

**BETWEEN THE DEVIL AND THE DEEP BLUE SEA(M):
A CASE STUDY EXPLORING THE BORDERS BETWEEN
WORK AND LIFE DOMAINS DESCRIBED BY WOMEN IN THE
U.S. APPAREL INDUSTRY**

A Thesis

Presented to

The Faculty of the Graduate School

At the University of Missouri-Columbia

In Partial Fulfillment

Of the Requirements for the Degree

Master of Science

By

LAURA E MCANDREWS

Dr. Jung Ha-Brookshire, Thesis Supervisor

MAY, 2012

© Copyright by Laura E Mc Andrews

All Rights Reserved

The undersigned, appointed by the dean of the Graduate School,
have examined the thesis entitled

**BETWEEN THE DEVIL AND THE DEEP BLUE SEA(M):
A CASE STUDY EXPLORING THE BORDERS BETWEEN WORK AND LIFE
DOMAINS DESCRIBED BY WOMEN IN THE U.S. APPAREL INDUSTRY**

Presented by Laura E Mc Andrews

A candidate for the degree of

Master of Science

And hereby certify that, in their opinion, it is worthy of acceptance.

Dr. Jung Ha-Brookshire

Dr. Laurel Wilson

Dr. Yong Volz

To my parents, for unconditionally supporting every crazy little dream I have.

ACKNOWLEDGMENTS

Throughout the past two year here at the University of Missouri, I have been surprised and unbelievably lucky to discover three female role-models, who have given me incredible guidance and encouragement. I would like to first thank my advisor, Dr. Ha-Brookshire, whose constant patience and rigor has pushed me to realize my potential as a researcher. Her expectations for me are always high, but she never forgets to tell me that I can accomplish all of them. I have truly found a valuable mentor in Dr. Ha-Brookshire. I am so thankful to have worked with Dr. Wilson, who believed in my potential to be a great teacher. When I doubted myself, she was always there to listen and support me. Finally, I would like to thank Dr. Volz, who opened my eyes to the fantastic world of qualitative research. She has taught me how to sincerely emphasize, which has given me a new perspective on the world. I am beyond fortunate to have found these three women, who have forever impacted my career and life.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	ii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF APPENDIXES.....	viii
ABSTRACT.....	ix
CHAPTER 1 : INTRODUCTION	
Background of the study	1
Purpose of the study.....	3
Significance of the study.....	3
CHAPTER 2 : LITERATURE REVIEW	
Historical perspectives of the U.S. apparel industry.....	5
Work-Life Balance.....	9
Work-Family Border Theory	13
Social Identity Theory.....	20
Gender Perspective	22
Research Gap and Questions	25
CHAPTER 3 : METHODOLOGY	
Case study approach	28
Researcher's Reflexivity	28
Case Selection	30
Data Collection.....	32
Validation Strategies	43
Data Analysis.....	46
CHAPTER 4 : FINDINGS	
Theme Interpretations	48
Definition of work and life domains	48
Border-crossing events and effects	61
Researcher's Reflection	82

CHAPTER 5 : CONCLUSION

Summary of Findings.....	84
Implications.....	88
Contributions.....	90
Limitations and Future Research	92

REFERENCES	94
------------------	----

APPENDIX

A. Initial In-depth Interview Protocol	101
B. Revised In-depth Interview Protocol after Pilot Run	104
C. Email Recruitment.....	107
D. Study Consent Form.....	109
E. Photo Release Form.....	112
F. Institutional Review Board Approval for Pilot Run.....	114
G. Institutional Review Board Approval for Final	116

LIST OF TABLES

Table	Page
1. Demographic Characteristics of Potential Participants.....	32
2. Initial Interview and Revised Interview Questions after Pilot Study	37
3. Photo Elicitation Guide.....	41

LIST OF FIGURES

Figure	Page
1.1 Member Check Response from Summer	45
1.2 Member Check Response from Jane.....	46
2.1 Tricia in her work area	50
2.2 Summer “instructing”	52
3.1 Tricia entering her office	53
3.2 Summer entering her office	54
3.3 Courtney on her office’s block	54
4.1 Mary “never sitting down”	58
5.1 Mary at the market	59
5.2 Courtney preparing dinner	59
5.3 A view of Manhattan (NYC) from Hoboken.....	61
6.1 Summer’s morning commute or border-crossing.....	67
6.2 Tricia’s morning commute or border-crossing	68
6.3 Tricia’s workplace cafeteria and outside seating	69
6.4 “The light at the end of the tunnel”	70
7.1 Courtney’s morning commute	72
7.2 Exiting PATH station.....	73
7.3 In NYC, walking to work.....	73
7.4 Courtney in the baby’s room.....	74
8.1 Arial view from Mary’s office	76
8.2 Jane’s walk to work	77
8.3 Mary’s son calling out to her	78

8.4 Jane's store front flowers	79
9.1 Conceptual Model: Domains and Border-Crossing Events and Effects	81

LIST OF APPENDIXES

A: Initial In-depth interview protocol.....	101
B: Revised In-depth interview protocol after pilot run.....	104
C: Email Recruitment	107
D: Study Consent Form	109
E: Photo Release Form.....	112
F: Institutional review board approval for pilot run.....	114
G: Institutional review board approval for final	116

ABSTRACT

The study explored the border development and management between work and life domains as described by women working in the U.S. apparel industry. By modeling Clark's (2000) work-family border theory, the theory lent to the study a framework for how people manage and negotiate their work and family domains, the borders between domains, and the people who occupy the domains in order to attain balance. Within these work and life domains, an individual classifies him/ herself and others into various social categories, according to social identity theory. The interpretation from a qualitative case study approach, which triangulated semi-structured interviews, field observations, and photo elicitations of five women working in the apparel industry in New York City and Philadelphia revealed three theme categories: (a) definition of work and life domains; (b) grand view triggering events and effects; (c) every day triggering events and effects. Implications derived from the results offer several important opportunities. First, through an in-depth understanding of these women professionals' work and life domains, the findings help today's working women realize that they are not alone in their struggle with work-life balance. Second, corporate human resource departments may want to utilize the study's findings to cultivate a work environment that may be more sustainable in the long term with reasonable work expectations and more supportive role models.

Keywords: work-life balance, apparel industry, women

CHAPTER 1: INTRODUCTION

Chapter 1 contains the following sections: (a) background of the study, (b) purpose of the study, and (c) significance of the study.

Background of the Study

In today's highly fast paced society, the demands of life are inescapable. As a response, people have become experts at multi-tasking by talking on the phone and driving, answering work emails while cooking dinner, or taking work calls on a family vacation. Society today seems to be on a never-ending sprint, but to what end point? With the boundaries of work and life blurring together, people seem to have no refuge from the pressures of work or life. Hence the idea a balancing work and life has been a popular topic of research, corporate culture, and personal ideal. However, for most people balance still seems to be an unachievable state of being.

With no resolution, currently, balancing work and life has been described as a circus juggling act. Particularly, women are conflicted with balancing a successful, but demanding career with the attempt of achieving a fulfilling personal life (Fey, 2011). In today's social and cultural construct, many women still fall into traditional gender roles and bear the majority of the domestic duties and emotional work (Hochschild, 1989; Strazdins & Broom, 2004), which can cause stress on her career. At the core of this juggling act, women in the U.S. apparel industry seem to confront a unique sacrifice that men may not. Does she go on a two-week international work trip to negotiate garment cost and leave her three-month old baby? Or, does she turn down an opportunity for promotion and prestige to have time to start her family? These are the potential questions

women today grapple with and cause unbalance. Though men also face these issues, because of social and cultural traditional gender roles, these issues have a different effect on women.

Diversions and sacrifices in women's career have led to the 'off-ramping' / 'on-ramping' phenomena of several women's careers. 'Off-ramping' describes women taking time out of their career to have a personal life, most often to have and raise children. The reverse 'on-ramping' is women trying to take back their careers after spending time off (Seligson, 2008). Of course many women frequently toil in trying to resume their once flourishing careers after 'off-ramping.' This inability to sustain a continuous career and have a satisfying personal life may result from the struggle of work-life balance. Because of the highly competitive and dynamic characteristics of the apparel industry (Dyer & Ha-Brookshire, 2008), many women find it difficult to maintain their devotion to their job when personal demands call. Thus some women in the apparel industry are faced with severe sacrifices either to their professional career or personal life.

With all this discussion centered on women's struggle with work-life balance has led to the study at hand. In applying Clark's (2000) work-family border theory, there is a need to examine further the border-crossing phenomena women experience on a day to day basis. More specifically, how do women working in the apparel industry balance work and life? This study will discover how women self-define their work and life environments, identify the events or situations that trigger them to cross into their work or life environment, and finally, understand how this border-crossing affects their work and life environments.

Purpose of the Study

The purpose of the study was to gain a deep understanding of the border management, border-crossing and how the border-crossing phenomenon affects work-life balance among women in the apparel industry. This was achieved through the theoretical frameworks of Clark's work-family border theory, social identity theory, and a gender lens.

Significance of the Study

Exploring work-life balance for women working in the apparel industry has several significant aspects to society, corporate human resource departments, and academia. First, the women in this study were called on to reflect, recount, and divulge true feelings and thoughts regarding their own lives. This may spark more open dialogue with their families, friends, and companies to help achieve better coping strategies or even solutions to their struggles. Through this activity, the participating women may become aware of their own work-life balancing act, which could lend to their own self-actualization.

Second, the results in work-life balance may help raise awareness, not just for women working in the apparel industry, but for any professional women that they are not alone in their feelings and struggles. This awareness may help current and future professional women develop realistic expectations of how to balance a career with a personal life. These realistic expectations may help professional women alleviate the unnecessary feeling of failure and open candid dialogue may assist in acquiring balance.

Third, this study could contribute to the development of students in apparel academic units in preparing for a future career in the apparel industry. Findings may help

add to the existing curriculum to highlight the unique challenges and dynamic environment of the apparel industry. This can assist in strengthening education for young women and preparing them to mindfully plan for a successful career and fulfilling personal life.

Finally, the study's findings can enrich and add depth to the work-life balance literature especially from the perspective of women in the apparel industry. Observing women from the theoretical framework of the social identity theory revealed the numerous demanding roles a professional woman takes on and has to juggle. These results may be useful for corporate human resource departments in constructing realistic expectations for women employees. Businesses may need to allow for flexibility to accommodate fluctuating professional and personal priorities throughout a woman's life. Additionally, businesses may be able to use the study's findings to help structure stronger mentorship or career development programs to ensue employee job satisfaction, which would help recruit and retain talented women employees.

CHAPTER 2: LITERATURE REVIEW

Chapter 2 contains the following sections: (a) historical perspective of the U.S. apparel industry, (b) work-life balance, (c) work-family border theory (d) social identity theory, (e) stress, (f) gender perspective, and (g) research gap and questions.

Historical perspectives of the U.S. apparel industry:

The women-led “dog-eat-dog” industry

The U.S. apparel industry has been described as hyper-dynamic “characterized by complex market relationship, unpredictable environmental shifts, and intense competition for scarce environmental resources” (Dyer & Ha-Brookshire, 2008, p. 52). The recent development of the apparel industry in the United States has been told through stories illustrating the “antagonistic tendencies” of the industry (Green, 1997, p.44), which refer to the highly competitive nature of the apparel industry.

The review of history suggests the commencement of the apparel industry in the U.S. was initiated by war. During the War of 1812, the United States Army Clothing Establishment, which was the one of the first clothing manufactories, was situated in Philadelphia, Pennsylvania (Green, 1997). In 1860, Bradley and Carey’s Hoop Skirt Works on West 20th street in New York City, one of the first women’s wear manufacturers, was established (Green, 1997). Throughout the 1860s and 1870s, department stores such as Macy’s in New York and John Wanamaker in Philadelphia opened their doors to customers (Abernathy, Dunlop, Hammond, and Weil, 1999). By the end of the 19th Century, the apparel industry flourished in the East coast region of the United States at a dramatic rate. From 1870 to 1900, capital investment in the apparel

industry increased from \$54 to \$169 million and women's employment increased from 69,000 to 127,000 (Green, 1997).

One of the unique characteristics of the U.S. apparel industry was developed in the 19th century through jobbers (Abernathy et al., 1999). The responsibility of the jobber was to purchase raw materials or garment designs, and/or cut or contract out cutting. Jobbers would then contract out the garment production (sewing) to manufacturers. Their main responsibility was to merchandise the finished garment product (Abernathy et al., 1999). The existence of the jobber was based on the decentralization of production, which went through constant back and forth change through the late 1890s until World War I. However, after World War I, most apparel production shifted to a greater decentralization, thus creating a demand for the jobber role (Green, 1997). The jobber allowed for the greatest amount of flexibility in the "fluctuations of style, season, and economic conditions" (Abernathy et al., 1999, p.27), which offered quick turnaround deliveries in order to supply to the retailers (Green, 1997). However, above all, jobbers also created 'cutthroat' competition within the apparel industry (Green, 1997).

In addition, the jobber system was created and applied to avoid labor legislation and union imposed conditions (Green, 1997). The jobbers held great power over the manufacturing system, which spurred the dissatisfaction of the labor force and caused labor strikes throughout the 1920s and 1930s (James, 1959). This time of union strikes and upheaval in the apparel industry is also known as the "civil war in the needles trade" (Green, 1997, p.60) which marked fierce fighting between the Socialists and Communists garment unions concentrated in New York, New Jersey, and Pennsylvania (Rosen, 2002).

After World War II, with Europe's fashion houses and factories in ruin, the apparel industry flourished in the United States. With this new labor sector, women were recruited to work in U.S. apparel factories. In New York City, at first, factories produced various products from women's to men's apparel and accessories. However, a division of labor began to occur with less specialized labor migrating to Rochester, Chicago, and St. Louis. This left the specialized labor of women's wear concentrated within New York City, New Jersey, and Philadelphia (Green, 1997). New York City's Seventh Avenue dominated the specialized labor of women's wear and became known as the fashion capital, nicknamed the "jungle" (Green, 1997).

Today, the U.S. apparel industry continues the trend of fierce competition. According to the Bureau of Labor Statistics' occupational handbook 2010-2011 edition, the apparel industry is described with "keen competition for jobs is expected as many applicants are attracted to the creativity and glamour associated with the occupation". The best opportunities for jobs are within companies with mass production (Bureau of Labor Statistics, 2010-11c). The employment environment emphasizes long work hours to meet design and production deadlines. Due to globalization, women working in the apparel industry are in constant communication with customers, agents, suppliers, and factories around the world. Today, global travel is a requirement for most women in the apparel industry to research trends, and to meet with raw material suppliers and factory owners (Bureau of Labor Statistics, 2010-11c). Coupled with the apparel industry's tight job competition, according to the American Apparel and Footwear Association (AFAA) 2009 statistical analysis, apparel sales have been on the downturn since 2007. With the

harsh economic climate and ruthless job market, the apparel industry has casually been and still is referred to as a 'dog-eat-dog' industry.

From the 1950s through the present day, women's overall participation in the labor force increased with the social acceptance of working women. The peak of the women's labor force was seen in 1999, with 60.0 percent participation, largely due to the single women's group which includes 'widowed, divorced, separated, or never been married' (Bureau of Labor Statistics, 2011e). Historically, single women have more longevity in the labor force with the absence of a husband's income, (Bureau of Labor Statistics, 2011e). Comparatively, many married women go in and out of the workforce, taking breaks due to child births. This process often jeopardizes women's overall career development (Mavriplis et al., 2010).

Today, women hold dominating managerial and executive positions in most apparel businesses in the U.S. (Bureau of Labor Statistics, 2006a). The growth in employment also has posed women to face particular challenges society imposes, which is only exasperated by the difficult economic times. First, the traditional gender roles, women are asked to play, may affect their personal fulfillment as human beings (Emslie & Hunt, 2009). Though women are given the education and opportunity to obtain high paying, successful careers, the demands at home have not changed. Some women are fortunate to have supporting husbands to help out with caring for the children and sharing the domestic duties. However, some women are still expected to take the lion's share of domestic responsibilities (Hochschild, 1989).

Second, because of the strong demand of traditional gender roles, many women go in and out of the workforce, often jeopardizing their overall career development

(Mavriplis et al., 2010). Often the domestic duties become too demanding and overwhelming and many women leave a successful career to care for her family. However, this leaves women with stunted careers and creates difficulty when trying to re-enter the workforce (Seligson, 2008).

Third, due to the harsh economic climate causing ruthless job competition in most apparel businesses, it is not uncommon to see many women taking on additional job responsibilities. The additional workload commonly results in work stress (Kim, Pedersen, & Cloud, 2007) which can contribute to burn out for some women. Additionally, unsupportive work environments affect job performance and overall sense of well-being (Lindberg & Dickerson, 1996) for many women working in the apparel industry. Lastly, in addition to all of the above challenges, the characteristically “dog-eat-dog” apparel industry has experienced harsh competition in this economic climate. Thus, women in this industry have been faced with company reorganizations, which affect job responsibilities, reporting, and process.

Work-life Balance

Overview of previous research

The relationship between work and life has the potential to cause difficulties for the individual. Women working in the apparel industry are no exception. Pre-Industrial revolution, work and family life tended to be one, as many people worked within the home. However, with the on-set of the Industrial Revolution, work took place outside the home, where men were more visible in the work world and women were more visible in the home world (Abernathy, et al., 1999). Because of this development, work and life environments for men and women develop different behaviors and norms (Morf, 1989).

