that I identified may increase the sensitization and awareness of issues that could be addressed in future research studies exploring similarly related experiences of men.

Recommendations

Although this study revealed several interesting findings from the participants lived experience of managing multiple roles and integration of work-life balance, there is still more to investigate regarding the environments that men operate in, and individuals affected by their behavior and decisions exerted in the management of multiple role responsibilities. The findings suggest that there are other factors, many of which are still unidentified that could explain multiple role conflict and work-life balance integration. For example, the findings may have been different had the participants' partner or children been involved in the study. Based on the research findings, literature review, and limitations of the study, the following recommendations are offered:

1. The findings of this study indicated that intimacy in relationship is affected by work overload. This study did not examine the level of intimacy affected by work overload but is suggested as an area of exploration in future research.

2. This study did not explore all possible issues of role conflict between domains, data suggests numerous factors may be related to work-life balance which should be explored in future research. Further study would be to assess specific cultural or religious differences among men in multiple roles to broaden the understanding of issues related to work-life conflicts and coping strategies used.

3. Conduct a similar study of specific generations in the workforce, for example millennials and generation Xers. It would be interesting to know how their satisfaction and dissatisfaction factors compare to Herzberg's two-factor theory and offer insight into what they value and what is needed to attract and retain them.

4. A methodological investigation within organizations should be conducted to determine which policies, programs, and practices are effective in achieving equitable benefits for all employees, regardless of gender, for relieving the familial or personal life constraints related to occupational commitments.

5. A similar study of the phenomenon studied that focuses on the employee and manager or supervisor relationship would be beneficial in understanding the issues in work environments that lead to life altering decisions.

6. The source or origin of men's views in how they perceive their roles and make decisions that affect others is not explored in this study and would be interesting future research.

7. A study examining the effectiveness or ineffectiveness of coping strategies of men engaged in multiple roles is recommended for future research. Coping is a complex phenomenon in assessing work-life balance strategies. An instrument that assesses coping with aspects of variables such as self-esteem and guilt would add value to related future studies.

8. Future studies could investigate how single men, single women, or both cope with multiple role conflicts and the integration of work-life balance.

9. Researchers could use other research methodologies and research designs that have not been recommended in this section to further enhance the exploration of the phenomenon studied; for example, conduct a similar investigation using quantitative methods. This would allow for a much larger sample and generalization of results. The outcome of a quantifiable data may contribute to grounded theory about men's work-life realities experienced.

10. Conduct a longitudinal study of coping strategies, conflicts, and life satisfaction accessing changes in participants' responses as they have gotten much older or advanced in their career.

11. A replication of this study using a case study method is recommended. The in-depth data gathered from a case study would serve to clarify the extent to which roles are perceived important (for example, under what circumstances would men relinquish the "employee" role).

12. An individual or group study using the same criteria could broaden the study and obtain a potentially different understanding of multiple role management and meaning of work-life balance.

13. A similar investigation of two distinct groups such as blue collar and white collar men employees across industries or a specific industry could reveal interesting findings on managing work-life conflicts and work-life balance.

14. A replication of this study that includes the voice of individuals affected by the participant's behavior and decisions could offer richer data.

15. Another area of research would be to examine work-life issues and coping strategies of nonheterosexuals.

16. Multiple role research should be enhanced by an objective measurement of performance and coping success to assess the impact of multiple roles.

17. Research examining the level of worry, stress, and strain of managing multiple roles would be an area of future study.

18. A study of how dual partners cope with an uneven distribution of domestic labor and work full-time is a suggestion for future research.

19. Conduct a similar study with additional demographic factors such as financial status, number of dependents, or individuals that live in the same household.

20. A longitudinal study, although time consuming and expensive to implement, could ascertain the effects of work-life conflicts over a period of time on participant's physiological and psychological well being.

21. A research study on how social norms influence men's decisions would

broaden the understanding of men's behavior, management of multiple roles,

and role conflicts.

