

**TABLE 2.1 Hours Worked per Week by Male and Female
Nonfarm-Wage-Earning and Salaried Workers,
1970 and 2000**

	Total Hours Worked (Mean)	Percentage Working Less Than Thirty Hours per Week	Percentage Working More Than Fifty Hours per Week
Men			
1970	43.5	4.5%	21.0%
2000	43.1	8.6	26.5
Women			
1970	37.0	15.5	5.2
2000	37.1	19.6	11.3

Source: Authors' estimates based on the March 1970 and 2000 Current Population Survey data.

TABLE 2.2 Trends in Joint Hours per Week of Paid Work by Nonfarm Husbands and Wives Aged Eighteen to Sixty-Four, 1970 and 2000

	Mean Total Hours Worked	Percentage Working Less Than Seventy Hours	Percentage Working More Than One Hundred Hours	Husband's Hours	Wife's Hours
1970					
All couples	52.5	63.4%	3.1%	38.9	33.6
Both work (35.9 percent)	78.0	24.9	8.7	44.1	33.9
Husband only works (51.4 percent)	44.4	96.0	0.0	44.4	0.0
Wife only works (4.6 percent)	35.5	99.6	0.0	0.0	35.5
Neither works (8.2 percent)	0.0	0.0	0.0	0.0	0.0
2000					
All couples	63.1	53.7%	9.3%	41.5	26.4
Both work (59.6 percent)	81.6	18.9	14.5	45.0	36.6
Husband only works (26.0 percent)	44.9	95.2	0.0	44.9	0.0
Wife only works (7.1 percent)	37.2	97.9	0.0	0.0	37.2
Neither works (7.2 percent)	0.0	100.0	0.0	0.0	0.0

Source: Authors' estimates based on the March 1970 and 2000 Current Population Survey data.

TABLE 2.3 Number of Workers in Private Household Employment, 1900 to 2000

Year	Private Household Workers	Total Labor Force	Percentage of Labor Force Working in Private Households
1900	1,579	29,030	5.44%
1910	1,851	37,291	4.96
1920	1,411	42,206	3.34
1930	1,998	48,686	4.10
1940	2,412	51,742	4.66
1950	1,539	58,999	2.61
1960	1,825	67,990	2.69
1970	1,204	80,603	1.49
1980	1,229	97,279	1.26
1990	1,023	117,914	0.87
2000	894	135,208	0.66

Source: Census and Current Population Survey data.

Note: In thousands.

TABLE 3.1 Percentage Distribution of Work Schedules Among Employed Americans Age Eighteen and over, by Gender and Number of Hours Worked (Current Population Survey, May 1997)

Work Schedules	Total			Males			Females		
	Total	More Than 35 Hours	Less Than 35 Hours	Total	More Than 35 Hours	Less Than 35 Hours	Total	More Than 35 Hours	Less Than 35 Hours
Hours									
Fixed day	80.1%	83.0%	70.4%	78.9%	81.1%	67.5%	81.4%	85.9%	72.0%
Fixed evening	8.1	6.3	14.4	8.1	6.9	15.2	8.1	5.5	14.0
Fixed night	4.1	4.3	3.7	4.5	4.5	4.5	3.7	3.9	3.3
Hours vary	4.2	3.2	7.7	4.4	3.7	8.5	3.9	2.5	7.2
Rotating ^a	3.6	3.2	3.8	4.1	4.0	4.4	2.8	2.2	3.5
N	49,570	38,272	11,201	25,916	22,067	3,800	23,654	16,205	7,401
Days									
Weekday only, five days	60.3	65.7	42.4	59.7	62.3	45.6	61.1	70.6	40.6
Weekday only, less than five days	8.0	3.6	22.9	5.3	3.4	16.1	11.0	3.9	26.6
Seven days	7.9	7.7	8.0	8.7	8.4	9.5	6.9	6.7	7.2

Weekday and weekend, less than seven days	23.1	22.9	24.3	25.7	25.8	26.2	20.1	18.7	23.3
Weekend only, one or two days	0.7	0.1	2.4	0.5	0.1	2.6	0.9	0.1	2.2
N	50,275	37,827	10,771	26,167	21,802	3,635	24,108	16,025	7,136
Combination									
Fixed day, weekdays only, five days	54.4	59.6	36.5	52.9	55.5	38.6	56.2	65.4	35.3
Rotators or hours vary and weekend ^a	5.3	4.6	7.2	5.9	5.4	8.6	4.5	3.5	6.5
All others	40.3	35.8	56.3	41.1	39.2	52.8	39.3	31.1	58.2
N	48,672	37,813	10,765	25,469	21,790	3,631	23,203	16,203	7,134

Source: Presser (1999).