However, this separation of work and home between the genders seem to no longer hold true in today's modern society. Women have made strides in both the attainment of higher education and occupations. From a U.S. Department of Labor survey from 1998 to 2008, 23.4 percent of 23 year old women held a bachelor's degree (or higher), compared with 14.3 percent of 23 year old men (Bureau of Labor Statistics, 2011d). U.S. women's labor force participation rate as of 2008 was 59.5 percent, while U.S. men's labor participation rate was 73.0 percent (Bureau of Labor Statistics, 2008b). In today's society, women climb the corporate ladder to achieve managerial and executive positions in many U.S. apparel businesses (Bureau of Labor Statistics, 2006a). Thus, women have been active members in both their work and home life environments. Naturally, the effort for work-life balance has been a special interest to many of today's modern women professionals with families. Though work-life balance may be a struggle for both men and women, however, men have reported overall lower levels of psychological distress in life than women (Strazins & Broom, 2004), which may be linked to social identities, gender roles, and responsibilities.

Domains.

Work and life can be classified into two different domains – “worlds that people have associated with different rules, thought patterns and behavior” (Clark, 2000, p. 753). Individuals find ways of managing their two domains through their individual cultures, means, and ends. However, at the same time these characteristics in work and life domains can conflict. The way in which people deal with differences between domains is measured on a continuum, with ‘integration’ on one end and ‘segmentation’ on the other (Nippert-Eng, 1996). In this continuum scale, a person who is fully integrated makes no

distinction between work and life. The people, thoughts, emotional, and intellectual tactics are one in the same, regardless if tasks are associated with the work or life domain.

On the opposing side of the continuum, segmentation engages completely different emotional and intellectual tactics. There is no one desired state on integration or segmentation that will lead to balance between work and life domains. Different people and different circumstances have been found to happily balance on all ranges of this spectrum (Clark, 2000). “A mixture of distinctly different activities gives variety and excitement, and regular breaks that one domain provides from the other allow individuals to renew their energy” (Clark, 2000, p.753). The ways in which individuals integrate or segment these domains can be found in analyzing the borders between the domains and how borders are shaped and managed.

Domain is a common term in the study of work-life balance, as work may be considered one domain and life another. They are separate domains. For this study’s purpose, ‘work’ and ‘life’ are two separate domains. In some literature, ‘life’ is also referred to as ‘family’ or ‘non-work’, however ‘life’ will be used in the application of this study.

Work-life balance has been a topic of research for the past 50 years. At first, research was focused on looking at men as breadwinners and women as homemakers (Parsons & Bales, 1955). Thus the work-life domains were segregated as they related to the genders, studying men in the work domain and women in home life domain. In response to the liberal feminism trend in the 1970s, Hall (1972) researched college educated women and how they experience role conflict and utilize different coping mechanisms between work and life domains. In this study, Hall recognized how working

women struggled with these different social roles their different work and life domains provoked. The study discussed the relationship of coping and satisfaction which is affected by the woman's successes and failures throughout her life (Hall, 1972).

After the feminist focus of research in the 1970s, some researchers in the 1980s and 1990s took a non-gendered approach to investigate how domains were related. Staines' (1980) compared the two opposing theories at the time: spillover theory and compensation theory. The spillover theory explains how the work environment is positively related to the family life environment. The spillover theory maintains behaviors and emotions in the work domain carry over into a non-work domain such as home life, thus similar behavior models and activities that develop in the work domain will 'spillover' to the home life (Staines, 1980). Conversely, the compensation theory describes how the work environment is negatively related to the non-work environment. The compensation theory contends that where the work environment falls short in fulfilling needs of satisfaction or happiness, the individual will seek that fulfillment and happiness in their home life (Staines, 1980).

Further to how Staines compared the spillover theory and compensation theory to work and life, Zedeck and Mosier's (1990) used Staines's theories as a springboard to compile five main models to explain how adults achieve balance between work and life. The five models are: spillover model, compensation model, segmentation model, instrumental model, and conflict model. Segmentation model states that work and life are completely segregated and with the separation of time and location, work and life domains exists without any influence to the other (Zedeck & Mosier, 1990). Instrumental model's position is that one domain allows for opportunity in the other. For example, the

work domain may allow for more disposable income in the life domain (Zedeck & Mosier, 1990). Finally, the conflict model states success in one domain, requires sacrifice in another domain (Zedeck & Mosier, 1990; McAndrews & Ha-Brookshire, in review).

Work-family Border Theory

Central Concepts

To help reduce the limitation of the previous theories, Clark's (2000) introduction of work-family border theory gave a richer framework for analyzing the boundaries between work and family. Work-family border theory explains how people manage and negotiate their work and family domains, the borders between them, and the people who occupy them in order to attain balance (Clark, 2000). Central to the exploration of this theory is defining 'work' and 'family' in addition to the idea of 'balance'. The following section demonstrates the key components to Clark's (2000) work-family border theory, which will also be utilized in this study's exploration of women working in the apparel industry.

Clark (2000) argues that, with the previous breadth of research, there is a great need to understand how work and family life influences each other, so that businesses, employers, society, and the individual can prevent the current struggle of one sphere dominating, at the sacrifice of the other. In the work-family border theory, Clark distinguishes the idea that people shape their environments, at the same time the environment shapes people. It is the opposition of "determining and being determined by our work and home environments" (p. 748) that lends this theory to studying women in the apparel industry.

Domain of work.

As domains are a central concept in the investigation of work-family border theory, and understanding of these key terms are needed. During these times of economic downturn, employment can be seen as a precious gift. However, with the constant innovations of new technologies, the tentacles of work are ubiquitous. In general terms, work is often defined as paid employment (Guest, 2002), which historically was considered as physical work areas people reported into. Thus, the work domain was clearly defined by going in and out of one's actual work area.

In contrast, today's work environment in the United States could essentially be everywhere and anywhere. With the advent of new technologies, such as smart phones, lap tops, and wireless Internet, work is no longer confined to a specific area (physical border) or even a clearly defined times (temporal borders) (Guest, 2002). Also in the time of globalization, more firms are transnational companies, which may result in employees needing to travel not just nationally, but globally. Thus, beyond the physical work domain, there becomes a psychological work domain (Clark, 2000; Guest, 2002). For the purpose of this study, work will be defined as any and all activities associated with paid employment both physically and psychologically.

Domain of family.

The concept of family also has the same challenges in defining. Essentially, time not used for work is used for family or life. However, not just family occupies the non-work time. What Clark (2000) labels as work-family, in this study, the term 'family' will be replaced with 'life'. As defined by Merriam-Webster dictionary, life is "the quality that distinguishes a vital and functional being from a dead body". More specific to the

research at hand, life is “the sequence of physical and mental experiences that make up the existence of an individual” (Merriam-Webster, 2011). Thus, the term ‘life’ includes family, leisure, home, personal, and all activities done outside of the work domain and was deemed to be a better term than family in Clark’s theory for the purpose of the study.

Balance.

The term balance is a complex word with a variety of meanings. Again, looking at the Merriam-Webster dictionary, as a noun the word balance is described as scales or “an instrument for weighing” (Merriam-Webster, 2011). However, in the research phrase ‘work-life balance’, ‘balance’ is used more metaphorically, because individually, balance may be achieved in varying manner. In physical and psychological terms, balance is “stability of body or mind” (Guest, 2002, p. 261). From another perspective, balance can be defined and measured both subjectively or objectively, “that it will vary according to circumstances and that it will also vary across individuals” (Guest, 2002, p.261). In addition, balance is also used as a verb “to arrange so that one set of elements, exactly equals another” (Merriam-Webster, 2011). This implies the action of balancing two element or domains as described in this study. Therefore, the rich metaphor of work-life balance illustrates an individual’s meaning and measure of balancing work with life, in addition to the active balancing of these two domains. Balance will be distinguished by both the individual’s feeling of fulfillment and good functioning in both the work and life domain (Clark, 2000).

Borders.

Borders refer to defining points at which domain-relevant behavior begins or ends. In Clark’s work-family border theory (2000), these borders could have three forms:

physical, temporal, and psychological. Physical borders define where domain-relevant behavior takes place, such as specific work locations or walls in a home. Temporal borders, divide when work is done and when personal life activities are carried out, such as set work hours. Psychological borders are “rules created by individuals that dictate when thinking patterns, behavior patterns, and emotions are appropriate for one domain, but not the other” (Clark, 2000, p.756). Psychological borders are mainly self-created, however physical and temporal border are used by individuals to establish psychological borders. Weick (1979) describes this as ‘enactment’ which is defined as “a process in which individuals take elements given in their environments and organize them in a way that makes sense” (Clark, 2000, p. 756; Weick, 1979). This can also be seen as social identity as it relates to an organization.

In Clark’s (2000) Border Theory, borders have four characteristics:

- a) Permeability – the degree to which elements from other domains may enter (Beach, 1989; Hall & Richter, 1988; Piotrkowski, 1978).
- b) Flexibility – the extent to which a border may contract or expand, depending on the demands of one domain or the other (Hall & Richter, 1988).
- c) Blending – occurs when a great deal of permeability and flexibility occurs around the border (Clark, 2000).
- d) Border Strength – permeability, flexibility, and blending combine to determine the strength of the border (Clark, 2000).

As seen in the literature, each individual seems to create his or her own borders between the work and life domains. This border development is linked to how the individual self identifies. For example, women working in the U.S. apparel industry have

unique challenges in their work domain and these challenges may affect the border between their work and life domains. In examining how these women cross the border between work and life may enlighten in how they balance. Understanding the specifics of borders and observing whether characteristics, emotions, and values penetrate or isolate between work and life domains is vital in the study of balance.

Border-crossers.

As discussed earlier by Rychlak (1981) domains and borders are a product of self-creation, thus it is necessary to describe the central characteristics of those individuals who are crossing borders from one domain to another. These individuals are referred to in literature as border-crossers (Clark, 2000). While Lave and Wagner (1991) explained four different aspects of being a central participant, Clark (2000) reduced these aspects to just two main elements – influence and identity. Border-crossers have influence on their domains based on their competence, affiliation with domain members, and their internalization of the domain's culture and values. Identification results when border-crossers internalize domain values. In addition, their identities are closely tied with their memberships in the domain (Clark, 2000). A fundamental cause for imbalance between domains occurs when border-crossers do not identify with a domain. How an individual adjusts to their work and life domains depends on the individual's influence and identification (Clark, 2000).

Individuals do have influence on how they can manage their different domains. In being a border-crosser, the individual has influence on how to negotiate domains and borders (Clark, 2000). The border-crosser may negotiate and constantly make adjustments to domains and borders depending on the individual's values. If the

participant has absolute influence on domains and borders, then balance can be achieved (Repetti, 1987). However, for most individuals, there are several factors that influence how the participant manages domains and borders.

The border-crosser's identification with their domain's values and activities is another key aspect in understanding work-life balance. When a border-crosser strongly connects personal values and activities to a certain domain, then investment in that domain will be increase (Clark, 2000). Thus, if the border-crosser identifies more strongly with one domain over another, then imbalance may occur. Past research, such as, Stanies (1980) and Zedech and Mosier's (1990) measured personal identification by the border-crosser's involvement in a certain domain. Their findings concluded how close identification with one domain will cause conflict and change involvement in the other domain. Going off these earlier researchers, Clark (2000) indicated the need to look at the domains separately. Because the border-crosser may invest a lot of time and energy into one domain, yet, he or she may never identify with that domain. In order for the border-crosser to begin to identify with a certain domain, the border-crosser must find meaning in the responsibilities in a domain (Clark, 2000).

Domain members.

All domains involve several sets of actors – border-crossers, border keepers, and other domain members. Border-crossers are continually creating and managing their borders and domains, and this act brings constant negotiation with any and all domain members. The domain members, which are especially influential in defining the domain and negotiating borders with, are referred to as border keepers. Examples of border keepers are spouses in the life domain and supervisors in the work domain (Clark, 2000).

Imbalance of work and life can result when border-crossers and border keepers define domains or borders differently.

A better understanding of how an individual manages work-life balance can be explored by defining borders, border-crossers, and domain members. In addition to these factors, understanding the individual's work and life domains and how an individual identifies and finds meaning in each domain will also assist in exploring balance. However, all these factors will vary depending on the individual. For this reason, it is vital to understand how the individual defines oneself, which can be investigated through social identity theory.

Stress of Unbalance

In the struggle to balance domains, manage borders, and interact with domain members, one symptom of unbalance manifests as stress. Also, an individual's identity with their domains and borders can be affected by stress. There has been some interesting sociological and psychological research done on how stress is caused. In the literature, stress is often defined as "demands on individuals that tax or exceed their resources for managing them" (Burke, 1991, p. 836), which could also be considered as an overload of demands. From the cognitive view of stress, it is described as an interruption of one's social identity with the demands from another identity, causing overload (Mandler, 1982). This view supports the significance of border between work and life domains. The characteristic of the border affects how values and activities interrupt into domains. This perspective on stress brought forth the interruption theory which is an "autonomic activity resulting whenever some organized action or thought process is interrupted" (Burke, 1992, p.836). The autonomic activity, distress or anxiety, is activated by

interruption which is stress. Stress “can result in the adaptive response of increasing attention to crucial events or in more extreme situations, of drawing attention away from other needed areas” (Burke, 1992, p. 837). This helps to explain how an interruption or stresses from one domain can easily spillover and affect the other domain, hence causing imbalance for an individual. Stress is an immediate effect of work interrupting life, or vice versa, which highlights why the topic of balance is vital for the well-being of individuals both as human beings and as employees.

Social Identity Theory

Overview of previous research

According to social identity theory, an individual classifies him or herself and others into various social categories, such as, organizational membership, religious affiliation, gender, and age cohort (Tajfel & Turner, 1985). Social classification serves two purposes. First, social categories segment the social environment and help the individual define him or herself in relationship with others (Ashforth & Mael, 1989). Hence, “social identification is the perception of oneness with or belongingness to some human aggregate” (Ashforth & Mael, 1989, p. 21). Accordingly, when an individual can clearly define one’s self within social classifications, a clearer understanding of personal and professional meanings of success could be achieved and help elucidate issues surrounding one’s work-life balance (McAndrews & Ha-Brookshire, in review).

Further, individuals could also classify themselves as members of multiple social groups, such as employee, manager, friend, mother, and wife. The interactions with these multiple social groups result in various identities for the individual (Lobel, 1991). Each social group identity is linked with certain emotions, attitudes, and behaviors, which is

characterized as role investment (Leary, Wheeler, & Jenkins, 1986; Stryker & Serpe, 1982). The consequences of an individual's identity within a specific group are, as examined by Lobel (1991): "(a) selection of activities congruent with the salient social identity; (b) loyalty to the group despite negative attributes; (c) conformity to group norms and attribution of prototypical characteristics to oneself; and (d) reinforcement of the group's prestige, values, and practices" (p.510-511).

A differentiating facet of the social identity theory, compared with other identity theories, is how an individual's group linkage results from perceptions or cognitions, not from interpersonal affections (Turner, 1982). In this theory, people are not motivated to identify with a group because the rewards are more than the costs – a cost-benefit ratio is not significant in social identity theory. A person's identification with a role may be enhanced more by costs than rewards associated with group membership as Turner (1982) stated:

Once individuals define themselves or are defined by others as members of a category, there will be strong motivational pressures for them to assume that its characteristics are positive and even reinterpret as positive those designated as negative by outsiders (pp. 27-28).

More simply put, a person's identification with a role is positively related to the individual's investment in the role. However, a person's identification does not depend on favorable net role rewards.

Social identity theory and work-life border theory

Different situations and environments “switch on” different social identities (Turner, 1982). In the application of work-family border theory, the border-crossing between domains and interactions with domain members can activate these different social identities of manager, friend, or mother. An individual reacts to “situational cues” that prompt different identities (Lobel, 1991, p. 511). The significance of one’s social identity is a function of accessibility and fit (Oakes, 1987), which is the likelihood a specific identity will be triggered or ‘switched on’. Accessibility is the ease a certain identity can be triggered by a given social group. Fit is the degree to which the identity of a particular social identity is central or important to the individual (Oakes, 1987).

Social identity theory begins to aid in the understanding of how an individual creates identities associated with different domains and the domain members. It comes with reason that a person would have a work identity and a life identity. However, in the act of balancing these two identities, what happens when one domain over powers the other? How does the individual manage the two domains and essentially these multiple identities? How does an individual cope with one domain (identity) interrupting into the other domain (identity)?

Gender Perspective

Gender is another way to understand women professionals in today’s apparel industry. Gender is best understood as “an ongoing activity embedded in everyday interaction” (West and Zimmerman, 1987, p. 130), which is continually constructed by social identity roles over a course of a person’s life. Gender is constructed by social and cultural influences, which are not fixed and vary according to situation (Paechter, 2003).

Institutional sources for gendering can be linked to different social identities, as women interact in different work and life roles. Thus, these institutional sources can also form gender (Gerson, 2004). Examining work-life balance through a gender perspective discards the belief that work-life balance is an individual's problem, and instead acknowledges the social and cultural importance. Gender is integral to any discussion about intersections between paid work and family life (Emslie & Hunt, 2009).

As discussed previously, due to the industrialization in the 19th century, there was a separation between home and work which resulted in men propelled into the work environment and women confined to the home environment. This resulted in men as “breadwinners” and women as “homemaker” (Parsons & Bales, 1955) and created a dichotomy in gender. However, with women joining the work force, which in the 1970s reached its “tipping point” through the present, the traditional family ceased to be the norm. New paradigms materialized regarding how the conflicts between work and family were unequal for the genders. In Epstein's (1970) book, the struggles of women's emergence into the workforce were explored. Additionally, research also began to focus on the dual income family and the challenges on the family (Rapoport & Rapoport, 1976). Presently, the dual-income family or even the bread-winning women are more common; however, the struggles and challenges these women face are still prevalent.

Focusing on the family life, a plethora of research has been conducted to explore the inequality that takes place in the home domain between the genders. Early research surprisingly focused on how care of the children was a “natural” ability for women and therefore the importance of women's emotional responsibility was vital for the well-being of their children (Bowlby, 1965; Kellerman & Katz, 1978). O'Brien (2005) focused

on the disparity between men's and women's contribution in the household's childcare. Additionally, studies have looked at how women perform most of the emotional work in families, which creates unique strains on the woman (Strazdins and Broom, 2004).