Implications for Social Change

The social change implications derived from exploring men's lived experience of

managing multiple roles and work-life integration can potentially impact men working in

Aerospace if they are made aware of work-life balance issues and how participant's in

this study coped with them. By focusing on what men are conveying and how they

describe their situations, organizations and policy makers could increase their

understanding of men's lived experiences. On an individual level, men may reflect on

data from this study and reframe the meaning of success; after all, work is only a part of

one's identity. The reframing or redefining of success may be to relinquish societal

expectations of masculine roles to focus on their own values and needs. On an

organizational and societal level, policy makers may generate specific policies for the

benefit of men and their families to alleviate role constraints. The findings provided may

raise awareness and influence workplace policy changes that help local, state, and federal

employees balance family and work demands; especially in work environments, where

managers perceive work-life balance as a nice-to-have and not a personal right.

From the viewpoints of the respondents, work is an important means to undergird

one's private life. This perspective is consistent with Herzberg's suggestion that job

enrichment is an important factor in psychological growth. The perspective is also

consistent with Maslow's theory that employees desire a work environment that allows

them to meet physiological needs for themselves, their families, and the opportunity to gain experience for promotion and growth for self-actualization. Removing impediments that hinder employees from resolving conflicts and providing adequate support for achievement and meeting important needs are important strategies to employee satisfaction. The results of this study may not only raise consciousness on the phenomenon studied but prompt future studies in other disciplines such as psychology, sociology, philosophy, education, health, and economics. Researchers could use the information to develop grounded theories for men. Research funds should be set aside to further explore, analyze, and evaluate the impact of men employees' work-life imbalance on their families for the implementation of public policy at a state and federal level that allow provisions for employees to achieve work-life balance.

The results of this study could pave the way for counselors and therapists to be more aware of the intricate conflicts of managing overlapping role responsibilities that could coalesce into physiological and psychological problems; and assist in identifying strategies to minimize deterioration of their client's mental and physical being. Mental health professionals may obtain more insight and understanding of the causes of emotional and physical distresses of men with work-life conflicts and help their clients recognize some compromise is necessary, recommend negotiation techniques, and problem-solving strategies to manage multiple role commitments. For example, the focus on problem-solving might be to analyze the problem, discuss how similar problems were resolved, and devise a strategy to solve the problem. Family counseling may be an area of focus to help employees and their family obtain an understanding of the issues that are

causing problems and potentially create a better functioning home life environment. A methodical investigation within organizations should be conducted to identify effective and equitable work-life policies, programs, and managerial practices for employees with personal constraints on occupational commitments and vice versa.

Advice for Men in the Aerospace Industry

The demands of multiple roles can be overwhelming and the findings of this study is a reminder that taking care of one's self mentally and physically is as important as taking care of loved ones. Coping strategies identified in this study may provide solutions to struggles for other individuals with similar work-life issues of participants in this study. Work-life balance differs by individual and varies over time. Essential concepts for men to know is that work-life balance my need to be redefined; maintaining important values, establishing work-life boundaries, knowing what you need to accomplish work-life balance, and obtaining resource support is of paramount importance in work-life balance satisfaction. In practice men should:

- Discover your core values, know what is really important to you, prioritize them, and consider passing on activities that take you away from your prioritized values

- Life is about relationships. Building relationships take time, make time to cultivate meaningful relationships in the workplace and outside the work environment through conversation and activities

- Is it really all about money? Understand the price to be paid for work-life balance; find time to enjoy the gift of life, family, good relationships, and self-harmony

- Develop a time management strategy that not only address work priorities but personal satisfying activities such as a physical fitness routine or social dates with a companion

- Develop and maintain work-life balance for a healthy way of life

- Choose life roles, life partner, and other relationships wisely, they could significantly impact work-life satisfaction and success

- Seek the council of others to guide you through work-life issues

- Develop a support system consisting of a broad base of resources in the workplace and outside the workplace; the right resources could make balancing work and personal life less challenging and lead to new opportunities

- Stand firm in your beliefs, be trustworthy, and truthful in all life matters

- Avoid having a narrow perspective on life challenges which can cause you to lose sight of the big picture; In the grand scheme of things determine what really matters

Advice for Organizations

The results of study has implications applicable to organizations. The men in this study shared their experience with managing multiple roles and integration of work-life balance. These findings serve as an impetus to organizations who want to improve

employee retention rates and job satisfaction for valued employees by removing work environment barriers that intrude upon an individual's life. In a competitive market place, companies cannot afford to lose an enormous amount of precious human capital. Management should make listening and responding to employee needs a top priority. Based on the findings of this study organizations should:

- Give men the same work-life provisions given to women

- Monitor the behavior of management and treatment of men with work-life issues

- Offer family oriented events; for example, arrange occasional company-paid picnics for employees, their family, and friends

- Offer employee paid community engagement opportunities that support important causes; for example, food and clothing drives

- Provide mentoring, coaching, and networking opportunities

- Expand performance objectives to include work-life balance

- Create a quiet comfortable pleasant break room where employees can take a mental break, decompress, and process their feelings

- Encourage team work through team building exercises where employees have a sense of support from one another

- Expand employee vacation days beyond the standard to promote work-life balance

- Encourage short breaks during the course of a workday for employee's psychological and physiological health

- Restructure workplace policies to provide schedule flexibility and telecommute opportunities; they can be key factors in job satisfaction, managing conflicting priorities, and perceived time control

The advice offered to men and organizations above only represents a few valuable suggestions that could be feasible to implement. Understanding why employees experience work-life imbalances can lead to greater awareness of the impact of managerial actions on employee's perceptions and needs, and provide an opportunity for managers' to offer work-life balance and coping strategies. Employees and organizations have a vested interested in eliminating the problems. Men must be self-aware of their own tendencies and behaviors that make them prone to overcommit to others and self-imposed activities. Organizations should recognized when employees are overcommitted. Organizations can be a major influence in emphasizing healthy work-life behaviors and perhaps even help men figure out how to live the life they endeavor. As highly skilled experienced employees contemplate leaving organizations, creative measures could be taken to retain a significant portion of them. Empowering employees may be a key factor in job satisfaction and life balance. Work-life balance is a means to reduce work-life conflicts and stress. The suggestions discussed above are steps toward promoting such initiative.

Conclusions

Organizations should seriously consider developing or modifying policies and programs to ameliorate conditions that exacerbate work-life conflicts in order to improve retention rates and well being of valued employees. The fact that many participants in

this study expressed that juggling multiple roles is complex suggests that unless accommodations are made, men will continue to experience challenges balancing multiple life roles. The conditions that make juggling multiple roles stressful and exhausting should be mitigated or remedied to prevent burnout and minimize employee absences before health related problems or other negative impacts occur. Multiple role conflicts and work-life balance is a very complex phenomenon that some men handle very well. Finding effective coping strategies for one's own unique situation can be illusive without adequate support for a buffer in adverse times. The conceptual framework developed for this study incorporated motivation theories of Maslow and Herzberg to illustrate how conflicts could be addressed. There is no one theory or framework that fits all organizations in assessing the needs and motivator characteristics of employees because what an individual values, is not always constant. Values may change based on the individual's situation. This study is a meaningful addition to the knowledge gap on the men issues, which builds upon existing research and provides a conceptual framework to inform work-life strategies, policies, and programs.

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Appendix A: Recruitment Letter

Dear Potential Interview Participant:

Hello, my name is Lynette Bowden, I am a doctoral candidate at Walden University (www.waldenu.edu) conducting a research study on Multiple Role Conflict and Coping Strategies of Men. You were a recommended by _____ as a potential participant. Research at Walden University focuses on achieving positive social change; and as a contributor, I would like to invite you to participate in a 45 to 60 minute interview on my research related to the work-life balance of men in aerospace. My research is being supervised by a Walden University Dissertation Committee. I am bound to adhere to governing principles, ethics, regulations, and policies for your protection. Your participation is completely voluntary and your identity will be completely confidential. With your permission the interview will be audiotaped. You can terminate your participation at any time without explanation. You may receive a copy of the final dissertation if you so choose.

If you are interested in participating in this study please complete and return by email *(with read receipt)* the attached background questionnaire and consent form by (*date to TBD*).

If you do not wish to participate in this study please discard this invitation. If you would like to talk to me directly, please contact me at: XXX-XXX-XXXX or email me below. Thank you for your time and consideration.

Appendix B: Background Questionnaire

[CONFIDENTIAL]

Please provide a fictitious name: _____   Age: _____

Race/Ethnicity: _____

Job Title: _____

1) Please identify your marital status *(Place an X next to all roles that apply to you)*:

__Married,   __Separated,   __Divorced,   __Single,   __In a personal relationship

2) Please indicate the roles you are engaged in *(Place an X next to all roles that apply to you)*:

__Parent
If you participant in parental duties, please indicate how many children: ___

__Student

__Have a part-time job or business in addition to your primary full-time employment

__Community Service Volunteer or Active member in an organization

__Care-giver, not for salary, but for family members such as aged parents/in-laws

__Other, please specify _____

THANKS FOR YOUR VALUED PARTICIPATION IN THIS RESEARCH STUDY.