Notes: The total number of cases is more than the sum of those working thirty-five or more hours last week and less than thirty-five hours because of missing data on the number of hours worked last week on all jobs. Also, differences in number of cases by type of work schedules are due to missing data for these variables. All percentages are weighted for national representativeness; the number of cases reports unweighted samples for each category. Percentages may not add exactly to 100.0 because of rounding.

^aThis includes seventy-four individuals designated as twenty-four-hour workers.

TABLE 3.2 Percentage of Married Couples with at Least One Spouse Who Works Nonday Shifts by Family Type and Age of Youngest Child (Current Population Survey, May 1997)

Family Type and Age of Youngest Child	Percentage Nonday
At least one earner ^a	23.8%
At least one earner and a Child under the age of fourteen	25.8
Child under the age of five	30.6
Two earners only ^b	27.8
Two earners and a Child under the age of fourteen	31.1
Child under the age of five	34.7

Source: Author's analysis.

Note: Nonday shifts include work schedules in which the hours most days of the reference week were between 4 P.M. and 8 A.M., rotating hours, and those too variable to classify.

^aCouples with at least one employed spouse on the job during the reference week in a nonagricultural occupation, including all rotators, and both spouses aged eighteen and over.

^bCouples with both spouses on the job during the reference week, including all rotators, both in nonagricultural occupations and aged eighteen and over.

TABLE 3.3 Largest Projected Job Growth Occupations (2000 to 2010) and Their Work Schedule, Gender, and Race Characteristics

Job Growth Rank	Occupation ^b	Employment (in Thousands)		Percentage in Occupation Working Nonstandard Schedules (CPS, May 1997)			Percentage of Group in Occupation (CPS, May 1997)		
		2000	2010 ^a (Projected)	Percentage Other Than Fixed Day (a)	Percentage Weekend (b)	Percentage (a) or (b) (c)	Percentage Female (All Occupa- tions = 46.0)	Percentage Non-Hispanic Black (All Occupa- tions = 10.5)	Percentage Hispanic (All Occupa- tions = 9.8)
1	Food preparation and serving workers, including fast food ^c	2,206	2,879	45.8%	55.0%	68.0%	51.5%	11.8%	24.2%
2	Customer service representatives ^d	1,946	2,577	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
3	Registered nurses	2,194	2,755	34.6	42.9	55.1	94.5	7.5	3.2
4	Retail salespersons	4,109	4,619	32.2	62.9	70.6	55.3	7.7	8.7
5	Computer support specialists ^e	506	996	20.0	15.9	26.5	56.1	19.9	3.1

6	Cashiers, except gaming	3,325	3,799	50.4	71.0	80.1	77.2	15.6	12.3
7	Office clerks, general	2,705	3,135	16.2	15.7	23.5	76.3	13.6	8.9
8	Security guards ^f	1,106	1,497	57.0	55.8	73.9	22.8	19.4	13.0
9	Computer software engineers, applications ^g	380	760	5.2	13.5	16.9	31.5	6.6	2.4
10	Waiters and waitresses	1,983	2,347	65.1	79.0	89.5	78.8	3.1	12.6

Source: Presser (2003).

Note: n.a. = not available.

^aProjections are derived by the Bureau of Labor Statistics (Hecker 2001, table 4).

^bThe BLS occupational classifications for job projections is based on the National Industry-Occupation Employment Matrix (NIOEM) and do not always correspond exactly with the CPS occupational classifications, as noted in these footnotes.

^cThis category includes kitchen workers, food preparation and miscellaneous food preparation occupations in the CPS.

^dThere is no separate classification in the CPS for this category.

^eThis category corresponds to computer equipment operators in the CPS.

^fThis category includes guards and police, except public service and protective service occupations, not elsewhere classified in the CPS.

^gThis category includes computer system analysis and scientists and operations and systems researchers and analysts in the CPS.

