

## Work Experiences, Job Performance, and Feelings of Personal and Family Well-Being

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The present study examined the interaction between job performance and specific work experiences on three indicators of personal and family well-being (marital adjustment, work-family conflict, and quality of life) among 336 accountants. Perceptions of a nonsupportive and inequitable work environment, role conflict, and extensive time commitment to work were each related to one or more indicators of well-being. In addition, the relationship between job performance and well-being varied as a function of gender, time commitment to work, and the degree of role conflict experienced. © 1987 Academic Press, Inc.

The intersection of work and nonwork experiences has been examined extensively in recent years. Much of the research in this area has focused on the impact of work on personal well-being and family dynamics (Burke, Weir, & Duwors, 1979, 1980; Jackson, Zedeck, & Summers, 1985), although the effects of nonwork experiences on work role behavior have also been studied (Greenhaus & Parasuraman, in press; Kanter, 1977). Despite the relative infancy of this line of research, there is growing evidence that work and nonwork roles are mutually interdependent. In particular, research consistently indicates that negative experiences within a work environment

The authors thank Saroj Parasuraman for her helpful comments on an earlier version of this manuscript. Correspondence, including reprint requests, may be directed to Jeffrey H. Greenhaus, Department of Management and Organizational Sciences, Drexel University, Philadelphia, PA 19104.

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can impair the quality of employees' personal and family lives. The goal of the present study was to examine interactions between specific work experiences and levels of job performance on feelings of personal and family well-being.

One form of family disruption, excessive work-family conflict, has been traced to work pressures that are incompatible with pressures arising within the family domain (Greenhaus & Beutell, 1985). Conflicts between work and family roles are heightened for employees who work long, irregular, or inflexible hours (Burke et al., 1980; Keith & Schafer, 1980; Pleck, Staines, & Lang, 1980), and those who are exposed to ambiguous, conflict-producing, or otherwise taxing work environments (Burke et al., 1980; Jones & Butler, 1980; Kopelman, Greenhaus, & Connelly, 1983; Pleck et al., 1980). Greenhaus and Beutell (1985) concluded that any role pressure that increases the time demands or the stress within the work domain is capable of producing conflict between work and family roles.

These findings are consistent with Bartolome and Evans' (1980) observations regarding a "negative emotional spillover" from work to non-work activities. Bartolome and Evans found that three work stressors—coping with a new job, poor person-job fit, and career disappointments—can produce extensive tension and/or fatigue that ultimately intrude into a manager's family life. In a similar vein, Jackson and Maslach (1982) demonstrated how job burnout can have disruptive effects on police officers' family relationships, and Jackson et al. (1985) found that factory employees' work schedules interfered structurally and emotionally with relationships among family members.

In addition to their effects on family relationships, negative experiences at work can have disruptive effects on one's personal sense of happiness and well-being. Brief, Schuler, and Van Sell (1981) have proposed a model in which job-related stress affects employees' overall quality of life. In addition, dissatisfaction within the work role has been found to detract from one's overall life satisfaction (Near, Smith, Rice, & Hunt, 1984). Other researchers have identified negative experiences within the work domain as significant sources of employee alienation (Burke & Deszca, 1982; Korman, Wittig-Berman, & Lang, 1981).

Taken as a whole, these studies convincingly demonstrate that experiences and events arising within the work domain can have far-reaching effects on one's personal and family life. However, one neglected area in work-nonwork relations is the role of job performance in personal and family well-being. This omission is somewhat surprising in that high levels of job performance are generally sought and valued by employees and organizations alike. The small amount of research on this subject is indirect at best. For example, career success has been indicted as a source of personal and social problems by a number of theorists (Korman & Korman, 1980; Korman et al., 1981; LaBier, 1986; Steiner, 1972), and

there is some evidence that sharp increases in a husband's salary (one indicator of high job performance) may produce a decline in marital happiness (Dizard, 1968).

There are several reasons to expect that effective performance in the work role might detract from personal and family well-being. One possible explanation is that the attainment of high levels of job performance requires such large investments of time, concentration, and emotion that there is very little time or energy remaining for other parts of one's life. The very activities that produce high job performance, in other words, may estrange an employee from his or her family and produce feelings of personal dissatisfaction.

A second explanation is that the attainment of high job performance requires specific behaviors that are functional in the work domain, but do violence to one's personal and family life. For example, LaBier (1986) argues that successful employees are often forced to compromise their values as they conform to the attitudes and behaviors that organizations require of them. Similarly, Korman et al. (1981) propose that certain work experiences accompanying success (such as a loss of affiliative satisfactions) serve to alienate employees from themselves and other people.

The present research examined the interaction between job performance and specific work experiences on personal and family well-being. It is hypothesized that high job performance is most likely to detract from personal and family well-being for employees who experience high levels of role conflict and whose work environments are perceived to be non-supportive, inequitable, high pressured, and autocratic. The reasoning behind these predictions is presented below.

Hypothesis 1: The negative relationship between job performance and personal/family well-being is stronger for employees who experience high levels of role conflict than for employees who experience low levels of role conflict.