Appendix C: Phone Call Coordination for an Interview

Script

"Hello ____, this is Lynette Bowden. I am calling in reference to an email I sent you on

_____ regarding my research study on the multiple roles of men and the integration of

a work-life balance. Thanks for agreeing to participate. Do you have a few minutes to

discuss a date, time, and location of your interview?"

If yes, proceeds as follows:

"I am flexible in terms of accommodating your schedule and can either conduct the

interview in a private conference room located at ____ or at a place of your choosing that

is free from distractions and allows for audiotaping. I have the following dates and times

available: _____ how about you?

Thank you so much for your time, should you need to contact me you can do so by

calling me [at phone number] or sending me an email.

I sincerely appreciate your participation in this study and will follow-up with a reminder

a couple of days prior to the interview. Goodbye"

Appendix D: Interview Protocol

Interview #_____   Date_____/_____/_____

Pseudo name: _____

Script

 "Hello, my name is Lynette Bowden. I'm a doctoral at Walden University conducting an academic study on the multiple roles of men and the integration of a work-life balance. I sincerely appreciate your participation in this study. The intent of this interview is to develop an understanding of your views on work-life balance and how it affects your job satisfaction and personal life.

Before we begin, I would like to make sure I have your permission to digitally record this interview for the purpose of accurately creating a transcript of our conversation by having you say "Yes" or "No". *(I shall wait the participant's response).*

Your participation is completely voluntary. If, at any time during this interview, you would like me to stop recording or you no longer want to participate, please feel free to let me know. No explanation is needed.

Your responses, including my notes and the audio recorder will be kept confidential. All material will be safeguarded in a file cabinet under lock and key for 5 years, at which time it will be destroyed using a shredder.

If, at any time, you would like to take a break or stop the interview for any reason, please let me know. Do you have any questions or concerns before we get started? *(I shall wait the participant's response. Having received the permission to record, I shall being recording the following statements).* Having received your permission, we will now begin with the questions."

1. What are your lived experiences managing multiple roles and the integration of a

   work-life balance?

   a) Describe your multiple role duties.

   b) What do you think and feel about the separation of work and private life?

   c) How does your work-life balance affect your career growth?

2. What are the perceived causes of work-life conflicts that you have experienced?

   a) Elaborate on any job dissatisfaction factors (for example, lack of manager

      support) that hinder your work and personal life balance.

b) Elaborate on any job satisfaction factors (for example work schedule flexibility) that provide motivation and support for your work and personal life balance.

c) Elaborate on any personal life factors (for example, yoga) that help your work-life.

3. How do you perceive your experience (effectiveness) with coping strategies used to manage multiple role conflicts and work-life imbalance between work and personal life domains?

a) Describe how you transition from being frustration to calm in stressful situations.

b) How does work overload affect your intimate relationships?

c) What influences or factors do you feel shape your work and personal life decisions and strategies?

4. Describe the coping strategies you perceive beneficial for men considering multiple role pursuits (such as an entrepreneur, student, and volunteer worker)?

a) What do you think should be included in human resource policies or programs to improve job satisfaction and employee retention or commitment?

b) What additional advice do you have for men pondering multiple role engagements?

Thank you very much for your participation. Would you like to receive a copy of the Final Dissertation once it has been completed? *(I shall wait for a response)* Ok, have a wonderful day."

Appendix E: Crisis Support

Thank you for participating in this study. Please feel free to contact me or my research representative regarding the study, at any time. Please remember you have the right to rescind your permission for me to use your data in my study. All you would need to do is contact me or the research representative at:

Researcher: Lynette Bowden

Research Representative: Dr. Leilani Endicott

If the procedures have triggered unpleasant feelings for you, or if you are experiencing distress and would like to talk to a counselor or therapist, you may seek assistance from:

The National Crisis Support Center (1-800-273-8255) for 24 hours support. If this is an emergency (if you feel you are at risk of hurting yourself or someone else), please call 911 or go to the nearest emergency room.