TABLE 4.1 Summary of Measures of Dependent Variables and Work, Family, and Individual Control Variables, 1977 and 1997

Dependent Variables	
1977	
Health-related	
Distress	Nine items: physical symptoms of anxiety or depression ^a
General health status	Single item: scale of 1 to 7
Dissatisfaction with life	Single item: three levels (complete, not very)
Family and social adjustment	
Interference between job and free time	Single item: how much interference
Satisfaction with spare time	Single item: how satisfied
Work-family life interference	Single item: how much
1997	
Health-related	
Distress	Two items, minor health problems, stressed
Ill days	Single item: days missed work in three months
Dissatisfaction with life	Single item: four levels
Burnout	Four items, used up, drained, tired, burned out ^a
Family and social adjustment	
Interference between job and free time	One item: same as 1977
Conflict balancing work and personal life	One item: how much conflict
Negative spillover from home to job	Five items: family life prevents work involvements ^a
Negative spillover from work to home	Five items: work prevents family involvements ^b
Work, Family, and Individual Control Variables	
1977 and 1997	
Work-related	
Professional	Legal, medical, teaching, engineering and like occupations (omitted category)
White collar	Managers or administrators, technical, sales, clerical
Blue collar	Craft, operator, skilled and manual labor
Service	Service

(continued)

TABLE 4.1 *Continued*

Core	Manufacturing, transportation, finance, business services, health services, construction industries
State	Educational services, social services, public administration
Periphery	Wholesale and retail trade, other services, mining, agriculture, forestry, fishing (omitted category)
Self-employed	Single item
Hours per week	Actual hours worked in average week
Size	Natural log of number of employees at workplace
Union	Union member (yes, no)
Family and individual	
Gender	Male = 0, female = 1
Race	White = 0, nonwhite = 1
Education	Categories from less than high school to post-B.A.
Age	Years
Family structure	No children, unmarried (omitted category)
	No children, married, spouse not working
	No children, married, spouse works
	Single parent
	Two parents, married, spouse not working
	Two parents, married, spouse works

Source: Authors' compilation.

^a $\alpha = 0.81$.

^b $\alpha = 0.85$.

TABLE 4.2 Means for Independent Variables by Schedule Type and Schedule Control, 1977 and 1997

Variables	All		Regular Monday to Friday Day		Non-Monday to Friday Day		Nonday ^a		Rotating		Flexible ^b		High Control	
	1977	1997	1977	1997	1977	1997	1977	1997	1977	1997	1977	1997	1977	1997
n	1,147	3,030	784 (68.4)	2,174 (71.7)	346 (30.2)	856 (28.3)	136 (11.9)	226 (7.5)	56 (4.9)	166 (5.5)	407 (13.4)	137 (11.9)	565 (18.6)	
Age	38.50	40.99	38.93	41.00	38.43	40.90	32.65	38.08	36.75	38.18	41.07	39.32	43.41	
Sex (percentage female)	0.33	0.47	0.37	0.48	0.24	0.44	0.34	0.45	0.21	0.42	0.35	0.23	0.39	
Race (percentage nonwhite)	0.10	0.20	0.12	0.21	0.08	0.18	0.19	0.34	0.07	0.23	0.12	0.07	0.20	
Less than high school	0.21	0.06	0.21	0.05	0.23	0.07	0.21	0.08	0.23	0.07	0.06	0.15	0.07	
High school graduate	0.37	0.29	0.35	0.27	0.40	0.33	0.46	0.45	0.41	0.38	0.25	0.27	0.29	
Some college	0.23	0.32	0.22	0.31	0.22	0.34	0.22	0.35	0.27	0.37	0.29	0.34	0.31	
Bachelor's degree	0.09	0.21	0.10	0.23	0.08	0.17	0.09	0.09	0.09	0.11	0.25	0.12	0.21	
Post-baccalaureate	0.10	0.12	0.13	0.13	0.07	0.08	0.01	0.03	0	0.06	0.16	0.12	0.11	
Single, no children	0.26	0.26	0.26	0.25	0.29	0.28	0.38	0.32	0.12	0.36	0.28	0.26	0.20	
Single parent	0.05	0.11	0.05	0.11	0.03	0.13	0.07	0.17	0.04	0.15	0.08	0.01	0.12	
No children, spouse working	0.13	0.17	0.14	0.17	0.11	0.15	0.06	0.10	0.14	0.10	0.17	0.16	0.16	