Extensive research indicates that role conflict within the work domain can be a powerful source of job stress (Brief et al., 1981) and can detract from overall life satisfaction (Kopelman et al., 1983). Moreover, Korman et al. (1981) suggest that the presence of extensive role conflicts in the work environment ultimately forces employees to sacrifice their significant values because they learn that it is impossible to meet multiple role senders' expectations. We propose that employees who perform successfully in a conflict-ridden environment experience more emotional turmoil and make more extensive value compromises than employees who perform successfully in a more harmonious environment, thereby becoming more unhappy and experiencing more family difficulties in the process.

Hypothesis 2: The negative relationship between job performance and

personal/family well-being is stronger for employees who work in non-supportive environments than for employees who work in supportive environments.

Employees who work in nonsupportive (as opposed to supportive) environments are likely to experience higher levels of stress and lower levels of personal and marital well-being (House, 1981; Jones & Butler, 1980; Quick & Quick, 1984). A nonsupportive environment is also likely to frustrate one's need to establish authentic relationships with other people. Moreover, we propose that the achievement of high levels of job performance in a nonsupportive environment may require distancing oneself from (or even exploiting) colleagues or clients, thereby making it difficult to maintain satisfying relationships with other people—including family members—and detracting from a feeling of personal happiness.

Hypothesis 3: The negative relationship between job performance and personal/family well-being is stronger for employees who work in inequitable environments than for employees who work in equitable environments.

One significant belief nurtured in American society is that people will be treated fairly and, in particular, that employees will be rewarded according to their accomplishments. Inequitable reward systems can destroy one's belief in a just work, produce high levels of dissatisfaction, and promote feelings of alienation (Greenberg, 1982; Korman et al., 1981; Lawler, 1971). We would argue that employees who achieve high levels of job performance in an inequitable environment are likely to perceive their success as unrewarding, hollow, and meaningless, making such employees dissatisfied with the quality of their lives and susceptible to difficulties in dealing with their families.

Hypothesis 4: The negative relationship between job performance and personal/family well-being is stronger for employees who work in high-pressure environments than for employees who work in low-pressure environments.

High-pressure work environments are likely to produce qualitative and quantitative overload. Extreme demands and overload can produce extensive strain (Caplan, Cobb, French, Harrison, & Pinneau, 1975) and interfere with family relationships (Pleck et al., 1980). We propose that the attainment of high levels of job performance in a pressured environment may demand more time and emotional involvement than the attainment of high performance in a more tranquil environment, and may entail considerable compromises regarding the quality of one's work or the ethics of one's behavior. Therefore, high levels of job performance in a high-pressure environment may be associated with personal unhappiness and difficulties interacting with family members in a nurturant manner.

Hypothesis 5: The negative relationship between job performance and personal/family well-being is stronger for employees who work in an

autocratic environment than for employees who work in a nonautocratic environment.

Autocratic work settings discourage individual freedom and autonomy. Not only do low levels of autonomy detract from job satisfaction (Hackman & Oldham, 1976), but the absence of feelings of personal control can produce stress and depression (Greenberger & Strasser, 1986). High levels of job performance in an autocratic environment may leave employees feeling empty as they realize that their job success is largely due to others who set policies and possess hierarchical control (Korman, 1976). Moreover, the attainment of high job performance in an autocratic environment may require employees to act autocratically toward others, thereby provoking negative feelings about others over whom they have control (Kipnis, 1972). For these reasons, high levels of job performance in an autocratic environment may produce negative feelings about one's own life and make it difficult to interact satisfactorily with others.

## METHOD

### *Sample*

The present sample, which consisted of 336 accountants, was part of a larger data set of 1080 accountants randomly chosen (with a participation rate of 63%) from the membership lists of the Association of Government Accountants, and American Association of Women Accountants (Mossholder, Bedeian, Touliatos, & Barkman, 1985; Touliatos, Bedeian, Mossholder, & Barkman, 1984). Inclusion in the present analyses was limited to those accountants who were employed full-time, were currently married, and had complete data on all variables relevant to the present study. These restrictions (especially the requirement that all respondents have information regarding their job performance) reduced the available sample to 336.

The sample included public accountants (17.7%), industrial accountants (51.7%), and government accountants (30.6%). One hundred ninety-four (57.7%) of the respondents were male. Approximately 75% of the accountants were between the ages of 30 and 59, and the modal age category ( $n = 140$ ) was 30–39 years. Job tenure ranged from less than 1 year to 36 years ( $M = 3.45$ ,  $SD = 6.32$ ), and organizational tenure displayed a considerable range as well (0–41 years;  $M = 7.69$ ,  $SD = 7.14$ ).

### *Measures*

*Work experiences.* Measures of four work experiences—perceived autocracy, pressure, nonsupport, and inequity within one's work environment—were based on a factor analysis of the Litwin and Stringer (1968) Organizational Climate Questionnaire on the entire sample. Each item presented a description of a work environment and responses were made on a 7-point scale with the following anchors: very rarely, once in a

while, sometimes, fairly often, frequently, very often, and continually. A minres oblique analysis yielded seven factors (see Mossholder et al., 1985), four of which were relevant to the goals of the present study. These four factors, described below, are similar to those that had emerged in prior factor analytic studies of the Litwin and Stringer scale (Muchinsky, 1976; Schnake, 1983).