In looking at work-life balance through a gender lens, Hall & Richter (1988) found men and women experience their transition between work and home differently. The women in the study described their commute from work to home considerably more stressful than the men described. After spending the day working, when women re-entered into the home life, they were faced with more demands. High stress was caused by childcare and domestic duties that made up their home life. In addition, women's home life demands were experienced far more abruptly than the men in the study. The men in the study left work later than the women and were allowed more of an unwinding period before having to deal with their home life (Hall & Richter, 1988). This study really illustrates how women have a different experience in balancing work and life, than men.

Examining work-life balance through the gender lens is needed because personal choices come from social and cultural institutions in which women and men have only limited control. A gender perspective recognizes these institutions and allows an exploration with the understanding of how private choices and strategies are crafted in a larger social context (Gerson, 2004). Gender does seem to transcend work and family life. A gender perspective helps to reject the conception of work-life balance as an individual's problem or women's problem. Thus, it is crucial to recognize gender in the work-life balance research at hand. In the case of work-life balance, "an individualistic approach can hold women responsible for social conditions beyond their control (such as

emerging crisis of childcare) and for having aspirations that are not considered problematic when applied to men (such as work success or economic self-sufficiency)” (Gerson, 2004, p.165). Thus, a gender lens “directs attention to the social structuring of inequality and provides a way to place individual work and family problems in a social and cultural context” (Gerson, 2004, p.165). Therefore a gender perspective is an important theoretical framework for this study, as women in the apparel industry may experience more a characteristically male work domain, but continue to struggle with a characteristically female life domain.

Research gap and questions

Although struggle may occur with women in other industries, this study focuses on women working in the U.S. apparel industry. That is because; the uniqueness of the U.S. apparel industry makes it harder for any women professionals to balance career with a personal life. Women, particularly working in the apparel industry today, have the challenge to balance competitive work environments with fulfillment in their personal lives. Values and activities women partake in their work domain could be in stark contrast to values and activities in their life domain. This is different than other female dominated industries, such as teaching or nursing, where similar values and activities exist in both the work domain and life domain, such as helping others (McAndrews & Ha-Brookshire, in review). The activities and values in the work domains found in the apparel industry may be considered more closely related to male-dominated work domains. Thus, women in the apparel industry may face different challenges when managing and crossing their work-life domains, than women in other female-dominated

industries. Examining women in the apparel industry could elude distinctive balance difficulties that may not be easily discovered in other industries.

The objectives of this study are to gain a deep understanding of the border management and border-crossing and how the border-crossing phenomenon affects work-life balance among women in the apparel industry through the theoretical frameworks of Clark's work-family border theory, the social identity theory, and gender perspective. To achieve these objectives, this study has three key research questions:

- (a) To discover how women in the U.S. apparel industry self-define their work domain and life domain.
- (b) To identify the events or situations triggering the participants to cross into their work and life domains.
- (c) To understand the nature of the border between work and life domains that influence when, where, and the period of time the border-crossing occur.

Clark's (2000) work-family border theory would help bring a new dimension in understanding women in the apparel industry. The theory will help define these women's domains and assist in discovering the characteristics of the border between these domains. In defining participants' domains and borders, a clearer understanding of the thoughts and feelings these women experience when border-crossing would be possible. Questions, such as, what activities and values are transferable between the domain borders and which are not transferable, will be explored. In focusing on the importance of borders between domains, a new perspective on border-crossing may be found.

The social identity theory will contribute in giving dimension to how these women typically classify themselves into two different social environments—work and life—in order to define themselves. However, several different social identities may emerge in these two domains. Perhaps, some women may struggle in clearly defining themselves, their domains, and borders, therefore, imbalance may occur. A clear understanding of social identity, in conjunction with elements from the work-family border theory is needed to understand how women in the apparel industry experience border-crossing.

Incorporating a gender perspective will help acknowledge the viewpoint of the woman and the unique challenges and societal expectations. Historically, ideas of gender have been shaped by different societal and cultural institutes. However, in today's social and cultural structure, gender is in constant fluctuation determined by an individual's environment, in other words, domains. By recognizing the institutional gender issues in the industry, women may benefit by reducing the individual's pressure of achieving work-life balance, as a fight for work-life balance is rather a societal issue.

CHAPTER 3: METHODOLOGY

Chapter 3 contains the following sections (a) case study approach, (b) researcher's reflexivity, (c) case selection, (d) data collection, (e) validation strategies, and (f) data analysis.

Case Study Approach

The aim of this study was to gain a deep understanding of the border management and border-crossing and how the border-crossing phenomenon affects work-life balance among women in the apparel industry. To achieve this objective, a case study approach was used in order to “explore a bounded system (a case) or multiple bounded systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information” (Creswell, 2007, p. 73). Case studies have been previously utilized across disciplines such as psychology, business, and law (Creswell, 2007) along with the study of the apparel industry (Dyer & Ha-Brookshire, 2008). Because the aim of this study was exploratory in nature to better understand women working in the apparel industry, the case study approach was deemed the best strategy to elicit enriching data.

Researcher's Reflexivity

A “critical self-reflection” (Johnson, 1997, p. 161) was a requisite and obligation for this study. As a validation strategy, understanding my own reflexivity was crucial before the commencement of this study (Johnson, 1997). I, the researcher, have a unique perspective to the struggles of balancing work and life for women working in the apparel industry. For nine years, I worked in the apparel industry in both New York, New York

and Philadelphia, Pennsylvania in design and product development departments for popular specialty retailers.

Personally, I allowed for my career to dominant my life's decisions. I devoted all my time and energy into my work domain and the companies I worked for rewarded me with monetary gains, title promotions, international travel, and other glamorous compensations. As a consequence, I lived a very unbalanced life throughout my 20s. My life domain was insignificant and unfulfilling. The realization of my unbalanced life was not discovered until I was laid off from a company I was *married to* emotionally. From that time, I have been struggling to achieve my own balance between a successful career and fulfilling personal life.

After my realization, an awareness to my friends' and co-workers' work-life balance occurred. Together a type of confessional dialogue began, as we started to talk openly about our fight to develop a personal life with such a demanding career. My participants are former colleagues, who I witnessed struggle daily and yearly to balance their work and life. Throughout the years, I have seen them all evolve in different ways, some sacrificing their career or personal life to sustain different jobs in the apparel industry.

With my intimate insights into the research questions and case study participants brings unique advantages that require attention throughout the study. Because of my own unbalance and work-life entanglement, my professional network in the apparel industry is also my personal social network. This allows me access, not only into my participants' personal homes, but also into their much guarded corporate offices. My reflexivity was highlighted throughout the pilot run. On one hand, while observing Summer (a pseudo

name of the Case 1 participant) in her work domain, she would whisper openly about corporate problems and work angst, commenting “oh, I forget you don’t work here anymore!” However, this was a challenge while interviewing, as she would remark “oh, you know what I mean” and I would have to prompt her to explain exactly what she meant as to remove my bias. A continued awareness of my presence will be addressed with each participant throughout the study.

Case Selection

For the purpose of the study, the method of purposive sampling was utilized. The sample of participants was chosen based on the fact they were at different stages of both their career and personal life. This method of purposive sampling is used when the aim is to select people who possess specific characteristics in order to illuminate the phenomena being studied, rather than to select a representative sample drawn from a population (McCraken, 1988).

After the approval of the university’s Institutional Review Board, a total of five participants were recruited through the professional network of the researcher. All participants worked in the apparel industry in New York, New York and Philadelphia, Pennsylvania during the time of data collection. Participants worked at specialty retailer brands working in the design, product development, or production departments, in addition to owning their own apparel business. Job levels range from assistant to owner. The variety of the participants’ job and personal life elicited enriching information from different angles, however, their vital connection was the fact they were all working in a hyper-dynamic apparel industry. Table 1 illustrates demographic characteristics of the case study participants.

In comparing the study's potential participants to the U.S. employed women population, there are some similarities and differences. Looking first at the U.S. December 2010 *Women in the Labor Force: A Databook* (U.S. Bureau of Labor Statistics, 2010), the total number of women employed in the labor force is 66.4 million. Married employed women in the labor force totals 35.5 million or 53.5% of the women workforce. Other marital status (including never been married, widowed, and divorced) employed women in the labor force totals 30.8 million or 46.5%. In regards to working women with children, the total number of women with children under 3 years of old is 5.4 million or 8.1% of the total women employed in the labor force. The total number of women with no children under the age of 18 year old is 42.3 million or 63.7% of the total women employed in the labor force. Additionally, the March 2009 *Women at Work*, showed women 25-34 years old spend on average 27 hours a week on work activities and 28.6 hours a week on leisure activities. Women 35-44 years old spend on average 26.3 hours a week on work activities and 27.4 hours a week on leisure activities (U.S. Bureau of Labor Statistics, 2009).

The study's participants' characteristics are as follows. The total number of married women is two participants, or 40.0%. This is lower than the national average which is 53.5%. Additionally, the total number of women with children under 3 years old is also two participants (including the expectant mother participant), or 40.0%. This is higher than the national average of 8.1%, but suggests the participating women may get married with the intention of starting a new family. Thus, the total number of women with no children under the age of 18 years old is three participants, or 60.0%. This is aligned with the national average which is 63.7%.

Table 1. Demographic Characteristics of Participants

Participant¹	Age	Years in the Apparel Industry	Current Position	Type of Company	Marital Status	Children	Work – Home Location
Summer	37	13	Senior Manager Women’s and Men’s Sweaters	Specialty Retailer Brand	Single	0	NYC / Hoboken, NJ
Mary	38	15	Owner, LLC	Apparel Consultant	Married	1	NYC / Brooklyn, NY
Courtney	32	10	Women’s Knit Designer	Specialty Retailer Brand	Married	Expecting	NYC / Jersey City, NJ
Jane	38	12	Business Owner	Apparel Boutique	Single	0	Philadelphia, PA
Tricia	27	6	Production Assistant	Specialty Retailer	Single	0	Philadelphia, PA

Note. ¹ All participants’ names are pseudo names.

Data Collection

In order to strengthen the design of this study, data triangulation was used to study the phenomena at hand. As “no single method ever adequately solves the problem” (Patton, 1990, p.187). The study entailed four steps for data collection: (a) in-depth interviews, (b) field observations, (c) photo elicitation, and (d) follow-up interviews. The researcher spent one “day in the life” with each participant where the initial interview took place, along with field observation, and photo-taking which was later used for the photo elicitation method. A follow-up interview took place to go through the photos and elicit further insight from the participant.

With the intimate nature of this study into participants’ lives and the sensitivity of identity, consent forms were created. Both study participation informed consent form and photo release form were created. The purpose of both forms served as tools of education

for the participants and to suffice the university's IRB review. The word usage of these consent forms were in common English, both clear and concise, as to be understood by anyone. Samples of the participant informed consent form and photo release form are provided in Appendix D and E.

In-depth interviews.

In-depth, semi structured interviews were utilized to allow the participants “the opportunity to tell her own story in her own terms” (Anderson & Jack, 1991, p. 57). After an explanation of the study and assurances about confidentiality, all participants were asked to give their signed informed consent, and whether their interview accounts may be recorded. In addition, the participants were briefed on the methodology and purpose of photo elicitation and also asked to give their signed photo release.

The initial interview for each participant took place on various days throughout the week spanning from a Monday to Thursday. This intentional act of not conducting all initial interviews on a single day, for example a Monday, was to gather data that best characterized the participants' week. The interview location was chosen by the participant and at her convenience. Three of the participants chose their home as their initial interview location. Two of these participants were interviewed after work; the other one was interview in the morning before work. One participant chose her neighborhood coffee shop, during the afternoon, as the initial interview location. Since this participant worked from home, she took the interview as an opportunity to get out of the house and away from both work and life distractions, so she could relax and focus on the interview. As for the last participant, she chose to be interviewed during her lunch

hour at her work dining cafeteria. This participant was working 12 hour days and this was the only time she had available for the interview.

Initial interview duration ranged from 40 – 60 minutes. Interestingly, the participants with longer initial interviews had shorter photo elicitation interviews. The participants with shorter initial interviews had longer photo elicitation interviews. Thus, the combined time of initial interview and photo elicitation interview ranged from 80-90 minutes.

In following the interview process, general questions regarding the participants' background and experience in the apparel industry and personal life initiated the interview. Subsequently, questions led into defining the participant's different domains and the domain members in the work domain and life domain. Then, investigating how the participant described their borders, border-crossing, and border nature as outline in the work-family border theory. The interview concluded with reflective questions on how the participant's perception on how they balanced work and life. Table 2 illustrates the central concepts from Clark's (2000) work-family border theory and questions to gather information to answer the study's three research questions.

Pilot run. The initial interview for the pilot data collection was conducted on Monday, August 8, 2011. The pilot run's initial interview took place in the participant's residence in Hoboken, NJ. After a nearly 10 hour day of work, where she was not able to break for lunch, Summer sank into her overstuffed white leather couch to be interviewed. She had changed into her comfy clothes and washed the city's dirt off her face. Summer looked almost childlike without her usual work attire of designer labels and three-inch heels.

Summer works at a major specialty retailer, in New York, New York, as a senior manager of women's and men's sweaters category. A team of five employees directly report into Summer and who she takes great care in positively mentoring. Her philosophy in mentoring is strongly ingrained into her personal job responsibility, as she felt her development in the apparel industry lacked a positive role-model. Summer has worked in the apparel industry for 13 years, with three different companies. She recently celebrated her 10 year anniversary with her current employer, which she expresses with a mixture of pride and frustration.

Despite the extremely casual and comfortable setting for the initial interview, once the interview began, Summer took on a more professional talk and stance. This shift in appearance would indicate she was strategically choosing how to answer each question, as if she was in a corporate setting like her work domain. The interview started out with basic demographic information regarding her work history and current personal status. The remainder of the interview was divided into five categories, which are illustrated in the interview section – domains and domain members, border-crossing, borders, and work-life balance.

Following the structure of the interview tool, the next category prompted Summer to describe both her work domain and life domain. This is achieved by asking questions about what activities, responsibilities, and motivations that make-up her two domains. Also, information regarding the domain members for both the work domain and life domain were collected by asking who she interacts with and who is most important in both domains. Next, the interview directs questions regarding the border-crossing experience for Summer. The discussion provoked her to describe her commute to and

from work. In addition, she was asked to describe some of her rituals and habits she partakes in during her daily commute. Finally, the interview asked her to give a reflection how she currently balances work and life or how she wishes she balanced work and life better.

From the pilot run, more development in understanding the participants' borders deemed necessary to achieve in answering the study's research questions. Thus, more questions centered on borders were constructed. To better understand the border's characteristics, the participants will be asked to describe instances where the work domain interfered with the life domain and vice versa. Also the participant will be asked how they reacted to those described interferences and how they felt about how they handled the interferences.

Table 2. Initial Interview and Revised Interview Questions after Pilot Study

Central concepts of border theory and research questions	Questions to address each concept
RQ1: Discover how women in the U.S. apparel industry self-define their work domain and life domain.	
Domains	Tell me the story of how you end up in your current position or job. How and why are you in your current job? Describe your typical work day. Describe your typical home routine (before and after work) – responsibilities/tasks/etc.
Domain members	Describe the people you interact with at work - employees, co-workers, bosses. Describe the most important or frequent people you interact with in your home or personal life.
RQ2: Identify the events or situations triggering them to cross the work and life domain.	
Borders ¹	Describe a time when a demand at work/personal life interrupted or delayed your personal life/work? (Further probing for stressful reactions)How did you handle this interruption? When there is a demand at work/personal life, how do you feel about the intrusion?
Border-crossing	On a typical day, how would you describe your commute into work? What activities or rituals to you typically do in the morning? On a typical day, how would you describe your commute home from work? What activities or rituals do you typically do on the way home from work?
RQ3: To understand the nature of the borders between work and life domains that influence when, where, and the period of time the border-crossing occur.	
Border Nature ¹	Describe the places where you do work activities (probing both the office area and at home). Describe your personal activities and where they take place. How do you like to spend your weekends? What are your activities on the weekend? Looking over your time working, describe how your interactions or behavior at work changed? (probe when they first started working, after promotions, marriage, or having a baby).

Note. ¹ Represents revised section in the interview guide

Field observation.

Observation is another method to obtain data in the participant’s natural setting in which the phenomena occurs. The researcher observed the participants separately in a ‘day in the life’, (12 hour time period) with the central goal “to describe a social world and its people” (Emerson, 1995). The researcher observed the participant’s activities,

responsibilities, and interactions in a single day. For example, what were the participant's responsibilities or routine, along with how she spent her time when she woke up, traveled to work, while at work, during breaks, commuted home, after work activities, or duties when she returned home. This entailed the researcher becoming a participating observer. The researcher ran errands, walked dogs, folded laundry, cleaned dishes, and joined in any and all activities and responsibilities the participants accomplished throughout her day. Data were gathered through field notes and recorded in the researcher's field diary. Again, observation data were collected for each participant on a different day of the week from a Monday to a Thursday in order to gather data from various points of the women's week.

Pilot run. Observation for the pilot run took place on Monday August 8, starting at 7:30 am, when Summer's alarm went off. The rituals of Summer getting ready in her apartment during the morning were observed and recorded. The researcher proceeded to shadow Summer through her morning commute and conversation ensued. Since Summer lives outside the island of Manhattan, a PATH train commute is needed for her to get from Hoboken, NJ to lower Manhattan, where she works. The train ride is only 7 minutes, but it seemed that this is where a physical border lies. The researcher started to observe and take note of the conversation between researcher and Summer shifted once they arrived in the hectic World Trade PATH station. During the seven-block walk from the train station to Summer's office building, not only had the topic of conversation become dominated by issues in the work domain, but her walk quicken and her mannerisms were short and static. This was a noticeable contrast to Summer's leisurely stride and fluid motions before her train ride in Hoboken, New Jersey.