No children, spouse not working	0.12	0.06	0.12	0.05	0.11	0.08	0.04	0.07	0.20	0.06	0.07	0.12	0.10
Children, spouse working	0.20	0.28	0.21	0.30	0.18	0.25	0.24	0.20	0.18	0.21	0.27	0.15	0.29
Children, spouse not working	0.24	0.12	0.22	0.12	0.28	0.11	0.21	0.14	0.32	0.12	0.13	0.30	0.13
Core	0.56	0.62	0.63	0.66	0.39	0.51	0.74	0.71	0.57	0.40	0.58	0.50	0.60
State	0.18	0.15	0.23	0.18	0.08	0.07	0.09	0.08	0.16	0.16	0.09	0.13	0.08
Periphery	0.25	0.23	0.14	0.16	0.52	0.41	0.18	0.20	0.27	0.44	0.34	0.37	0.32
Self-employed	0.13	0.17	0.06	0.12	0.32	0.30	0	0.09	0.02	0.11	0.46	0.39	0.42
White collar	0.40	0.46	0.36	0.48	0.49	0.43	0.26	0.24	0.27	0.41	0.46	0.55	0.53
Professional	0.14	0.18	0.18	0.20	0.06	0.12	0.07	0.07	0.05	0.11	0.19	0.09	0.14
Blue collar	0.37	0.26	0.40	0.26	0.32	0.27	0.51	0.49	0.48	0.31	0.24	0.27	0.23
Service	0.11	0.09	0.05	0.06	0.13	0.17	0.22	0.20	0.20	0.16	0.11	0.09	0.09
Hours per week	46.2	49.8	42.9	48.5	53.0	53.0	43.8	47.7	44.9	51.6	56.7	48.8	52.5
Multiple jobs	0.15	0.16	0.14	0.15	0.15	0.19	0.12	0.16	0.18	0.17	0.24	0.12	0.20
Size of firm	4.43	4.45	4.69	4.54	3.67	4.20	5.71	5.24	5.07	4.74	3.85	3.36	3.76
Union member	0.26	0.15	0.29	0.18	0.20	0.14	0.44	0.27	0.41	0.21	0.08	0.10	0.06
Schedule control ^e	2.15	3.05	2.10	2.95	2.32	3.29	2.08	2.65	1.87	2.67	3.76		

Source: Authors' analyses. 1977 data are from Quinn and Staines (1979); 1997 data are from Bond, Galinsky, and Swanberg (1998).

Note: Numbers in parentheses are percentages.

^aNonday shift is regular evening or night shift in 1997 and in 1977 includes those who start work after noon.

^bFlexible schedules were not measured in 1977.

^cSchedule control is measured differently in 1977 and 1997 (see text). The values cannot be compared directly.

TABLE 4.3A The Effects of Schedule Type and Schedule Control on Job-Free Time Interference, Work-Family Interference, Dissatisfaction with Spare Time, Distress, Dissatisfaction with Life and General Health Status (Controlling for Individual, Family, and Work and Employment Variables), 1977

Independent Variables	Dependent Variables											
	Job-Free-Time Interference		Work-Family Interference		Dissatisfaction with Spare Time		Distress		Dissatisfaction		General Health Status	
Schedule types												
Nonday	.319*** (.092)	.345*** (.094)	.506*** (.109)	.529*** (.112)	.253*** (.072)	.277*** (.074)	.167 (.514)	.239 (.526)	.029 (.049)	.037 (.051)	-.100 (.097)	-.115 (.100)
Not Monday to Friday	.132+ (.069)	.152* (.071)	.104 (.076)	.127 (.079)	.043 (.054)	.052 (.055)	.423 (.387)	.620 (.395)	.056 (.037)	.071+ (.038)	-.158* (.072)	-.181* (.074)
Rotating	.054 (.130)	.037 (.131)	.472*** (.131)	.449*** (.133)	-.023 (.101)	-.023 (.102)	1.503* (.713)	1.312+ (.719)	-.032 (.069)	-.048 (.070)	.042 (.135)	.047 (.138)
Schedule control												
Schedule control		-.129*** (.038)		-.111** (.042)		-.056+ (.029)		-.829*** (.210)		-.066*** (.020)		.089* (.040)
Change in R-squared ^a	.009	.004	.028	.003	.010	.006	.005	.014	.000	.006	.004	.000
Total adjusted R-squared ^b	.091	.095	.150	.153	.049	.054	.043	.057	.030	.036	.053	.053

Source: Authors' analyses of data from Quinn and Staines (1979).

Notes: Numbers in parentheses are standard errors. N = 1,250. The equation for work-family interference contains 928 cases (the dependent variable was not measured for single individuals or marrieds without children). Under each dependent variable, the first column of figures represents regression effects and R-squared with just schedule-type variables. The second column represents schedule type and control.

^aR-squared changes when schedule types and control are added to the equation with covariates.

^bIncludes schedule types and covariates in equation.

+ p < .10 * p ≤ .05 ** p ≤ .01 *** p ≤ .001

TABLE 4.3B The Effects of Schedule Type and Schedule Control on Job-Free Time Interference, Conflict Balancing Work and Personal Life, Negative Spillover from Home to Work, Negative Spillover from Work to Home, Burnout, Distress, Dissatisfaction with Life, and Days Ill in the Past Three Months (Controlling for Individual, Family and Work, and Employment Variables), 1997

Independent Variables	Dependent Variables															
	Job-Free-Time Interference		Conflict Balancing Work and Personal Life		Negative Spillover from Home to Work		Negative Spillover from Work to Home		Burnout		Distress		Dissatisfaction with Life		Days Ill in Past Three Months	
Schedule types																
Nonday	.203**	.211**	.176*	.184+	.050	.054	.112	.111	-.015	-.011	.059	.064	.053	.052	-.833*	-.836*
	(.078)	(.078)	(.089)	(.089)	(.054)	(.054)	(.075)	(.074)	(.080)	(.079)	(.076)	(.076)	(.055)	(.055)	(.409)	(.412)
Not Monday to Friday	.065	.067	.016	.017	-.063	-.062	-.030	-.021	-.055	-.047	-.041	-.035	.058	.061	.447	.447
	(.053)	(.053)	(.061)	(.060)	(.037)	(.037)	(.051)	(.051)	(.055)	(.054)	(.052)	(.052)	(.038)	(.037)	(.280)	(.282)
Rotating	.281**	.257**	.263**	.228*	.100	.093	.302***	.260**	.149	.104	.010	-.018	.054	.022	-.893+	-.895+
	(.089)	(.089)	(.102)	(.101)	(.101)	(.062)	(.086)	(.085)	(.092)	(.090)	(.087)	(.087)	(.064)	(.063)	(.469)	(.471)
Flexible	.034	.058	.095	.127	-.030	-.022	-.019	.021	-.029	.015	.013	.042	-.037	-.013	.260	.262
	(.070)	(.070)	(.080)	(.079)	(.049)	(.048)	(.067)	(.066)	(.072)	(.071)	(.069)	(.068)	(.050)	(.049)	(.368)	(.371)
Schedule control																
Schedule control		-.073***		-.100***		-.016		-.128***		-.139***		-.091***		-.092***		.004
		(.016)		(.018)		(.011)		(.015)		(.016)				(.025)		(.084)
Change in R-squared ^a	.006	.009	.003	.012	.002	-.001	.003	.028	-.003	.028	-.001	.013	.000	.025	.001	.000
Total adjusted R-squared ^b	.055	.064	.078	.090	.042	.041	.079	.107	.046	.074	.052	.065	.047	.072	.009	.009

Source: Authors' analyses of data from Bond, Galinsky, and Swanberg (1998).

Notes: Numbers in parentheses are standard errors. N = 2,556.

^aR-squared changes when schedule types and control are added to the equation with covariates.

^bIncludes schedule types and covariates in equation.

+ p < .10 *p ≤ .05 ** p ≤ .01 *** p ≤ .001

TABLE 4.4A Nonlinear Effects of Schedule Type and Schedule Control, 1977

Interaction of Terms	Job-Free-Time Interference	Work-Family Interference	Dissatisfaction with Spare Time	Distress	Dissatisfaction	General Health
Schedule multiplied by control						
Nonday multiplied by control	-.094 (.124)	-.217 (.150)	-.256** (.097)	-.018 (.702)	.026 (.067)	-.017 (.133)
Not Monday to Friday multiplied by control	-.059 (.076)	.154+ (.085)	-.007 (.060)	.446 (.425)	.012 (.041)	.055 (.081)
Rotating multiplied by control	-.220 (.175)	-.276 (.169)	-.185 (.137)	.601 (.962)	.006 (.094)	-.035 (.184)
Change in R-squared ^a	.000	.004	.005	-.001	-.002	-.002
Total adjusted R-squared ^b	.095	.157	.059	.056	.034	.051

Source: Authors' analyses of data from Quinn and Staines (1979).

Notes: Numbers in parentheses are standard errors. N = 1,250. The equation for work-family interference contains 928 cases (the dependent variable was not measured for single persons or marrieds without children).

^aIncrement in R-squared is from the equation with covariates, schedule and control (table 4.3A).

^bIncludes schedule types and covariates in equation.