In the arrival to Summer's office, she grew very quiet in entering the building and riding the elevator to the 11th floor of the company's new 'all green' building. Once the elevator doors opened, a sleek modern sitting area was arranged amongst a sea of racks of clothes. The building floor had an interior square corridor radiated by large work rooms. These work rooms contain approximately 24 employees, each clustered in pods of four. Summer's work station room was an open room approximately 650 square feet with a wall of southern exposed windows which eerily overlook Ground Zero. Summer threw her bag in a corner on the ground in her desk area and quickly got to work. Before she sits down, one of her employees started to recall a problem that arose last Friday, while she was out of office. She instantly took command of a very busy and demanding day ahead of her.

Because of conflicts of company confidentiality, the researcher was given access to observe Summer for 1 hour from 9:30 am to 10:30 am. In addition, the researcher was able to take a tour of the office and continue to observe Summer from 5:30 pm to 7:00pm, when she left for the day. Gaining access to any participant's company was a significant concern. However, in working with Summer, an arrangement was agreed on by both the researcher and participant. Gaining access was a concern with each participant and was negotiated before each observation began.

Summer's activity of leaving work was as abrupt as the beginning of her work day. Suddenly she jumped up, grabbed her belongings, and announced she was leaving. She nearly raced out of the room, down the elevator, and out into the hustle of the city's streets. As soon as Summer was out of the door, she began to read her texts and returned phone calls. A much more quiet and reserved Summer was observed on her commute

home. The researcher noticed through the course of her train ride and walk home, it took Summer time to relax and open up with conversation, which contrasted her demeanor during the morning commute.

In performing the pilot run, the border-crossing phenomenon was accentuated. Thus, observation for the other four participants was focused during the time between the office and home. Additionally, observation concentrated on the demeanor of the participant shortly before she left work area and apartment. Observation took note of the participants' actions, mood, and body language before leaving her work area and apartment, as well as during her commute between the two physical domains. This revision to the observation focus after the pilot run illuminated the participants' thoughts and emotions regarding her border and border-crossing.

Photo elicitation and follow-up interviews.

Photo elicitation is a simple concept of inserting photographs of images from a participant's life into an interview. "Images may connect an individual to experiences or eras even if the images do not reflect the research subject's actual lives" (Harper, 2002, p. 13). The objective of using this type of method was to elicit more information-rich data that facilitated the participants' responses in describing personal connection of "core definitions of the self to society, culture, and history" (Harper, 2002, p.13). While the researcher was in the field, photos were taken at different domains in the participants' life with the target of better understanding her thoughts and feeling of her different domains. Also, how are the borders blurred between her domains? The aim was to better define her individual domains and how they related or balanced. Table 4 portrays central concepts

of domains and border-crossing, which were targeted during the photo data collection to be used in the follow-up photo elicitation interview.

Table 3. Photo Elicitation Guide

Central Concepts	Photo targets
Work Domain	Photos: office/work-space, items on desk; interaction with co-workers, employees, employers; how participant uses breaks.
Home Domain	Photos: home/apartment; objects in home (pictures, objects, etc); interaction with partners, children, friends.
Border-crossing	Photos: commute; running errands; time spent between work and home domains.

Note. In focusing photos within these central concept areas, visual representation of stress, identity, and gender roles will hopefully be achieved.

After photos were taken and developed, a follow up interview was scheduled with the participants. Location for the photo elicitation interviews were again chosen by the participants. Three participants chose to conduct the photo elicitation interview in their home after work. Two participants chose to conduct the photo elicitation interview during their lunch hour at local diners. Again, the photo elicitation follow-up interview was audio recorded with the participant’s consent. Photo elicitation interviews ranged from 40-60 minutes.

The researcher explained the objective of the photo elicitation interview was to understand how the participant classified the activities or objects in the photo, meaning did the participant feel the photo represented work (work domain), personal life (life domain), or a grey area (border-crossing). The researcher then asked the participants to just describe what was going on in the photo and what they were feeling or their reactions to the photos. Without prompting, one participant immediately went through the stack of photos and divided them into work and life piles, even considering the commute photos

which represented her border-crossing as either work or life. The other four participants chose to keep the photos in the order the researcher took them throughout the day, so the photos were in a daily sequential order. The interview was very open, with the researchers only soliciting “tell me what is going on in the picture” or “describe what this picture means to you”.

Pilot run. During the August 8, 2011 day of observation, photos were taken along the way for the photo elicitation part. However, the photo elicitation interview has been scheduled for later in October. Photos were taken with a digital camera of both Summer’s actual home domain and work domain. Attention was taken to capture pictures of objects and artifacts that made up these two distinct environments.

Within the home domain, the researcher was given complete access to Summer’s apartment. In some cases, Summer directed the researcher to items that she thought were sentimentally valuable to her. An impromptu tour of her apartment where she talked about the artifacts, pictures, and items in her apartment guided the researcher in taking pictures of the home domain. However, in contrast to Summer’s home domain, her work domain was less personal. She flippantly pointed to her self-proclaimed clean desk and went into more depth of all the aspects she hates about her physical work domain. Thus the researcher took her own liberties in capturing photos of Summer’s work domain.

A more interesting set of photos were taken during the actual border-crossing. The research captured various moments and activities from various angles during the act of border-crossing. Visually, the images during the border-crossing displayed more action and emotion, which may elicit rich interview data during the photo elicitation interview. Going forward with the future participants, more emphasis will be placed on the border-

crossing phenomena. Thus more pictures will be captured to focus on the border-crossing aspect.

Once the all the photos are reviewed and processed, the selection of photos will be used to guide the photo elicitation follow-up interview. These photos will be used in the photo elicitation interview. An open-ended dialogue will be taken to review the photos. In order to delve into the emotions of the participant's thoughts and feelings, questions will be prompted such as "tell me what you are thinking in this picture" or "how do you typically feel at this point of your day".

From the pilot run, some revisions in collecting photo data will be made for the other four participants. The central concepts and photo targets will not change. However, from the pilot run, more focus on the border-crossing phenomena will be highlighted in the photo collection. More photos will capture the activities during the participants' commute, in hopes to elicit more conversation about the thoughts and feelings of the participants' actual border-crossing. Target photos would include what activities does she engage in right before leaving her actual home or work place? How does she spend her time while commuting-reading, answering emails, texting, making phone calls? In concentrating photos more on the time between work and home, the aim would be to help elicit conversation during the follow-up interview that would help identify where the participants' border.

Validation Strategies

The validation strategies utilized to ensure validity in this study were (a) triangulation, (b) low inference descriptors, (c) reflexivity, and (d) member check.

First, triangulation was implemented in the study through three tactics: (a) in-depth interviews, (b) field observation with researcher diary, and (c) photo elicitation. The goal of using these multiple methods results in different types of data to provide cross-data validity checks (Patton, 1990). Each method of validation was chosen to build over-arching themes that arose from the data. The interviews provided the participants a voice in understanding their work-life struggle and how they attempt to balance. Field observation gave rich description of the participant's insight into her daily responsibilities along with the researcher recording personal reflection and thoughts in the researcher's field diary. Photo elicitation along with follow-up interview allowed for the participant to elicit thoughts and feelings as a reaction from the reflection of the photos not usually drawn out in a one-on-one interview. Thus triangulation helped provide validity by providing multiple perspectives not only from the participant, but also the researcher.

Low inference descriptors provided long, full quotes from participants. This allowed for the participant to describe her experiences of how she balances work-life without paraphrasing, which could result in taking meaning out of context. The use of the participant's quotes enables the reader to grasp the nature and significance of the phenomena. Along with the quotes, rich, thick descriptions enabled the reader to transfer the information to other settings based on shared characteristics (Creswell, 2007).

Second, reflexivity was a continuous strategy throughout the duration of the research and analysis as "the researcher is an active participant in qualitative researcher" (Anderson & Jack, 1998, p. 165). The researcher's past experiences, bias, and involvement was addressed, to help the reader understand how these factors could have affected the collection and interpretation of the data.

Finally, member check helped the researcher do an external check of the validity of the data and interpretations concluded with the participants' involvement. The researcher sent via email, the theme interpretations, along with the summary of findings to three participants asking for their reactions and feedback. Because of the busy schedules of these participants, two of the three participants had the time to review all materials and replied (see Figure 1.1 and 1.2). The member check helped to strengthen the validity of the study's theme interpretations and overall conceptual model. In addition, the member check revealed the significance of the study to the participating women.

Figure 1.1. Member Check Response from Summer

First I would like to thank Laura for her time, commitment and professionalism. I thoroughly enjoyed participating in her study and appreciate the time she spent with me. I don't always open up quite easily but Laura made it less daunting for me to talk about myself by spending time with me to get to understand my inner most feelings, opinions and comments on my daily routine.

Upon reading the research report I was most impressed/enlightened by her findings especially when I read the portion pertaining to me. I know what i need to work on in my life but when you see it written on paper it is a whole other story almost like your learning about yourself for the first time. I found this to be very interesting but at the same time alarming as I lay on my couch reflecting on my comments at 2:30 a.m.....(while in my head thinking I have so much work to do and this is the only time I have to write my comments) I actually had to re-read them a couple of times just for it all to sink in. It was eye opening as I didn't realize how much I have given to my career or for that matter how much I have given up.

It's quite concerning to me to read about the other women in the study and the challenges that each one faces on a daily basis. It makes me think "how as a gender do we overcome these obstacles", "do men have the same/similar challenges?", "what can I do for myself as well as other young women in this field to make positive changes?". In closing, I would like to again thank Laura for her time and sharing her research with me.

Figure 1.2. Member Check Response from Jane

Hi Laura,

I found your findings to be pretty accurate and both agree with and/or felt like all the other subjects at one time or another. When reading about some of the women who are still in the corporate world and the pressures I felt "a little sick to my stomach" as the memories came back. I remembered the days of when I had major stomach issues and couldn't sleep because I would wake up thinking and stressing about work and what had to be done. I also remembered the clutter of the office and how you really didn't have control over your surroundings only your work. Even though I have changed that I still remember how frustrating and powerful those feelings are. I'm so glad that I am now in a much better place of work/life balance and since our interview I have gotten even better about getting out and being more social. I'm enjoying my personal life more since I am settling in to running the business. Of course there are days when all I can think about is work but it's easier to turn it off and saying I'll deal with that tomorrow when I go in. I also liked your summary chart that shows the different stages and what actions/thoughts fell into them.

I think that it is a true representation and so many women battle between the two. What I seemed to notice was that although everyone is successful no one really seemed to enjoy the work with all of the pressures and stresses that are present at the office or at least that didn't come through. I'm sure they are happy at times but it's definitely difficult terrain to navigate and live in year after year. It can definitely wear you down. Maybe that's why a lot of people seem to change jobs in the industry. That's another topic I'm sure!

I enjoyed your process and it was a pleasure to have you around. You were never in the way and didn't take up a lot of time but you definitely gathered a lot of good information. I think you asked pointed questions and stayed focus on your research which made it easy to give focused answers. The pics and quotes are great and I think you compiled all the data in a true representation of the challenges that women in the fashion industry face. It made me very glad about the decision I made to leave it and search for a more balanced way of work and life. Of course I have work challenges & stresses in my current situation but it is different and I can say with absolute certainty that I am happy with where I am at.

Data Analysis

After all participants' data collection was completed, the audio-recorded initial interviews and photo elicitation follow-up interviews were downloaded through Sound

Organizer and transcribed into Microsoft Word documents. In adherence to the university's Institutional Review Board, all subjects and identity linkage were coded. All names were changed to pseudo names. After the initial listening of the audio-recordings to transcribe, the audio-recordings were again played and a visual clustering map of reoccurring themes emerged. Clustering was used to visual see "what goes with what" (Miles & Heberman, 1994, p. 245). The emergent themes were then used to go back through the transcripts and coded.

Transcripts were then coded and interpreted by emerging themes with the aim to uncover how the participants experience work-life balance. Following McCracken (1988), the analysis moved from the particular (a detailed analysis of language in each transcript) to the general (a comparison of patterns and themes across all the transcripts). A cyclical process of breaking the data up and arranging the data together into themes eventually helped to establish patterns and corresponding categories. This allowed for the researcher to develop similarities and differences among the cases which was then interpreted (Creswell, 2007). The researcher's personal field diary was used to provide full descriptions of the participants and the interviews in order to maintain a holistic perspective.

CHAPTER 4: FINDINGS

Chapter 4 contains (a) theme interpretation and (b) researcher's reflection.

Theme Interpretation

Interpretation of the study data was divided into definition of work and life domains and border-crossing events and effects. The first section, definition of work and life domains, discovered how women in the U.S. apparel industry self-define their work domain and life domain, which explored research question 1. The second section, border-crossing events and effects, combined both research question 2 and 3. First, events or situations were identified that triggered the women to cross into work and life domains. These triggering events helped to understand the nature of the border and the when, where, and the period of time the border-crossing occurs, which were the effects.

Definition of work and life domains

In exploring the domains the women working in the U.S. apparel industry occupied, the results of data analysis revealed two distinct theme categories for each of the work and life domains. These women described their work domain in two ways; (a) constantly battling for control over “the mess that never leaves” and (b) dealing with pressure making them “sick to my [their] stomach.” Their life domain was portrayed by (a) deliberate denial of needing a personal life as “I don't not want it, but I don't need it” and (b) the feeling of loss as “you always feel small up there.”

Work domain.

Constantly battling for control over “the mess that never leaves”. In exploring the work domain of the five women working in the U.S. apparel industry, control emerged as a prominent theme category. The physical environment of many of these women’s work domains appeared to be filled with racks of clothes (samples), bins of fabric swatches, and piles of printed excel charts, which scattered around their desks and work area (see Figure 2.1). Aside from the visual setting in which these women worked, their work schedules were observed as chaotic. Participants all spoke of constant interruptions from ringing phones, persistent questions, and continuous miscommunication. The women seemed to be constantly battling for control over their work domains, which can be illustrated by three themes that emerged. The first theme that emerged was to try and control the “mess” of the work domain. The second theme was, in order to get their jobs done, they had to let go of the “mess” which was “scary” for the women. The third theme was that after recognizing their own battle with this control in their work domain, the women tried to cope with the “mess.”

Tricia, a young production assistant working at a specialty brand’s corporate office, described her feelings of the almost uncontrollable “mess” in her work environment (see Figure 2.1). She felt as if the “mess” has been getting bigger and bigger and now the “mess” was totally out of her control and she “completely lost that.” When she first started working at her current company, she recalled how she had a place for everything. Samples were neatly folded and hung. Charts and invoices were timely dated and filed away. However, after three years of working at her current company, she now describes that she cannot do everything and be “painfully organized:”

Tricia: It is too small! And really crowded and really messy. I was painfully organized and I have completely lost that. This happened! This mess that never leaves. People put (explicit) on my desk and I don't want it! All the samples!

Figure 2.1. Tricia in Her Work Area



Figure 2.1. Tricia's physical work area surrounded by piles of paper and samples

The inevitable letting go of the “mess” and chaos seemed to be a necessity for these women to climb the corporate ladder in the apparel industry. The difficulty of controlling their work domain and the duties of their job were described by all the women as consuming. The battle for control they seek in their work domain did not appear to be sustainable in order to train employees and become promoted to the next level. Many of the women eluded how trust was not easily come by in the work domain. They all talked about the need to constantly double check not only their own work, but everyone in their work domain. From suppliers' purchase orders to design specification packets, errors sprung up as a result of the fast-pace work domain. As Summer, a senior manager working in the corporate office of a large specialty brand, described, she must let go and trust others, specifically her employees. However, with letting go of the “mess” and trusting co-workers and employees, the feeling of fear arose within Summer. Thus, Summer feared trusting people in her work domain and it was “scary” for her.

Summer: I wouldn't be able to get my job done and the day to day...the higher up you get, it is weird, you really have to trust the people underneath you that they are doing the job and doing it the way you want it done (...) It gets scary. What if someone asks me a question? I have to really rely on the people underneath me and trust they know the answer.

An awareness of their tight grasp on controlling their work domain was not absent. These women acknowledge their even obsessive control and the need for “everything having their place” in their work domain and as a coping mechanism, tried to soften the effects for others. Four of the five women in this study managed others and consciously made an effort to bring a personal interaction with those they managed. As Summer described, even though she must follow-up and make sure her employees are doing their job, she tried minimizing the appearance of her control over them. Summer “strive[ed] for 110%, but tr[ied] to defuse that” because she did recognize “not everybody does that.” For example, Summer seemed to cope with the need to soften her control, when “instructing” her employees. She made an effort to give directions face-to-face. In her work space, partitions separated her desk from her employees. Instead of emailing her employees that sat right next to her, which is a common practice in the apparel industry, she stood up, peeked over the separating partitions, and engaged with her employees (see Figure 2.2).

Summer: I am always giving orders. No, I am instructing. I stand sometimes because I get tired of sitting, you know what I mean? I don't like talking to someone through this partition, because I can't see their face and then I also want to talk to the whole group. So, I stand. It is important to see people's faces. I feel like a lot of it should be face time instead of email. I feel it is more personal. I think people like that.

Figure 2.2. Summer “instructing”



Figure 2.2. Summer peaking over the partitions dividing her desk from her employees

Dealing with pressure making them “sick to my [their] stomach”. These women repeatedly spoke of the pressure they felt as a result of their work domain, which emerged as the second theme category in describing their work domain. In these women’s work domain “fire drills” were described as events during the day that caused this feeling of pressure. Though, each woman spoke of feeling this pressure, they appeared to deal with the pressure in various ways, which emerged as three themes. The first theme, or way the women dealt with their work domain pressure, was to put a “game face on” and “project an image.” A second theme, or way they dealt with the pressure, was by blaming themselves and never feeling “good enough.” The third theme or way they dealt with the pressure was to physically get “sick to my [their] stomach.”