+ p < .10 *p < .05 ** p < .01

TABLE 4.4B Nonlinear Effects of Schedule Type and Schedule Control, 1997

Interaction Terms	Job-Free-Time Interference	Conflict Balancing Work and Personal Life	Negative Spillover from Home to Work	Negative Spillover from Work to Home	Burnout	Distress	Dissatisfaction with Life	Days Ill in Past Three Months
Schedule multiplied by control								
Nonday multiplied by control	.008 (.056)	-.004 (.063)	.004 (.039)	-.019 (.052)	.039 (.056)	.025 (.054)	.004 (.039)	-.203 (.303)
Not Monday to Friday multiplied by control	-.054 (.039)	-.049 (.044)	-.032 (.027)	-.072+ (.037)	-.046 (.039)	.015 (.038)	.022 (.027)	.462* (.211)
Rotating multiplied by control	-.027 (.066)	-.033 (.075)	.020 (.046)	.061 (.063)	.030 (.067)	.023 (.065)	-.068 (.046)	-.359 (.361)
Flexible multiplied by control	-.175*** (.033)	-.208*** (.038)	-.067** (.023)	-.246*** (.031)	-.272*** (.034)	-.210*** (.032)	-.149*** (.023)	-.288 (.181)
Change in R-squared ^a	.010	.010	.004	.026	.027	.014	.010	.002
Total adjusted R-squared ^b	.074	.100	.045	.133	.101	.079	.082	.011

Source: Data from Bond, Galinsky, and Swanberg (1998).

Notes: Numbers in parentheses are standard errors. N = 2,556.

^aIncrement in R-squared is from the equation with covariates, schedule and control (table 4.3B).

^bIncludes schedule types and covariates in equation.

+ p < .10 * p < .05 ** p < .01 *** p < .001

TABLE 4.5 Summary of Significant Family Status by Shift, Family Structure by Schedule Control Interactions (Controlling for Individual, Family, Work and Employment Variables, Schedule Type, and Control), 1997

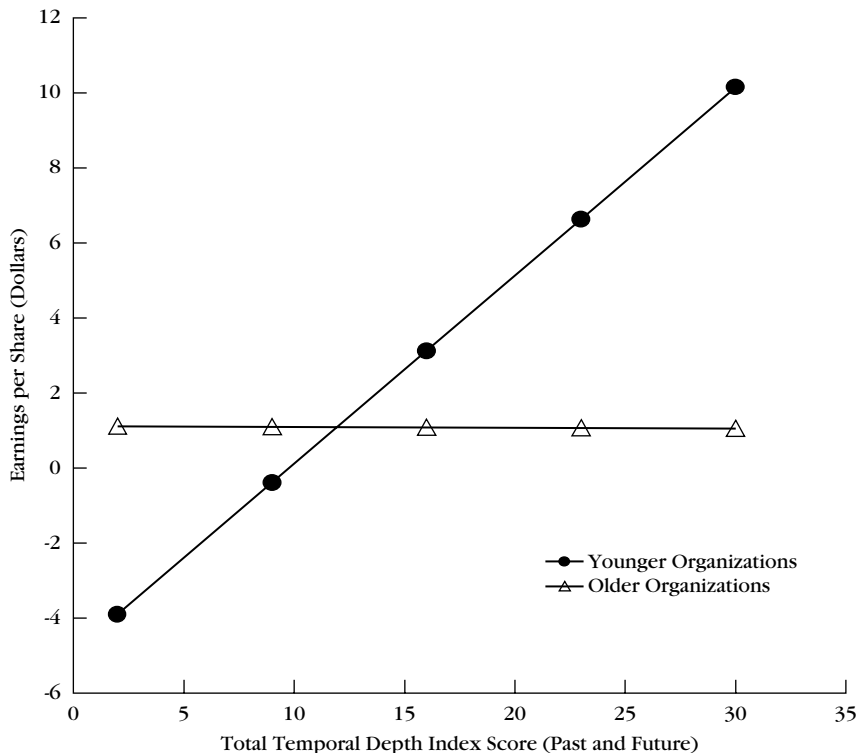
Outcome Interaction ^a	Burnout	Stress	Dissatisfaction	Days Ill	Job Versus Free Time	Work-Personal Balance	Spillover from Home to Job	Spillover from Job to Home
Flexible schedule								
multiplied by								
No kids, spouse works	-				-			-
No kids, spouse does not work					-	-		
Single parent	-			+				
Two parents, spouse works	-	-			-	-	-	-
Two parents, spouse does not work	-	-			-		-	-
Rotating schedule								
multiplied by								
No kids, spouse does not work	-			-				
Single parent		-				-	-	

Not Monday to Friday schedule multiplied by							
No kids, spouse does not work		-		+			
Single parent	+		-				
Non-day schedule multiplied by							
Two parents, spouse works	+		+		+	+	+
High schedule control multiplied by							
No kids, spouse works			+		+		
No kids, spouse does not work				-	-		
Single parent			+				

Source: Authors' analyses of data from Bond, Galinsky, and Swanberg (1998).

^aOnly these specific interaction terms had significant coefficients ($p < .05$) with the outcome variables.

FIGURE 5.1 Earnings per Share by Temporal Depth for Younger and Older Organizations (Regression Lines)



Source: Authors' compilation.

TABLE 5.1 Temporal-Depth Statistics for a Random Sample of 193 Publicly Traded American Companies, Presented in Days and Years

Temporal Depth	Descriptive Statistics				
	Mean	Median	Standard Deviation	Low	High
Future depths					
Short-term future	148.78 (.41)	91.0 (.25)	167.27 (.46)	1 (.003)	1,825 (5)
Midterm future	532.82 (1.46)	365.0 (1)	561.11 (1.54)	14 (.04)	5,475 (15)
Long-term future	1,534.39 (4.20)	1,095 (3)	1,217.78 (3.34)	30 (.08)	10,950 (30)
Past depths					
Recent past	116.81 (.32)	91 (.25)	181.24 (.50)	1 (.003)	1,825 (5)
Middling past	575.59 (1.58)	365 (1)	1,140.39 (3.12)	1 (.003)	10,950 (30)
Long-ago past	1,984.21 (5.44)	1,095 (3)	2,130.94 (5.84)	91 (.25)	10,950 (30)

Source: Authors' compilation.

Notes: One missing value reduced the N for the long-ago-past statistics to 192 companies. Years in parentheses.

TABLE 5.2 Multiple Regression Analyses for Temporal Depth, Organizational Age, Environmental Dynamism, and Capital Expenditures

Independent Variable	Standardized Regression Coefficients (Betas)			
	Future Temporal Depth	Past Temporal Depth	Total Temporal Depth	Capital Expenditures
Total temporal depth	NA	NA	NA	.12* (.37***)
Past temporal depth	.19* (.29***)	NA	NA	
Organizational age	.23* (.35***)	.38*** (.40***)	.43*** (.46***)	.15**
Organizational size ^a	.04	.04	.05	.74***
Environmental complexity	.09	-.13	-.05	.10*
Environmental dynamism	-.11	-.12	-.16+ (-.23**)	-.02
Environmental munificence	.04	-.03	.00	.01
R-squared	.18	.18	.24	.75
F for overall equation	5.22***	6.43***	9.07***	60.61***

Source: Authors' compilation.

Note: The listwise N was 153 for the multiple regressions for future temporal depth, past temporal depth, and total temporal depth. For capital expenditures the listwise N was 131. The coefficients in parentheses are the zero-order correlations between the independent and dependent variables.

NA = not applicable.

^aNatural logarithm.

* $p \leq .10$, two-tailed test * $p \leq .05$, two-tailed test ** $p \leq .01$, two-tailed test *** $p \leq .001$, two-tailed test

TABLE 5.3 Hierarchical Regression Analyses for Temporal Depth, Organizational Age, and Financial Performance

Independent Variable	Standardized Regression Coefficients (Betas)					
	Earnings per Share (EPS)			Return on Assets (ROA)		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Temporal depth	.30***	.20*	.20*	.19*	.07	.07
Organizational age		.14	.13		.11	.10
Organizational size ^a		.19*	.19*		.37***	.38***
Environmental complexity			.04			-.10
Environmental dynamism			.03			.01
Environmental munificence			-.03			-.12
R-squared at each step	.09	.15	.15	.04	.19	.22
Change in R-squared		.06*	.00		.16***	.03
F for overall equation	13.42***	7.81***	3.88***	5.10*	10.73***	6.14***
	Return on Equity (ROE)			Return on Sales (ROS)		
Temporal depth	.16*	.13	.13	.19*	.09	.10
Organizational age		-.04	-.09		.15	.12
Organizational size ^a		.26**	.27**		.18*	.19*
Environmental complexity			.12			.06
Environmental dynamism			.00			.01
Environmental munificence			-.16 ⁺			-.11
R-squared at each step	.03	.09	.12	.04	.10	.11
Change in R-squared		.06*	.04		.06*	.01
F for overall equation	3.71 ⁺	4.41**	3.15**	5.19*	4.80**	2.69*

Source: Authors' compilation.