The work domain pressure took the form of deadlines, stress, and the feeling of inadequacy as recalled by the women. When entering their work domains, they described the need to “test the temperature” of their co-workers and environment in order to know what kind of situation they were walking into each day. Because the “temperature” of their work domain varied from calm and friendly to anxious and people throwing blame, all the women, in some way, talked about feeling the pressure of their job. Even with the

whirlwind surrounding their work domain, on most days, the women “usually walk into work, ready to go” and had their “game face on” (see Figure 3.1, 3.2, and 3.3). They appeared to enter their work domain each morning with a general positive attitude, ready to take on the day’s challenges that await them. However, as assured as the women entered their work domain; the rupture of situations causes problems and pressures in their day. Courtney, a women’s knit designer at a large specialty brand, referred to these as “fire drills”, these situations that cause panic in not only her work day, but her coworkers’.

Courtney: I think there are always these fire drills all the time, we call them. Just things that get out of control and then you have to reel them back in. I think part of the problem is being a bi-coastal company, so there is a lot of communicating. It’s hard to communicate aesthetics and visual things over email or even over the phone, so I feel like there are always those things that we end up stressing over and everybody gets in an uproar about, when it is all pretty simple if we were all just looking at the same thing, it would not be a big deal.

Figure 3.1. Tricia entering her office



Figure 3.2. Summer entering her office



Figure 3.3. Courtney on her office's block



Figure 3.1, 3.2, 3.3. In the mornings, each of the women entered their work domain with their “game face on.”

The second way the women dealt with the pressure of their work domain was to blame these “fire drills” on themselves by feeling they are not “good enough.” The women recounted how they felt that they did something wrong to cause these “fire drills.” They seemed to blame themselves for the “fire drills” and they must have caused the panic in their work domain. This feeling seemed to burden the women, which in turn made them feel they were “never good enough.” Mary, who now consults and formally worked as a director of production at a specialty brand, described that fear of not being “good enough” as a manager, a co-worker, and employee. She regularly felt she was never giving enough to her job, that she could have done more or done it better. This sense of inadequacy relentlessly weighed on her mind, which drove her to feel the need to give more of herself to her job.

Mary: It was never good enough or it was never enough. And that was really difficult, because I can only give so much time and I can only give so much. I transitioned from being not a mother to a mother and then to a working mother. So you would always feel the guilt, wherever. I was at work and felt guilty for not being at home with my son. Then I was at home and I knew I didn't finish something [at work]. It was like hurry up, let's check things off the list. I was like [to my son] go to bed, so I can do something before I fall asleep. It was a mad rush!

Aside from the psychological consequences of the “fire drills”, more physical effects afflicted the women working in the U.S. apparel industry. The third theme, or way the women dealt with the pressure from their work domain, materialized as physical ailments of feeling “sick to my [their] stomachs.” Some explained how their “bad experiences” in their work domain “traumatized” them and made them “fearful of certain things.” The trauma these women experienced, in their years of working in the apparel industry, seemed to cause the women to question and doubt themselves. As Mary explained, she thought her stress was a result of her being weak or not good at her job. This sickness made her feel not only inadequate in her work domain, but physically “sick.”

Mary: I didn't feel right. I was always stressed. I was always sick to my stomach, especially, when I became a working mom. There is not a lot of support out there, even amongst other working moms. Then you kind of question yourself like: Am I just feeling sorry for myself? Should I not feel like this?

Life domain.

Deliberate denial of needing a personal life as “I don't not want it, but I don't need it”. Gaining insight into the women's life domains was described in how the life domain related to their work domain. In some cases, their life domain was a result of

choices made at some point in their career. The deliberate denial of needing a personal life was one of the emergent theme categories to describe the life domains of the women working in the U.S. apparel industry. The denial of a personal life appeared to be a defense or coping mechanism developed by the women. This denial of a personal life can be described by three themes. The first theme was that they did not have a personal life because they were “investing” so much on their career. The second theme was the denial that they “do not need it [a personal life].” The third theme was they “don’t know how” to have a personal life.

The first theme of deliberately denying their personal life was how the women “invested” so much time and energy into their work domain, that they realized they did not even have a life domain. Jane, who previously worked as a product developer at major brands for 11 years, decided to leave her career path and acquire her own retail boutique. After investing so much time and energy into her work domain, she realized there was more to her life. In taking this new career path in the apparel industry, she was able to re-focus her attention on to her personal life. Her unwavering investment in her work domain resulted in her denying the needs of her life domain.

Jane: My personal life is very important to me. Family is very important. You have to foster those relationships because at the end of the day your professional life does not give back to you. Your professional life does not give back (...) I look back and wonder if that is why I am single, because I was so invested in what was going on at work.

The second theme of deliberately denying their personal life was the thought that the women “didn’t need” their life domain. This denial of a life domain was frustrating for the women, perhaps because they were losing control of their life domain. As

Summer illustrated, she almost thought she does not need a personal life. Her frustration was evident as she did recognize how she once wanted a family, but now that she is older, she is not sure if she really “needs to want it.”

Summer: I have to just be in the moment, for right now. I don't need to marry. I don't need to have kids. I don't **not** want it, but I don't need it. So I don't need to want it. Right now it is one day at a time. In my 20s, I would have said, “oh yes, I want to marry and I want to have two kids,” but now you live one day at a time. I think that has to do with getting older and I missed the boat on stuff. Well maybe I didn't miss the boat, but if you haven't found someone, you can't force it with the marriage thing and I don't want to get married just because socially that is the next step. I think I am still figuring it all out. I really do.

The third theme was how some of the women just simple did not know how to have a life domain. For example, Mary, who has a demanding life domain with a young family, but does not know how to manage her life domain. When reviewing all her photos (see Figure 4.1), she shockingly noticed how she never sat down. She talked about the many tasks and duties she must accomplish throughout her day from taking care of the needs of her son to doing laundry and cleaning the house. The duties almost seemed overwhelming to Mary. She felt as if she was not able to sit, relax, and be present with herself or her family, thus almost not knowing what to do in her life domain.

Mary: I am never sitting down? I never. I don't. When I am sitting it is because I am playing with (my son) or working. No. And it is weird that I noticed that I don't know how to sit and relax (...) Number 1 is being a mother and being the main parent, not because I choose to be, but because again I just want to be supportive of my son. Make sure he is fed on time and he is nurtured. He has his bath and he has his play time and reading time and not too much TV. Stuff like that. It's [her responsibilities in her life domain] huge! It is like, its one priority with a lot of sub priorities.

Figure 4.1. Mary “never sitting down”



Figure 4.1. Mary reacted to viewing these photos, noticing she never sat down unless she was working or playing with her son.

The feeling of loss as “you always feel small up there.” Many of the women seemed to have deflated feelings when expressing their life domains, which was the next theme category that emerged to describe the life domains of women working in the U.S. apparel industry. They felt lost as “you [they] always feel small up there” which resulted in three themes of the women feeling exhausted, lost, and small.

All of the women’s life domains were filled with family and domestic pressures. From these pressures, the theme of feeling tired emerged. With little time after work, these women still ran errands, grocery shopped (see Figure 5.1), cooked dinner (see Figure 5.2), did laundry, and cleaned their homes. However, even these duties sometimes were left undone. “I get home and it is 9 pm and I just eat frozen yogurt and go to bed.”

After a long work day, Courtney talked about how she tried to make time to take care of her health and go to a yoga class. However, her domestic duties of cooking dinner and doing the laundry, which coupled with a hectic day at work, left her with little energy.

Courtney: Lately, I have been leaving work by 6:30 [pm], around there, sometimes it is later. I mean if I can. Once in awhile, I will try to go to a yoga class. Since I have been pregnant, I just want to get home. Getting home at 8 pm and having to cook dinner and stuff is kind of ... I am just tired, so tired by then.

Figure 5.1. Mary at the market



Figure 5.1. Mary fulfilling one of her many duties in her life domain

Figure 5.2. Courtney preparing dinner



Figure 5.2. Courtney preparing dinner after a full day at work

The women described feelings of being lost in their life domain as the second theme that emerged to describe their life domains. These women's social lives seemed difficult to develop and foster. They were quick to admit, "I don't have many players [in her personal life] or a social life!" After moving to a new city and buying her retail boutique, Jane tried to reach out and make new friends. In many big cities, there are networks of single people which arrange various social engagements. Jane had joined one of these networks wanting to meet new people and develop more of a social life.

However, with little time and energy for her life domain, she had the feeling of being lost.

Jane: I am not as social as I once was, but I do want to get back to being more social. I had also joined a meet-up group, but I put that on hold. I need to call again because I feel I have gotten lost again (...) I need to get back and do that because they have things on the evenings and weekends, but I also have to make sure that as much as I do need to get out and do things, I also need to make sure I don't run myself down and get sick. It is not a good scenario, so sometimes if I really would love to go and do something, but I really need to clean the apartment and go to the grocery store and do some of the mundane things.

The third theme was the feeling of being small in their life domain, whether “small” was used to describe their physical location of their home or to describe how they felt in their life domain. Summer described the time in her life when she lived on the upper east side of Manhattan and did not like that location for her home and life domain. The large skyscrapers and overwhelming feeling she had living up in that neighborhood directed her to choose downtown and eventually Hoboken as her preferred neighborhood to live. While Summer viewed the photo of NYC viewed from Hoboken, New Jersey (see Figure 5.3), she described her preference of living downtown.

Summer: I like downtown. I liked it because it felt more, as much as I was in the city, I felt it was more suburban without all the high buildings. So you felt not so claustrophobic, because when you are up in that area (uptown NYC) it is all tall buildings and you always feel small up there.

Figure 5.3. A view of Manhattan (NYC) from Hoboken



Figure 5.3. Summer described her feelings of choosing her physical life domain

Border-crossing events and effects

In understanding the border-crossing phenomena of triggering events and effects experienced by women working in the U.S. apparel industry, the results of data analysis revealed two theme categories: (a) *grand view* border-crossing events and effects and (b) *everyday* border-crossing events and effects. For each theme category, triggering events were identified that caused the women to border-cross into their work and life domains. The triggering events then elicited the nature and characteristics of the border between the work and life domains and, finally, effects of the borders described the when, where, and the period of time the border-crossing occurred.

Grand view of border-crossing events and effects.

In the first theme category, grand view of border-crossing events and effects, three themes emerged (a) chaotic stage, (b) fight stage, and (c) calm stage.

Chaotic Stage. All the women, at some point of their career and life, described how “work is 90% of my life and it should only be 50%,” suggesting a chaotic stage of their lives. At the time of data collection, two of the women working in the apparel industry fell into the chaotic stage theme. The two women, Summer and Tricia, described their “very consuming” work domain, and “what is my life?” domain. Their duties and responsibilities in their work domain seemed to be overwhelming and they would “try to let it [work go but [they] would dream about it.” Their work domain consumed what little life domain they tried to have. They described not “know[ing] why [they] felt [they] don’t need it [a personal life].”

Interestingly, contrast to the review of literature (Clark, 2000), Summer and Tricia seemed to have two characteristically different borders between their work and life domain. The first border was when the women crossed from their life to work domain. Border-crossing in this direction, from life to the work domain, was gradual and easy for Summer and Tricia. The border in this direction could be described as permeable and flexible. The second border was when the women crossed from work to life domain. Border-crossing in this direction, from work to the life domain, was much more complicated and difficult. Summer and Tricia struggled to both physically and psychologically leave the work domain. The border in this direction could be described as impermeable and rigid.

As a result of Tricia and Summers’s consuming work domain and very small life domain, they seemed to feel their work domain dictated their life domain. They appeared to feel they were limited in making decisions and choices in their life domain because of insecurity in their work domain. As Summer admitted, she felt insecure in her work

domain which caused her to feel insecure in her life domain. This seemed to force her to avoid taking steps in her life domain. She felt she was only living “one day at a time.”

Summer: It would be nice to have that job security and not thinking “oh I am going to get laid off” or “oh are they going to have another re-org [re-organization].” No, I do not feel I have job security. Possibly because I don’t have job security, I don’t feel secure in my personal life. That is why I’m day to day.

In this chaotic stage, Summer and Tricia seemed to think their work domain was so consuming, they struggled to let go of their work domain during vacation. As Summer described, during her vacation week, she took her work lap top to her beach vacation. Each morning, she would wake up and after her first coffee, she would jump on her lap top to check emails and deal with any “fire drills” that may have come up. Her five employees knew Summer was checking her emails and would constantly reach out to her for help. Summer described how she thought she was balancing by taking off and going on vacation, but with her work lap top. The connection to her work domain seemed to almost comfort her and allow her to relax, if she was able to check in with what was going on in her work domain.

Summer: I think I have good work life balance because I definitely do take time off. Well it just started this summer(...)Yeah it should be, I am at work and only thinking of work, and at home only thinking of me. And not taking work home. But I take my computer home once or twice a week and on the weekends, and when I take a vacation, I take my computer to answer emails.

Fight Stage. Due to life triggering events, Courtney had moved from the chaotic stage to the fight stage. She described how in the beginning of her career, she was willingly “working late all the time” and “felt good about [her]self based on [her] job.”

At 30 years old, Courtney married her husband. Two years later, they bought their first home in Jersey City, New Jersey. At 33 years old, at the time of data collection, Courtney and her husband were expecting their first child. Because of these triggering events, getting married, buying a home, and expecting a child, pushed Courtney out of the chaotic stage and moved her into the fight stage.

Courtney: I think work is more work to me. Where in the beginning, work was so exciting and new and I was really excited to be there. When I first worked in the industry, I was working late all the time, but I was having fun at work. I was not avoiding conversation in the hall! Where now I want to get work done and get out of there. I think in the beginning, having the job I wanted and learning was part of my value of who I was. I was working my way up. I felt good about myself based on my job. Where now, I feel I have been in a good place for a while, but the job is not really defining me anymore. I have enough going on in my personal life that means more to me. I like my job, but it does not define me as much as it used to.

In this fight stage, Courtney seemed to fight to balance her work and life domain by creating a rigid border between her domains. To help fight against her work domain interfering with her life domain, she made it difficult for herself to check emails at home. She did not let her work emails come to her personal phone. She appeared to fight bringing work home. Courtney consciously fought to keep her work and life domain separate and equal.

Courtney: I try to be good at it (balancing). I think that is partially because I am someone who leaves their work at work. But a lot of people I work with will say they will sketch at home, because they get so much more work done from home. I am not one of those people! (...) I don't have my work email on my phone, but I can get into webmail if I have to. It is not the easiest, but I can get into my email from home. It is NOT my routine.

Calm Stage. Due to career triggering events, Jane and Mary had moved from the chaotic stage to the calm stage. Unlike Courtney, Jane and Mary never found themselves in the fight stage where they kept work and life separate. Rather, they chose to re-define their careers in the U.S. apparel industry, where they felt they could have more control over their work and life domains. This led Jane and Mary to the calm stage. Jane described how she “didn’t want that” life anymore, alluding to not wanting that chaotic stage of life anymore. In that chaotic stage, Jane thought about how “it had always been work consumed me” and she was “tired of that lifestyle.” In feeling the need of something more in both her work and life domains, Jane moved from New York, New York to Philadelphia, Pennsylvania. She bought an existing retail boutique in Old City, just three blocks from her apartment. She believed “so many things led me to here and now I feel life the personal stuff will fall into place.”

Jane: When I first moved to Philly and commuting back [to NYC], I used to get the questions “why Philly?” and my answer was “why not Philly?” I knew I didn’t want to be in New York. I didn’t want to continue to build a life in New York because I was getting tired of it! I was getting tired of that lifestyle and I saw other women doing it. I saw the women being the bread winners and then having to get married and have kids and wanting to move out to the suburbs and having the commute. It wasn’t going to change and I didn’t want that!

Mary had less control in moving from the chaotic stage to the calm stage. After working three years for her previous employer, a popular international apparel brand, Mary was forced to resign her position. Mary recalled how her corporate environment was getting “very tense” and she “didn’t enjoy what [she] was doing and where [she] was.” A devastating triggering event, which forced her out of the chaotic stage of her corporate position and into the calm stage, Mary established herself as an LLC. She

happily consulted from home where she can be closer to her 2 ½-year-old son and “feel[s] a lot more in control of my life.” She described how her consulting job now gave her that “wow I am actually smart!” and she “feel[s] great!”

Mary: Before, I really didn’t enjoy what I was doing and where I was. It was emotionally really tiring. Towards the end of my corporate position, when I was a working mom, I started noticing the difference between people without a family and working moms. People without families started isolating the working moms and started saying not so nice things.

Everyday border-crossing events and effects.

Within the everyday border-crossing events and effects, three themes emerged: (a) work consuming life, leaving the questions “what is my life?”; (b) keeping work and life separate, but “not too far separated”; and (c) work and life blending together as “there is not a clean line.”

Chaotic stage: Work consuming life, leaving the question “what is my life?” In the chaotic stage, there were everyday triggering events that effected Summer and Tricia’s work and life domains. These triggering events were noticed during times the women were border-crossing (a) the morning commute, (b) during lunch and/or work breaks, and (c) the evening commute.

In the mornings, Summer and Tricia seemed to cross the border from their life domain to work domain during their commute. Both women seemed to “take advantage of [their] mornings” as this seemed to be their last moments in the life domain. They took advantage of the time during their commute to “zen out.” Tricia, who drove 40 minutes to work, felt her time in “the car, that’s my little freedom” and that she “get(s) to be in control” (see Figure 6.2). Summer enjoyed the small act of sipping her coffee in the

morning during her train ride to work (see Figure 6.1). This moment to herself, helped her prepare for the “fire drills” that may unfold during her day and appeared to help her put the “game face on.” While enjoying her morning cup of coffee, Summer seemed to protect and relish even this small moment of her life domain before entering her “very consuming” work domain. This suggested the border when border-crossing from their life domain to their work domain would be described as permeable and flexible.

Summer: I love always getting a cup of coffee and having it on the subway before work. There is something about getting to work and having coffee. It is just 15 minutes being alone with your cup of coffee. I use to have it before I left for work, but then I realized I missed having it on the subway. I don't know if that was me just getting ready for the day and just zen'ing out and prepping myself. But I have to have! If I don't have it on the subway I don't feel right!