Note: The listwise Ns for the hierarchical regressions were 136 for earnings per share, 139 for return on assets, 140 for return on equity, and 135 for return on sales.

^aNatural logarithm.

⁺p ≤ .10, two-tailed test *p ≤ .05, two-tailed test **p ≤ .01, two-tailed test ***p ≤ .001, two-tailed test

TABLE 5.4 Hierarchical Regression Analyses for the Temporal Depth–Age Interaction

Independent Variable	Standardized Regression Coefficients (Betas)			
	Capital Expenditures ^a		Earnings per Share	
	Step 1	Step 2	Step 1	Step 2
Temporal depth	.16 ⁺	.33*	.19*	.40***
Organizational age	.39***	1.59***	.22**	1.68**
Temporal depth multiplied by organizational age		-1.31*		-1.58**
R-squared at each step	.23	.27	.12	.17
Change in R-squared		.04*		.05**
F for overall equation	19.85***	16.02***	10.03***	10.14***

Source: Authors' compilation.

Note: The listwise Ns were 135 for the hierarchical regressions for capital expenditures and 156 for the hierarchical regressions for earnings per share.

^aNatural logarithm.

⁺p ≤ .10, two-tailed test *p ≤ .05, two-tailed test **p ≤ .01, two-tailed test ***p ≤ .001, two-tailed test

TABLE 5.5 Means, Standard Deviations, and Correlations of Study Variables

Variable	Mean	Standard Deviation	Correlations												
			1	2	3	4	5	6	7	8	9	10	11	12	
1. Age of organization (years)	44.57	42.33													
2. Capital expenditures (dollars in millions)	2.27	2.38	46***												
3. Earnings per shares ^a (dollars)	.23	2.25	29***	29***											
4. Environmental complexity	.37	.21	24***	24**	11										
5. Environmental dynamism	.04	.03	-25***	-11	-08	-43***									
6. Environmental munificence	.11	.10	-18*	01	-08	03	15*								
7. Future temporal depth	7.40	1.31	30***	34***	26***	16*	-20**	-09							
8. Past temporal depth	7.13	1.55	33***	23**	16*	05	-18*	-11	28***						
9. Return on assets	.01	.24	25**	41***	42***	-03	00	-14+	06	19*					
10. Return on equity	.16	.63	10	30***	22**	15*	-09	-13+	09	14+	46***				
11. Return on sales	-.01	.55	25**	22*	32***	14+	-11	-08	04	19*	72***	50***			
12. Size of organization ^a	6.46	2.05	29***	82***	27***	11	-02	-03	13+	11	42***	29***	27***		
13. Temporal depth	14.53	2.29	40***	34***	27***	13+	-25***	-13+	76***	84***	17*	15+	16*	14+	

Source: Authors' compilation.

Note: The Ns for all correlations range from 135 to 193. Decimal points have been removed from the correlations.

^aNatural logarithm.

* $p \leq .10$, two-tailed test * $p \leq .05$, two-tailed test ** $p \leq .01$, two-tailed test *** $p \leq .001$, two-tailed test

TABLE 7A.1 Breakdown of Work Hours

	Phase I “Milestone Zero” Hours	Phase II “Regular” Hours	Phase III “Crunch” Hours	Weighted Annual Average
Engineers	5 Percent per Year	55 Percent per Year	40 Percent per Year	
Frank	48%	67%	82%	72%
Sean	45	63	78	68
Ernest	55	80	95	85
Bob	42	55	65	58
Barry	50	84	88	84
Doug	45	47	54	50
Charlie	48	60	75	65
Albert	45	54	60	56
Tom	48	64	76	68
Dan	46	52	57	54
Howard	56	71	99	81
Nick	42	57	67	60
Average	48	63	75	67

Source: Author's compilation.

TABLE 9.1 Definition and Consequences of Gender Repertoires by Temporality

Gender Repertoires	Temporality	
	Fast Market: Work	Slow Market: Play
Content of repertoires	Competence: Handling stress under extreme conditions; being able to be aggressive in pursuit of trades; being able to hold one's own physically.	Sexualized difference: camaraderie and solidarity; sexually explicit jokes; getting along with people on the floor.
Effects of repertoires	More difficult to challenge because gender is asserted in gender-neutral language of efficiency and ability.	Easier to challenge because language and actions are explicit. More overtly hostile.
Form of power	Non-agentive; gender is hegemonic.	Agentive; gender is ideological.

Source: Author's compilation.