Figure 6.1. Summer's morning commute or border-crossing



Figure 6.1. Summer stops and grabs her morning ice coffee before heading into the PATH station

Figure 6.2. Tricia's morning commute or border-crossing



Figure 6.2. Tricia enjoying listening to music during her car ride in the morning before starting her work domain

Because the work domains for Summer and Tricia seemed to be all consuming, most days they ate at their desks, never leaving their physical work domain, even to take a moment for themselves to eat a meal. At Tricia's workplace, the norm was for employees to eat at their desks, many people plugged in listening to their iPhones or Pandora station, which seemed to make the work setting very quiet and isolating. Tricia described how she really enjoyed taking the time to eat, even if it was at her desk, and she was still working through her lunch time. This suggested the border from work domain to life domain was rigid and Tricia had difficulty border-crossing from work to life domain during lunch. Tricia's employee cafeteria was an enormous space (see Figure 6.3), formally the site where the US Navy built battle ships, with various food options and a chic dining setting. However, Tricia admitted how she rarely eats in the cafeteria and wondered who really did.

Tricia: I am very happy when I am eating, but yeah, I eat at my desk. We usually work while eating lunch. Most people eat at their desks for lunch. I don't know who sits in here, but it is always crowded. It must be interns or marketing. People that don't work until 9:00pm.

Figure 6.3. Tricia's workplace cafeteria and outside seating



Figure 6.3. Tricia's employee cafeteria and outside seating that she rarely eats in

The evening commute from their work domain to the life domain was very different for these women, compared to the morning commute. Where in the mornings, the women seemed to be in good spirits and ready to start their day, the commute home became an extension of their work domain. The women appeared to have trouble letting go of their work domain. They described how it was “easier to go to work and start to work, but when you leave work it is harder to leave work at work because you are thinking of all the things you still have to do at work.” As Summer explained, she started to feel more relaxed after her 15 minute commute from her office door to when she arrived in Hoboken (see Figure 6.4). However, even when she was finally in her life domain, her work pressures and need for control, pushed her back into her work domain, even while she slept. This suggested the border characteristic was impermeable and rigid when crossing from their work domain to their life.

Summer: Oh the end of the day! The light at the end of the tunnel. I love that! I do feel better once I get to Hoboken. I try to think about it (work) on the PATH and try to let it (work) go, but I will dream about it!

Figure 6.4. “The light at the end of the tunnel”



Figure 6.4. Summer’s evening commute, exiting the PATH station in Hoboken, New Jersey

Jane recalled her chaotic stage when she worked within the corporate office of many apparel brands and commuted, she was still rushing to finish work. Her company issued Blackberry seemed to never allow her to completely border-cross out of her work domain. She talked about how she spent the time on the hour train ride to complete her emails and create “to do” lists for the next day. She considered this working commute to help her let go of her work once she got home, so she could cherish what little time she would get for herself. This suggested the permeable border between Jane’s work and life domain.

Jane: I had to finish the emails on the blackberry on the train and I would still be ticking things off on the train or trying to prepare for the next day, so that when I would get home, I wasn’t thinking about that (work) all the time. That it (work) wasn’t consuming the little time I had in the evenings to myself.

All of the women’s jobs, at some point, required international travel to Asia. This seemed to be very hard on the women both physically and psychologically. The flight from New York to Hong Kong, where many traveled, was 18 hours direct and a 12 hour

time difference. These women's days in New York and Philadelphia became their nights in Asia and vice versa. The work trips to Asia were many times two to three weeks long, where the women completely left their life domain and operated in their work domain nearly the entire time. Tricia recalled how hard these trips were on her. She felt she did not recognize her life domain, frequently asking the question "what is my life?", after spending so much time on these Asia work trips.

Jane: I just didn't want that whole lifestyle because it is so stressful at work and the travel (...) you are gone for two weeks and oh my god, I haven't talked to my family, haven't talked to my friends. You feel you have been gone for a month and you get back and you are like, "what is my life?" You get picked up and moved around.

Fight stage: keeping work and life separate, but "not too far separated." In the fight stage, there were everyday triggering events that effected Courtney's work and life domain. Much like the chaotic stage, these triggering events were noticed during the border-crossing between the work and life domains (a) the morning commute, (b) during lunch and/or work breaks, and (c) the evening commute.

The commute from Courtney's physical life and work domain was "door to door, 30 minutes." She "like[d] having [her] home life and work life not too far separated." Courtney rode the PATH train from Jersey City, New Jersey to New York, New York, which was a short six minute train ride. Most of her commute consisted of walking to and from the PATH station. She was "one of those people who sleeps till the last possible moment and I don't do anything but get myself ready and get out the door." Leaving her home in the mornings, she seemed to casually stroll the 10 minute walk to the PATH station (see Figure 7.1), stopping and sometimes getting a coffee for the train ride. As

Courtney described, this part of her commute, she is in “personal mode.” However, once she reached NYC and exited the PATH station at World Trade Center (see Figure 7.2 and 7.3), she was in “work mode.” This suggested that Courtney had a defined and rigid border between her work and life domains.

Courtney: I am in personal mode, because I am going down. I usually get out my Nook and read. When I get down into the station, I am not really worrying about work too much at that point, trying to at least.

Figure 7.1. Courtney’s morning commute

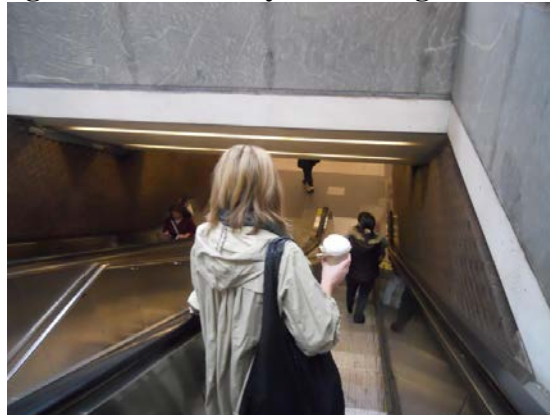


Figure 7.1. Courtney entering the PATH station in Jersey City, NJ, still in “personal mode”

Courtney: This is me coming up the escalader to work. I am definitely starting to check my phone, like did anyone text me, is something going on at the office. Every once in awhile I get off the train and there will be a text like “meeting got moved up to 9:15[am]!” (...) This is right after I get off the train walking towards the office. I mean yeah I guess I am starting to be in work mode. Ok, I will be there in five minutes and see what is going on, getting to the block this is when I start seeing people from work.

Figure 7.2. Exiting PATH Station



Figure 7.2. Courtney in “work mode” exiting only World Trade PATH station in NYC

Figure 7.3. In NYC, walking to work



Figure 7.3. Courtney in NYC, blocks away from her office

Different from the chaotic stage, in the fight stage, Courtney would sneak in moments of personal time, crossing momentarily into her life domain, while in her physical work domain. She seemed to really make an effort to get away from her desk during lunch, grabbing lunch at the company’s café or running outside to grab food. Even if she needed to eat at her desk, Courtney would be surfing the internet for baby ideas. Courtney happily spoke of looking for “inspiration for the baby” (see Figure 7.4) during lunch or as a reward after finishing a project. Again, this suggested Courtney’s border-crossed into her life domain during lunch or breaks, unlike Summer and Tricia in the chaotic stage.

Courtney: In my spare time, I look for inspiration for the baby. Yeah, look at blogs and home blogs and stuff like that for ideas at lunch. It’s exciting! You know? It’s what’s really on my mind half the time at work. When I am really busy of course not, but when there is down time at lunch, I reward myself with that or finish a big project. I’m just looking at some blogs or some ideas for a little while.

Figure 7.4. Courtney in the baby's room



Figure 7.4. Courtney showed the baby shower gifts and talked about how her baby is what is really on her mind

At the end of Courtney's work day, she described how "it's fine once I am out of the building," which suggested that once Courtney is out of her work building in the evenings, she had border-crossed into her life domain. She consciously made an effort to "leave [her] work at work." When leaving her work domain, she was "already letting go of what has happened at work and heading home to relax." This suggested how Courtney established a rigid border between her work and life domains. In her work domain, she was focused on "get[ting] [her] work done and get[ting] out of there," so that she could cross into her life domain. In leaving Courtney's office building, she described how once she is out of her physical work domain, she was focused on her life domain, texting her husband and planning dinner.

Courtney: I just want to get my work done and get out of there!(...) Once I make it out of the building, I am usually texting [my husband], "I am leaving work, when are you leaving? What should we have for dinner?" It is fine once I am out of the building.

Calm Stage: work and life blending together as "there is not a clean line." In the calm stage, the everyday triggering events seemed more subtle. There did not appear

to be a definite or clear cross between Mary and Jane's work domain and life domain. Because of their *grand view* triggering events, this effected there every day triggering events and border-crossing. Both Mary and Jane worked for themselves, which seemed to give them more control in their every day triggering events and border-crossing. Every day triggering events were noticed throughout their day, not just during their commutes to and from work, but were observed during (a) the morning transition to work, (b) throughout the day, and (c) the evening transition.

Since Mary had set herself up as an LLC and consulted from home, her morning transition from her life domain to her work domain seemed to be triggered once her babysitter arrived at 8:30am. Mary and her son began the day singing the alphabet as Mary made her son breakfast and herself coffee. They seemed to enjoy this special time together, even though the night before Mary's son kept her up all night asking "momma I want to sleep downstairs." Once Mary's babysitter arrived, she described how she was able to border-cross from her life domain to her work domain. Although Mary psychologically border crossed, physically her work and life domain were both in her home. However, she does most of her work in the office, which is upstairs from her son's play area down stairs (see Figure 8.1). This suggested the border between her work and life domain was permeable and flexible.

Mary: A typical day, because I work from home there is a lot of cross over. There is not a clean line and understanding what my schedule every day is a bit different. I wake up in the morning. I go downstairs with my son and make him breakfast. Then, we transition to my babysitter, who comes at 8:30[am]. I get ready and try to wake up and by 9:00[am] I start working. [When the babysitter arrives] I have a sense of I can elevate my motherly duties and I can focus on my job. So once she is there and her presence is there, I feel less pressure on me to think about two things at the same time.

Figure 8.1. Aerial view from Mary's office



Figure 8.1. Mary's view of her son and babysitter from her office upstairs

Jane's mornings also seemed to be relaxing. However, there was slightly less distinction between Jane's work and life domains psychologically. She woke up in the mornings and casually checked her phone for work emails and voicemails. While watching TV and fixing her morning tea, she answered work emails and made her work and life to-do list with ease. Jane had left the corporate apparel industry and owned a retail boutique in Philadelphia, PA. The walk to Jane's boutique was a short five minute walk and as she described, Jane took this time to "walk on the side with the sun" (see Figure 8.2). Again, this suggested the border between Jane's work and life domains was flexible and permeable.

Jane: Once I get on the street I try to enjoy the walk to work, because it is so short. I usually cross the street to walk on the side with the sun, because I want to feel the sun. It depends on some days, I am more "ok I got to get this stuff done," because I feel like the list is adding up and I don't like to have all these loose ends on my plate, but other times, I kind of ease into the day.

Figure 8.2. Jane's walk to work



Figure 8.2. Jane's "walk on the side with the sun"

While Mary worked from her home office, her body language was “a little more serious and stressed here in the work space.” She appeared to be very focused while she worked. However, Mary would pop up with the ding of her washer and take a moment to tend to her family’s laundry. Every so often, while her son played with the babysitter downstairs, he would call out for Mary (see Figure 8.3). Very naturally, she would look down, wave at her son or blow him a kiss, and go back to work. As Mary described her working from home “is a kind of luxury” and she was there for her son “if he needs me.” These triggering events of border-crossing displayed the flexible border between Mary’s work and life domains.

Mary: James while I am working. I am here if he needs me. It is kind of a luxury that I get to see him (my son) while I am working and I can block him out whenever I need to. But if he needs me I am accessible.

Figure 8.3. Mary's son calling out to her



Figure 8.3. Mary's view of her son playing with the babysitter

While Jane worked at her boutique, she also seemed to have control over her daily duties. Jane gushed as she talked about her boutique and work “I do love it!” Jane would happily greet every customer and tried to help them with whatever they needed. She seemed to interact with the customers as if they were friends shopping. During a lull at the boutique, Jane “really enjoy[ed]” going outside and tending to her store front flowers (see Figure 9.4). This gave her an opportunity to go outside and interact with the neighborhood. This suggested how Jane's border between her work and life domain was also flexible and permeable.

Jane: My poor flowers, I really enjoy doing that though, because I feel life it is a nice little 10 minutes. Sometimes I am in the store and I am like what do I do? And I go check the flowers and pick the dead ones off and water them, make them look pretty, so when people walk by they see. When I am outside doing that people walk by and say “your flowers look great.” It is people in the neighborhood and they notice I am taking the time.

Figure 8.4 Jane's store front flowers



Figure 8.4. Jane in front of her store tending to her flowers

As the business day came to an end, both Jane and Mary would start to think about their evening plans. Some of Jane's friends would stop in her store and ask her to dinner or drinks after she closed the store. Mary would start planning what was for dinner. She described how she "quit at 5:00[pm], temporarily to relieve [her] babysitter and then get [her son] in his routine." However, both Jane and Mary referred to checking work emails and voicemails throughout the evening. Again, this suggested the flexible and permeable border between their work and life domains.

Mary: Well I have to quit at 5:00 [pm], temporarily, to relieve my babysitter and then get him (my son) in his routine. Then, I usually, if he (my son) is playing, I might sporadically check email. Then, once he (my son) is asleep, I go back to work sometimes.

Conceptual model.

Over time, major theme categories and themes were interpreted in a holistic manner. This was possible through the researcher's professional experience, personal reflection, and close interaction with the participants. As a result, a pictorial representation of the major theme categories and themes emerged (see Figure 9.1). The themes may not be applied when these women traveled for work. The work and life domains of the three stages, chaotic stage, fight stage, and calm stage are shown. The chaotic stage portrays a "very consuming" work domain, and "what is my life" life domain. The fight stage portrays a "work is more work" domain and a "personal life means more to me" life domain. The calm stage portrays a work and life blending together as "there is not a clean line." Both the grand view triggering events and everyday triggering events are displayed. As a result of these triggering events, the effect on these women is for them to manage their domains and borders as either described by the chaotic stage, fight stage, or calm stage.

Figure 9.1. Domains and Border-Crossing Events and Effects

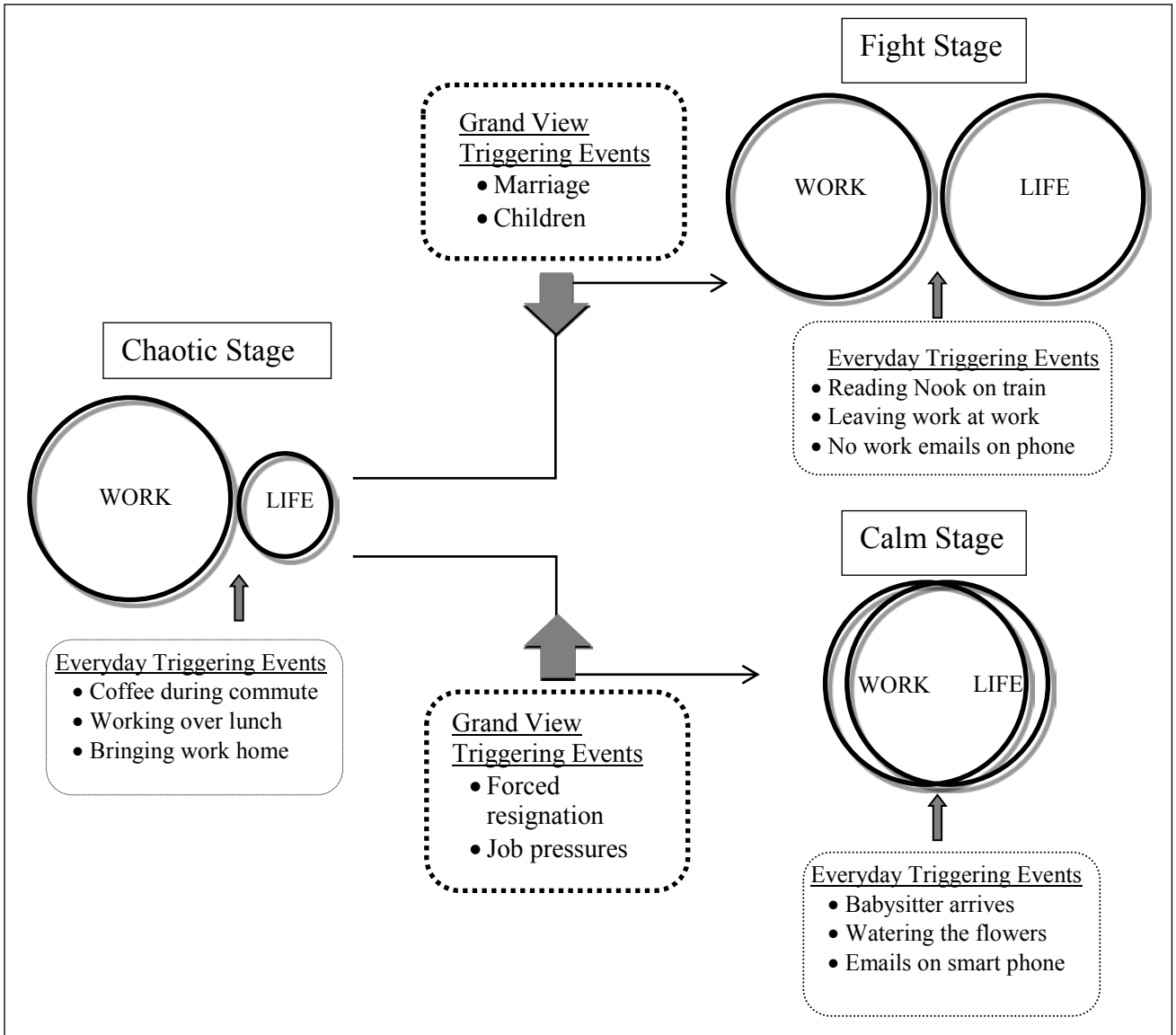


Figure 9.1. A pictorial representation of work and life domains and border-crossing events and effects in the three stages that emerged from data analysis

Researcher's reflection.

Throughout the process of this research, this small, reflective section was the most difficult to write, perhaps because I finally was forced to insert myself into the study and this filled me with fear and anxiety. When I quit my job in the apparel industry in New York and entered graduate school, I was continuously asked by others, “why would you leave such an incredible job and life?” I did not know how to respond to this painful question. However, now, with the findings from this study, I feel more confident in answering that question.

The time I spent with my participants, during data collection, was memorable and impressionable. First, I was amazed by the honesty and frankness these women spoke to me about their lives and work. They freely opened a window into their lives and allowed me to ask numerous questions and follow them around. Without their willingness, this study would not have been possible. Second, I was shocked by how the data collection affected me. The two weeks I was in New York and Pennsylvania were both physically and emotionally draining for me. After a day of shadowing a participant, I was overwhelmed at times from observing and hearing all the struggles and obstacles my participants were facing on a daily basis. Many times, I was asking myself “Was this how I felt, when I was in the industry?”

I kept an objective perspective during data analysis and after stepping back from the interpretations, I now surprisingly see how I fit into this study. In my nine years of working in the apparel industry, like Summer and Tricia, I occupied the chaotic stage of balancing my work and life domains. My life domain was completely overshadowed by my overpowering work domain. However, with my grand view triggering event of being

laid-off from my job, I was forced to develop new domains and borders for myself. This was terrifying and I greatly empathize with my participant, Mary. In entering graduate school, like Mary and Jane, I now seem to have moved into the calm stage of balancing my work and life domains. However, I admire and maybe even a little envious of how Courtney has been able to fight to keep her work and life domains separate and equal. I wonder, if I would have learned how to fight, and been able to move into the fight stage of balancing my work and life domains, I would still be working in the apparel industry.

As I have addressed from the beginning, this research has been extremely personal and, in hindsight, it has been a therapeutic process helping guide me from industry to academia. I have learned my own weaknesses from my five participants. I do find myself constantly needing control and finding it scary to trust peers and those in high-level positions, because I too was traumatized by past working experiences. But, now, through this research, I believe I have begun to learn from my past and move onto a new life of balancing my work and life domains.

CHAPTER 5: CONCLUSION

Chapter 5 contains the following sections (a) summary of findings, (b) implications, (c) contributions, (d) limitations and future research.

Summary of Findings

The aim of this study was to explore the border between work and life domains as described by women working in the U.S. apparel industry. First, the study discovered how the five women participants self-defined their work and life domains. Second, events or situations were identified that triggered the women to cross into their work and life domains. Finally, these triggering events helped to understand the nature of the borders and the when, where, and the period of time the border-crossing occurred.

In defining the women's work and life domains, data analysis revealed two theme categories for each domain. The first theme category to define the women's work domain was constantly battling for control over "the mess that never leaves." The women expressed the need or desire for control over their chaotic work domains. However, control over their work domain seemed difficult and even troubling to the women. There were three themes that emerged in describing the theme category of constantly battling for control over "the mess that never leaves." The first theme was how the women tried to control the "mess" of the work domain. Each of the women in this study were highly organized, multi-taskers. The women were not incapable of managing their work domains. Their work domains were just so chaotic and filled with overwhelming demands. This led into the second theme in this category. In order for the women to accomplish the demands of their job, they had to let go of the "mess" which was

described as “scary”. They had to start trusting their co-workers and employees, which was challenging. Finally, the third theme was after recognizing their own battle with this control in their work domain, the women tried to cope with the “mess.” Many of the women had different coping mechanisms in dealing with their need for control, especially when it came to managing others.

In the second theme category that data analysis revealed, the women defined their work domain as dealing with pressure making them “sick to my [their] stomach.” As a consequence of the women’s work domain pressures, they experienced physical and mental distress. They dealt with this work domain pressure in three ways which emerged as three themes in this theme category. The first theme, or way the women dealt with their work domain pressure, was to put a “game face on” and “project an image.” The women described how they dressed or presented themselves as strong and put together when they entered their work domain. They felt a need to “project” a certain image to command respect and assurance from high level management, co-workers, and employees. The second theme, or way they dealt with the pressure, was by blaming themselves and never feeling “good enough.” The women explained the nature of their work domain would make them feel inadequate and not “good enough.” Regardless of their efforts and time spent working, they received negative feedback from the domain members in their work domain. This would cause them to turn blame on themselves. The third theme or way they dealt with the pressure was to physically get “sick to my [their] stomach.” With the women constantly struggling with the many pressures in their work domain, they expressed physical ailments which came from their work domain. This was described as headaches, stomach problems, and sleep disorders.

In defining the life domains of women working in the U.S. apparel industry, the data analysis revealed two theme categories. The first theme category to define the women's life domain was a deliberate denial of needing a personal life as "I don't not want it, but I don't need it." Within this theme category, three themes emerged. The first theme was how the women did not have a personal life, because they were "investing" so much in their career. At some point of their life, the women described how they invested so much time and energy into their work domain; they seemed to have forgotten to have a life domain. The second theme was the denial that they "do not need it [a personal life]." This was a very frustrating and troubling feeling for the women. They had felt they had lost control over their life domain and now they gave up having a life domain. The third theme was they "don't know how" to have a personal life. With all the demands in not only their work domain, but also in their life domain, the women had almost forgotten how to relax and really enjoy their life domain. Their life domain became just another domain with deadlines, pressures, and fire drills.

The second theme category in defining the women working in the apparel industry was the feeling of loss as "you always feel small up there." In the loss of their life domain, the women expressed feelings of being small or even insignificant. This feeling of being small was expressed to describe their physical life domain and even how they viewed their life domain. In this theme category three themes emerged as the women feeling exhausted, lost, and small.

Events or situations were identified that triggered the women to cross into their work and life domains. These triggering events helped to understand the nature of the border and the when, where, and the period of time the border-crossing occurred. Border-

crossing events and effects emerged from the data. These border-crossing events and effects were classified as grand view triggering events or everyday triggering events, which materialized different work life balancing stages: (a) chaotic stage; (b) fight stage; (c) calm stage.

For the women working in the U.S. apparel industry, the chaotic stage of balancing work and life domains was occupied by all participants at some point of their career and life. In the chaotic stage, the women's work domain was so overwhelming they had very small life domains. In identifying grand view and everyday triggering events, the nature of the border between the work and life domain was uncovered. In contrast to Clark's (2000) border theory, this study revealed the chaotic stage as having two borders between the work and life domains. For the women, when they crossed from their life domain to their work domain, the border was rigid and inflexible. However, when the women border-crossed from their work domain to their life domain, the border was flexible and porous. This caused the women to have difficulty in completely leaving their work domain.

Due to certain grand view triggering events, one participant, Courtney, moved out of the chaotic stage and occupied the fight stage of balancing work and life. In the fight stage, Courtney battled to keep her work and life domains equal and separate. Identifying Courtney's everyday triggering events described the nature of the border dividing her work and life domain. The border's characteristics were very rigid and inflexible. Courtney was able to border-cross with ease between her work and life domains, because she clearly defined her domains and created a rigid border between them that did not allow for any overlap.

For two other participants, their grand view triggering events moved them from the chaotic stage to the calm stage. In the calm stage, the two women had blended their work and life domains, which was how they balanced their domains. Identifying the everyday triggering events which caused the women to border-cross, revealed the nature of the border in the calm stage. The border characteristic in the calm stage was very porous and flexible. Throughout the day, triggering events pushed and pulled the women into the work and life domain. However, the nature of the border in the calm stage allowed the women more control and border-crossing was easy for these women.

Implications

This study has implications for society, corporate human resource departments, and academia. First, this research offered opportunities for the participating women to examine their work and life domains and to highlight their struggles with work-life balance. The experience of participating in such an in-depth research project was new to the five participating women. Throughout the data collection process, they were compelled to take an introspective look at their lives. This brought a new awareness and perception. Many times during interviews or days of observation, the women would stop and realize something new the research had taught them about their lives. Motivations of how they arranged the objects on their desk, how they created work ties and personal friendships, or why they felt certain insecurities were some of the immediate realizations these women experienced during the study's data collection.

Second, the study findings on the participating women's struggle between work and lives may help show other working women that they are not alone in their struggle. The study's findings and conceptual model could help working women better manage

their work and life. In the fight stage of balancing, lessons can be learned from Courtney. She clearly defined her border between her work and life domains, by not bringing work home, accessing email from her phone, and focusing on work at work. With these coping mechanisms, she is able to focus and be present in both her work and life domains, which assists her in enjoying her life more than when she was in the chaotic stage. In addition, lessons may be learned from Jane and Mary in their calm stage. They have found an ease in balancing their work and life domains by strategically blending them together. They find relief in the merging of these domains, as they feel they have more control of their life and career. In the fight and calm stage, lessons can be applied to any working woman struggling with finding balance.

Third, corporate human resource departments may also discover the findings in this study useful. From the business perspective, women are considered a unique organizational resource. Through these resources, organizations gain and sustain competitive advantages. Thus corporations would benefit from supporting working women to gain success. Working women are struggling to balance work and life as seen from the women in the chaotic stage. In the chaotic stage, work and life demands seem to be unsustainable for women in the apparel industry. This causes many of them to either leave the apparel industry or to give up having a personal life. The study's finding could help corporate human resource departments in constructing realistic expectations for women employees, such as flexible work hours and location. Corporations may need to allow for flexibility to accommodate fluctuating professional and personal priorities throughout a woman's life. Additionally, corporations could help to cultivate a work environment that is more sustainable with reasonable work expectations and more

supportive role models, especially for working mothers. Human resource departments could develop and structure stronger mentorship or career development programs to ensue employee job satisfaction, which would help recruit and retain talented women employees.

Finally, the study's findings could greatly help academic departments in the textile and apparel discipline. In preparing students for a future in the apparel industry, academic departments may find this study's finding useful for guidance and education purposes. Many times, recent college graduates enter the apparel industry unprepared for the overwhelming work-load demands and the effects on their personal life. The textile and apparel discipline may incorporate the study's findings into coursework or career development programs to bring awareness to some of the different ways the women in this study balanced work and life. In preparing students to enter the apparel industry, corporate culture and an emphasis on sustainable work environments may be achieved.

Contributions

This study has several contributions to the literature. First, the study's findings support and expand on Clark's (2000) work family-border theory. The importance of understanding the nature of the border between work and life domains can help in discovering how people balance their domains. As in Clark's study, the nature of the border needs to be negotiated and managed by the individual. The participants in the fight stage and calm stage had characteristically different border natures; however, balance and ease in border-crossing was achieved in both stages. The findings from the chaotic stage were interesting contributions to the literature. In the chaotic stage, two characteristically different borders existed between the work and life domains, which caused the

participants difficulty in border-crossing. This resulted in very unbalanced work and life domains.

Second, the study's findings of the different stages in which women balance their work and life domains illustrated further how women working in the U.S. apparel industry identify themselves within several different social identities such as manager, employee, mother, friend and so forth. These social identities are unique to women, which create different work and life domains as well as managing borders. Because of these unique challenges facing women, a certain identity may dominate, such as the successful career women, which caused some of the women to stay in the chaotic stage. Others prioritized their wife and mother identities which triggered them to leave the chaotic stage and develop more balanced work and life domains in the fight stage and calm stage.

Finally, from a methodology perspective, the triangulation of interview, observation, and photo elicitation was very effective in gathering enriched and in-depth data. Two of the participants in this study were observed as having difficulty opening up during the interview method. During the initial interview, participants' discussion was brief and restraint. However, during the photo elicitation interview, these same reserved participants opened up and divulged personal feelings and insights regarding their life. In contrast, the other three participants frankly spoke during the initial interview. Thus, during the photo elicitation interview, most topics and insights discussed in the initial interview were repeated and validated while reviewing the photos. Interview, observation, and photo elicitation were successful methodologies when the aim of the study was to delve deep into the lives of a social group.

Limitations and Future Research Opportunities

As in other research, this study had certain limitations and, therefore, future research opportunities. First, this study highlighted women working in the apparel industry in New York, New York and Philadelphia, Pennsylvania. Future research opportunities could validate the themes from this study. A national survey could be conducted to include a representative sample of women working in the apparel industry nation-wide. With the apparel industry's extensive global impact, an exploration of members of the global apparel supply chain could be very enlightening. When considering different supply chain members coupled with cultural differences, balancing stages could be validated and expanded upon. This could lead to the development of new stages and coping mechanisms women develop to manage borders and balance domains.

Second, this study's objective was to explore women's perceptions of work-life balance while working in the unique apparel industry. However, future research could examine other industries where women dominate the work force such as teaching and nursing. Additionally, the study's findings could be applied to working women in overall. Again, the themes from this study could be validated and expanded upon to include new coping mechanisms and balancing stages.

Third, though this study purposively focused on women, future research ideas could compare women and men's work-life balance struggle. The themes and balancing stages were developed from the five women, however, are they similar or different from what men experience throughout their career and life? Again, additional balancing strategies and coping mechanisms could be learned from comparing genders.

Fourth, the findings from this study are time, location, and industry sensitive. Currently the U.S. is experiencing an economic downturn, which has greatly affected all industries. This study comes after many apparel companies' re-organization, resulting in lay-offs. This affected each of the participants in some way and could have influenced findings.

Finally, the researcher's bias may be seen as an advantage in this study, bias does need to be addressed and transparent. The researcher struggled with work-life balance as did the participants. Researcher's bias was recognized and dealt with throughout the research process. However, it is important to acknowledge that the researcher's bias did affect the study.

REFERENCES

- Abernathy, F.H., Dunlop, J.T., Hammond, J.H., and Weil, D. (1999). *A Stitch in Time*. New York: Oxford University Press.
- American Apparel and Footwear Association. (2009). *2009 Statistical Retail Sales Analysis*.
- Anderson, K. & Jack, D. (1991). Learning to listen. In Gluck, S. & Patai, D (Eds.), *Women's Words* (pp. 11-26). New York: Routledge.
- Ashforth, B.E. & Mail, F. (1989). Social Identity Theory and the Organization. *Academy of Management Review*, 14, 20-39.
- Beach, B. (1989). *Integrating work and family life*. Albany, NY: State University of New York Press.
- Bowlby, J. (1965). *Child care and the growth of love* (2nd ed.) Harmondworth, UK: Penguin.
- Burke, P.J. (1991). Identity Processes and Social Stress. *American Sociological Association*, 56, 836-849.
- Bureau of Labor Statistics. (2006a). Percent distribution of employed women and men by occupation. In *Current Population Survey: 2006* (Chart 5-7). Washington, DC: US BLS.
- Bureau of Labor Statistics. (2008b). Labor force participation of women and mothers, 2008. Washington, DC: US BLS.
- Bureau of Labor Statistics. (2010-2011c). Occupational outlook handbook: 2010-11 Edition. Washington, DC: US BLS.

- Bureau of Labor Statistics. (2011d). Educational attainment of young adults during the October when ages 21 to 23 in 2001-2008 by sex, race, and Hispanic or Latino. In *America's Young Adults at 23: School Enrollment, Training, and Employment Transitions between ages 22 and 23 Summary* (Table 1). Washington, DC: US BLS.
- Bureau of Labor Statistics. (2011e). Women at Work. In BLS Spotlight of Statistics. Washington, DC: US BLS.
- Clark, S. (2000). Work/Family Border Theory: A New Theory of Work/Family Balance. *Human Relations, 53*, 747-770.
- Creswell, J. (2007). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (2nd Edition ed.). Thousand Oaks, California: Sage Publications.
- Dyer, B., & Ha-Brookshire, J. E. (2008). Apparel Import Intermediaries' Secrets to Success: Redefining Success in a Hyper-Dynamic Environment. *Journal of Fashion and Marketing Management, 12*, 51-67.
- Emerson, R.M. Fretz R. & Shaw, L. (1995). Writing Up Fieldnotes II: Creating Scenes on the Page. In *Writing Ethnographic Fieldnotes*. (pp. 66-107). Chicago: University of Chicago Press.
- Emslie, C., & Hunt, K. (2009). Live to Work or Work to Live? A Qualitative Study of Gender and Work-life Balance among Men and Women in Mid-Life. *Gender, Work and Organization, 16*, 151-172.
- Epstein, C.F. (1970). *Woman's place: Options and limits in professional careers*. Berkeley and Los Angeles: University of California Press.
- Fey, T. (2011, February 14 & 21). Confessions of a juggler. *The New Yorker*, 64-67.

- Gerson, K. (2004). Understanding Work and Family through a Gender Lens. *Community, Work & Family*, 7, 163-178.
- Green, N.L. (1997). *Ready-to-Wear and Ready-to-Work: A Century of Industry and Immigrants in Paris and New York*. Durham: Duke University Press.
- Guest, D.E. (2002). Perspectives on the Study of Work-life Balance. *Social Science Information*, 41, 255-279.
- Hall, D.T. (1972) A Model of Coping with Role Conflict: The Role Behavior of College Educated Women. *Administrative Science Quarterly*, 17 (4), 471-486.
- Hall, D.T. & Richter, J. (1988). Balancing work life and home life: What can organizations do to help? *Academy of management Executive*, 11, 471-486.
- Harper, D. (2002). Talking Pictures: a case for photo elicitation. *Visual Studies*, 17 (1), 13-26.
- Hochschild, A. and Machung, A. (1989). *The Second Shift: Working Parents and the Revolution at Home*. New York: Viking.
- James, R.C. (1959). Labor mobility, unemployment, and economic change: An Indian case. *Journal of Political Economy*, 67, 545-559.
- Johnson, R.B. (1997). Examining the validity structure of qualitative research. *Education*, 118, 282-292.
- Kellerman, J., & Katz, E.R. (1978). Attitudes towards the division of child-rearing responsibility. *Sex Roles*, 4, 505-513.
- Kim, H.S., Pedersen, E., & Cloud, R. (2007). Social support, research interest, stress, and research productivity of textiles and apparel faculty. *Clothing and Textiles Research Journal*, 25, 156-217.

- Lave, J. & Wegner, E. (1991). *Situated learning: Legitimate peripheral participation*. Cambridge: Cambridge University Press.
- Leary, M.R., Wheeler, D.S., & Jenkins, T.B. (1986). Aspects of identity and behavioral preference: Studies of occupational and recreational choice. *Social Psychology Quarterly*, 49, 11-18.
- Lindberg, J., & Dickerson, K. (1996). U.S. textile and apparel faculty members and their work environments. *Journal of Consumer Studies and Home Economics*, 20, 393-406.
- Lobel, S.A. (1991). Allocation of Investment in Work and Family Roles: Alternative Theories and Implications for Research. *Academy of Management*, 16, 507-521.
- Mavriplis, C., Heller, R., Beli, C., Dam, K., Yassinshkaya, N., Shaw, M., Sorensen, C. (2010). Mind the Gap: Women in STEM Career Breaks. *Journal of Technology Management & Innovation*, 5,140-151.
- Mandler, G. (1982). Stress and Thought Process. In L. Goldberger and S. Breznitz, *Handbook of Stress: Theoretical and Clinical Aspects*. New York: The Free Press.
- Mavriplis, C., Heller, R., Beli, C., Dam, K., Yassinshkaya, N., Shaw, M., Sorensen, C. (2010). Mind the Gap: Women in STEM Career Breaks. *Journal of Technology Management & Innovation*, 5,140-151.
- McAndrews, L.E. & Ha-Brookshire, J.E. (2011). A (our) nitty, gritty reality: Meanings of success described by textile and apparel women educators. *In Review*.
- McCracken, G. (1988). *The Long Interview*, Newbury Park: Sage Publications.
- Merriam-Webster Dictionary. (2011). Balance. Retrieved September 22, 2011, from <http://www.merriam-webster.com/dictionary/balance>.

- Merriam-Webster Dictionary. (2011). Life. Retrieved September 22, 2011, from <http://www.merriam-webster.com/dictionary/life>.
- Miles, M. & Huberman, M. (1994). *Qualitative Data Analysis: an expanded sourcebook*. Thousand Oaks: Sage.
- Morf, M. (1989). *The Work/Life Dichotomy*. New York: Quorum Books.
- Nippert-Eng, C. (1996). *Home and Work*. Chicago: University of Chicago Press.
- Oakes, P. (1987). The salience of social categories. In J.C. Turner (Ed.), *Rediscovering the social group* (pp. 117-141). New York: Basil Blackwell.
- O'Brien, M. (2005). *Shared Caring: Bringing Fathers into the Frame*. Manchester: Equal Opportunities Commission.
- Paechter, C. (2003). Masculinities and femininities as communities of practice. *Women's Studies International Forum*, 26, 69-77.
- Parsons, T. & Bales, R.F. (1955). *Family, socialization, and interaction process*. Glencoe, IL: The Free Press.
- Patton, M. (1990). Designing Qualitative Studies. In *Qualitative Evaluation and Research Methods*. (pp. 145-198). London: Sage Publications.
- Piotrkowski, C.S. (1978). *Work and the family system: A naturalistic study of working class and lower-middle-class families*. New York: Free Press.
- Rapoport, R., & Rapoport, R. (1976). *Dual career families re-examined: New integrations of work and family*. New York: Harper & Row.
- Repetti, R.L. (1987). Individual and common components of the social environment. *Journal of Personality and Social Psychology*, 52, 710-720.

- Rosen, E.I. (2002). *Making Sweatshops: The Globalization of the U.S. Apparel Industry*. Berkeley and Los Angeles: University of California Press.
- Rychlak, J.F. (1981). *Personality and psychotherapy: A theory-construction approach* (2nd ed.). Boston: Houghton Mifflin.
- Seligson, H. (2008). *Off ramp to on ramp: it can be a hard journey*. The New York Times, December 7, BU11.
- Staines, G.L. (1980). Spillover versus compensation: A review of literature on the relationship between work and non-work. *Human Relations*, 33, 111-129.
- Strazkins, L. & Broom, D.H. (2004). Acts of love (and work): Gender imbalance in emotional work and women's psychological distress. *Journal of Family Issues*, 25, 356-378.
- Stryker, S. & Serpe, R.T. (1982) Commitment, identity salience, and role behavior: Theory and research example. In W. Ickes & E.S. Knowles (eds.), *Personality, roles and social behavior* (pp. 199-218), New York: Springer.
- Tajfel, H. & Turner, J.C. (1985). The social identity theory of intergroup behavior. In S. Worchel & W.G. Austin (Eds), *Psychology of intergroup relations* (2nd ed, pp. 7-24) Chicago: Nelson-Hall.
- Turner, J.C. (1982). Towards a cognitive redefinition of the social group. In H. Tajfel (Eds.), *Social identity and intergroup relations* (pp. 15-40). Cambridge: Cambridge University Press.
- Weick, K.E. (1979). *The social psychology of organizing*. Reading, MA: Addison-Wesley.
- West, C. & Zimmerman, D.H. (1987). Doing gender. *Gender and Society*, 1, 125-151.

Zedeck, S. & Mosier, K. (1990). Work in the family and employing organization.
American Psychologist, 45, 240-251.

APPENDIX A
INITIAL IN-DEPTH INTERVIEW PROTOCOL

Part 1 : Interview Instrument

Demographic Questions

- 1) How long have you worked in the apparel industry?
- 2) How long have you worked for your current company? How many different roles have you been in with your current company?
- 3) Are you married? Significant other? Do you have children?
- 4) How long have you lived in your current city? Where are you originally from/family lives?

Work Domain

Tell me the story of how you end up in your current position or job. How and why are you doing your current job?

- 5) Describe your typical work day.
- 6) Describe the people you interact with at work - employees, co-workers, bosses
- 7) What takes priority at work? What are your biggest demands at work? (responsibilities/people/etc)
- 8) What are some of favorite aspects of your current job – apparel industry?
- 9) What are some of your biggest challenge in your current job – apparel industry?
- 10) What does your job mean to you?
- 11) Where do you see yourself in 5/10/15 years with your job? How do you view your professional self in the future?

Home Domain

Tell me about your personal life either hobbies, friends, activities, family – significant other, husband (how did you meet), kids (how old).

- 12) Describe your typical home routine (before and after work) – responsibilities/tasks/etc
- 13) Describe the most important or frequent people you interact with in your home or personal life.
- 14) What are your major priorities in your home or personal life?
- 15) What is your favorite thing to do in your free time? If you have a free hour –what would you do?
- 16) Is there something in your personal life/home you wish you had more time for? Is there something you wish you had in your personal life?
- 17) How would you define your personal life/home?
- 18) Where do you see yourself personally in 5/10/15 years? Describe your home/personal life in the future.

Border-Crossing

- 19) On a typical day, how would you describe your commute into work?

- 20) What activities or rituals to you typically do in the morning?
- 21) On a typical day, how would you describe your commute home from work?
- 22) What activities or rituals do you typically do on the way home from work?

Domain Interaction/Balance

Tell me how you balance your personal life with your work life. What are some of the challenges in balancing?

- 23) How does your work life affect you home life?
- 24) How does your personal/home life affect your work life?
- 25) What strategies do you use in order to have both a successful work life with a satisfying personal life?

APPENDIX B
REVISED IN-DEPTH INTERVIEW PROTOCOL AFTER PILOT RUN

Part 1 : Interview Instrument

Demographic Questions

- 1) How long have you worked in the apparel industry?
- 2) How long have you worked for your current company? How many different roles have you been in with your current company?
- 3) Are you married? Significant other? Do you have children?
- 4) How long have you lived in your current city? Where are you originally from/family lives?

Work Domain and the Domain Members

Tell me the story of how you end up in your current position or job. How and why are you doing your current job?

- 5) Describe your typical work day.
- 6) Describe the people you interact with at work - employees, co-workers, bosses
- 7) What takes priority at work? What are your biggest demands at work? (responsibilities/people/etc)
- 8) What are some of favorite aspects of your current job – apparel industry?
- 9) What are some of your biggest challenge in your current job – apparel industry?
- 10) What does your job mean to you?
- 11) Where do you see yourself in 5/10/15 years with your job? How do you view your professional self in the future?

Home Domain and the Domain Members

Tell me about your personal life either hobbies, friends, activities, family – significant other, husband (how did you meet), kids (how old).

- 12) Describe your typical home routine (before and after work) – responsibilities/tasks/etc
- 13) Describe the most important or frequent people you interact with in your home or personal life.
- 14) What are your major priorities in your home or personal life?
- 15) What is your favorite thing to do in your free time? If you have a free hour –what would you do?
- 16) Is there something in your personal life/home you wish you had more time for? Is there something you wish you had in your personal life?
- 17) How would you define your personal life/home?
- 18) Where do you see yourself personally in 5/10/15 years? Describe your home/personal life in the future.

Borders Nature

- 19) Describe the places where you do work activities (probing both the office area, working from home, or during her commute).
- 20) Describe your personal activities and where they take place.
- 21) How do you like to spend your weekends? What are your activities on the weekend?
- 22) Looking at your friendships, where have you met your friends? Have they been from work? How do you handle having friends at work? Can you or do you keep it separate?
- 23) Looking over your time working, describe how your interactions or behavior at work changed? (probe when they first started working, after promotions, marriage, or having a baby, did they become more separated from work?)
- 24) How did you choose your living location? Is it related to where you work?

Borders

- 25) Describe a time when a demand at work interrupted or delayed your personal life? How did you handle this interruption?
- 26) When there is a demand at work (travel or production delay or design deadline), how do you feel when that work demand intrudes into your personal time?
- 27) Describe a time when your personal life interrupted a day at work. How did you handle this interruption?
- 28) How do you respond to family/husband/ children demands during the time when you are at work?

Border-Crossing

- 29) Thinking about your commute to work in the morning, what are you thinking about?
- 30) On a typical day, how would you describe your commute into work?
- 31) What activities or rituals to you typically do in the morning?
- 32) Is there a point in your commute to work you switch into work mode? Is it a place? Or a situation?
- 33) Thinking about your commute home from work in the evening, what are you think about?
- 34) On a typical day, how would you describe your commute home from work?
- 35) What activities or rituals do you typically do on the way home from work?
- 36) Is there a point in your commute where you switch into personal mode? Is it a place? Or a situation?

APPENDIX C
EMAIL RECRUITMENT

I am writing to in regards to my thesis study. As many of you know, I am working towards my Masters at the University of Missouri in the Textile and Apparel Management. I am hoping you would be able to take part in this very important study exploring how women working in the demanding apparel industry balance work and life. I know you would have great insight into this topic and would be honored if you would be willing to participate!

The study will involve two parts. Part 1 would include an hour one on one interview regarding the description of your work life and home life and how you balance both. In addition, I would observe you in a day in the life and take pictures of your work environment and home environment. Part 2 would include an additional interview where we would go through the pictures and I would get your reaction to them. The interview will be arranged in a location of your convenience.

I am hoping you will be interested in taking part in the furthering of knowledge regarding the understanding of women's work-life balance.

APPENDIX D
STUDY CONSENT FORM

CONSENT TO ACT AS A HUMAN PARTICIPANT

Project Title: Work-Life Balance described by women working in the apparel industry

Project Director: Laura Mc Andrews

Participant's Name: _____

DESCRIPTION AND EXPLANATION OF PROCEDURES:

The primary goal of this research is to explore work-life balance described by women working in the apparel industry. The study will include 2 parts. Part 1: there will be a 1 hour initial one-on-one interview which domains of work and home life will be discovered. Next, photos will be taken of your work and home life, including office/work space, home/apartment space, and the travel between work and home life. Part 2: will be an additional one-on-one interview to review the photos taken in part one and get your reaction to the photos. Your participation in this study would help better understand women working in the apparel industry and how she manages and balances work and life.

Your participation in this research is totally voluntary. If you agreed to be part of this study, first, you will take part in an hour initial interview and the second photo elicitation interview, the location will be agreed upon by both you and the researcher. The interview will be audio recorded but subjects' names will not be linked to the audio interview to ensure privacy. In addition, you agree for the researcher to follow a day in the life and take photos of work and home environment.

CONFIDENTIALITY:

Data will be saved anonymously and kept strictly confidential. Electronic files will be saved with numeric codes with no personal identifiers. Throughout the procedures, if you feel uncomfortable with any questions or experiences, you may stop participation at any time. Finally, only the researcher will have access to the data and the aggregated data will be analyzed and shared for publication to protect your confidentiality. The data will be kept for seven years after the study has been completed.

RISKS AND DISCOMFORTS:

There are NO other physical, psychological or sociological risks involved in participating in this study.

BENEFITS TO SOCIETY:

The study's results will benefit society as we will have a better understanding of how women in the apparel industry balance work and life. This will help society and institutions help understand women's roles in both their professional and personal lives.

CONSENT:

By signing this consent form, you agree that you understand the procedures and any risks and benefits involved in this research. You are free to refuse to participate or to withdraw your consent to participate in this research at any time without penalty or prejudice; your participation is entirely voluntary. Your privacy will be protected because you will not be identified by name as a participant in this project. Your privacy will be protected as all the information in journals will be kept strictly confidential. If you have any questions concerning your rights as a participant, you may contact Campus Institutional Review Board at 573-882-9585. If you have any questions regarding the research itself, you may contact Laura Mc Andrews at lem63@mail.mizzou.edu

Thank you in advance for your assistance and time. By signing this form, you are agreeing to participate in the project described to you. Please keep this consent form with you for future references.

Participant's Signature*

Date

APPENDIX E
PHOTO RELEASE FORM

Photo Release Form

Project Title: Work-Life Balance described by women working in the apparel industry

Project Director: Laura Mc Andrews

Release Consent:

I hereby grant the Project Director permission to use my likeness in a photograph in any and all of its publications, including website entries, without payment or any other consideration. I understand and agree that these materials will become the property of the Project Director and will not be returned.

I hereby irrevocably authorize the Project Director to edit, alter, copy, exhibit, publish or distribute this photo for purposes of publication in or for any other lawful purpose. In addition, I waive the right to inspect or approve the finished product, including written or electronic copy, wherein my likeness appears. Additionally, I waive any right to royalties or other compensation arising or related to the use of the photograph.

I hereby hold harmless and release and forever discharge the Project Director from all claims, demands, and causes of action which I, my heirs, representatives, executors, administrators, or any other persons acting on my behalf or on behalf of my estate have or may have by reason of this authorization.

I am 21 years of age and am competent to contract in my own name. I have read this release before signing below and I fully understand the contents, meaning, and impact of this release.

(Signature) _____ (Date) _____

(Printed Name) _____ (Date) _____

APPENDIX F

INSTITUTIONAL REVIEW BOARD APPROVAL FOR PILOT

Dear Investigator:

Your human subject research project entitled A CASE STUDY EXPLORING WORK LIFE BALANCE DESCRIPED BY WOMEN IN THE APPAREL INDUSTRY meets the criteria for EXEMPT APPROVAL and will expire on July 28, 2012. Your approval will be contingent upon your agreement to annually submit the "Annual Exempt Research Certification" form to maintain current IRB approval.

Exempt Category: 45 CFR 46.101b(2)

Study Documents: Review the document storage section for IRB approved documents. You must utilize the documents that received IRB approval.

Study Changes: If you intend to make any changes to your exempt project, you must complete the Exempt Amendment Form for review and approval.

MU policy requires that you retain all research records at MU for a period of seven years following the completion of the research. If you have any questions, please do not hesitate to contact the Campus IRB office at (573) 882-9585.

Campus Institutional Review Board

APPENDIX G

INSTITUTIONAL REVIEW BOARD APPROVAL FOR FINAL



Campus Institutional Review Board
University of Missouri-Columbia

485 McReynolds Hall
Columbia, MO 65211-4150
PHONE: (573) 882-9585
FAX: (573) 884-0663

October 20, 2011

Principal Investigator: McAndrews, Laura Ellen
Department: Textile and Apparel Mgmt

Your Exempt Amendment to project entitled *A CASE STUDY EXPLORING WORK LIFE BALANCE DESCRIBED BY WOMEN IN THE APPAREL INDUSTRY* was reviewed and approved by the MU Campus Institutional Review Board according to terms and conditions described below:

IRB Project Number	1196300
Funding Source	
Initial Application Approval Date	July 28, 2011
Approval Date of this Review	October 20, 2011
IRB Expiration Date	July 28, 2012
Level of Review	Exempt
Project Status	Active - Open to Enrollment
Risk Level	Minimal Risk

The principal investigator (PI) is responsible for all aspects and conduct of this study. The PI must comply with the following conditions of the approval:

1. No subjects may be involved in any study procedure prior to the IRB approval date or after the expiration date.
2. All unanticipated problems, serious adverse events, and deviations must be reported to the IRB within 5 days.
3. All modifications must be IRB approved by submitting the Exempt Amendment prior to implementation unless they are intended to reduce risk.
4. All recruitment materials and methods must be approved by the IRB prior to being used.
5. The Annual Exempt Certification Form must be submitted to the IRB for review and approval at least 30 days prior to the project expiration date.
6. Maintain all research records for a period of seven years from the project completion date.
7. Utilize the IRB stamped consent documents and other approved research documents located within the document storage section of eIRB.

If you have any questions, please contact the Campus IRB at 573-882-9585 or umcresearchcirb@missouri.edu.

Thank you,

Charles Borduin, PhD
Campus IRB Chair