The autocracy factor (four items, e.g., "Supervision in this organization is mainly a matter of setting guidelines for your subordinates; you let them take responsibility for the job"; reverse scored) reflected the relative absence of freedom, responsibility, and independence within an organization. The pressure dimension (three items, e.g., "Around here there is a feeling of pressure to continually improve our personal and group performance") tapped the extent to which the respondents perceived the presence of high performance standards and pressure to improve performance. The six-item nonsupport factor (e.g., "People in this organization tend to be cool and aloof toward each other") assessed the degree to which work relationships were seen as tense, unfriendly, and untrusting. The reward inequity dimension (six items, e.g., "In this organization people are rewarded in proportion to the excellence of their work"; reverse scored) measured the perceived under utilization of rewards in an organization and the extent to which rewards were seen as unrelated to performance. For each factor, the responses to the relevant items were reversed when necessary and averaged to produce a factor score.

Role conflict was measured by the widely used scale developed by Rizzo, House, and Lirtzman (1970). The Rizzo et al. scale contains eight items (e.g., "I work under incompatible policies and guidelines."), responses being made on a 7-point scale with anchors ranging from *very rarely* to *continually*. Responses to the eight items were averaged such that high scores reflect high levels of role conflict. Rosenkrantz, Luthans, and Hennessey (1983) have provided evidence regarding the validity of the Rizzo et al. scale.

Employees' time commitment to work was also examined as a potential correlate of job performance and personal/family well-being. Respondents indicated, on the average, how many hours a week they work on their current job. The response categories for this item ranged from (1) 1-14 h to (6) 60 or more h. Slightly more than 50% of the sample reported working 41-48 h per week.

*Job performance.* Each respondent was given a copy of a performance rating form to be completed by his or her supervisor and returned directly to the researchers. The supervisor was instructed to assess the employee on 23 items, each of which was rated on a 7-point scale with end points of *unsatisfactory* and *excellent*. A factor analysis of the 23 items produced a general factor on which 13 items loaded substantially. Ratings on these

items (e.g., quality of work, productivity, promotability) were averaged to produce a job performance score for each respondent.

*Personal and family well-being.* Three indicators of well-being/distress were measured in the present study: marital adjustment, work-family conflict, and quality of life. Marital adjustment was assessed by the 15-item Marital Adjustment Scale (Locke & Wallace, 1959). This scale taps such marital reactions as the degree of happiness within the marriage (from very unhappy to perfectly happy); agreement/disagreement between spouses on such matters as finances, demonstration of affection, and philosophy of life (from always agree to always disagree); and mutuality in resolving disagreements (from husband or wife gives in to a mutual give and take). Responses to the 15 items were averaged such that high scores reflect high levels of marital adjustment and low scores reflect the presence of extensive marital problems. The scale has been cited as the most widely used and validated measure of marital quality (L'Abate & Goodrich, 1980).

Work-family conflict was measured by eight items adapted from the Burke et al. (1979) scale designed to assess the impact of job on home life. The eight items assessed the perceived impact of current job demands on mental and physical states at home, participation in home activities, and the respondent's relationship with his or her spouse. Responses to the 5-point items (with anchors ranging from *a strong negative impact* to *a strong positive impact*) were averaged such that high scores reflect a positive impact of job on home life and low scores reflect a negative impact of job on home life (i.e., work-family conflict).

Quality of life was assessed with a scale used by Staines, Pottick, and Fudge (1986) to measure employees' attitudes toward their lives. In the first portion of the scale, respondents rated their present life situation on eight, 7-point bipolar scales (e.g., boring-interesting) which were averaged and standardized. Responses to single-item measures of happiness ("Taking all things together, how would you say things are these days? Not too happy, pretty happy, very happy.") and life satisfaction ("In general, how satisfying do you find the ways you are spending your life these days? Not very satisfying, pretty satisfying, completely satisfying.") were also averaged and standardized. The two component standard scores were then averaged to produce an overall quality of life index.

### *Data Analyses*

Multiple regression analysis was used to examine the main effects of work experiences and job performance on well-being. Each of the three indicators of well-being was regressed on a set of seven independent variables: autocracy, pressure, nonsupport, inequity, role conflict, time commitment to work, and job performance. Since relationships between work and nonwork may differ as a function of gender (Pleck, 1977), the



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regression analyses were conducted for the total sample, as well as for males and females separately. Each independent variable was entered into each analysis so that the significance of the differences between the respective beta weights for males and females could be examined. Although only the results for the total sample are shown, significant differences in beta weights between males and females are identified.

Moderated multiple regression analysis was used to examine the hypothesized interactions between job performance and work experiences. In each analysis, an indicator of well-being was regressed on job performance, a work experience variable, and the job performance  $\times$  work experience product term. Beta weights for the product terms were then examined for statistical significance. To avoid the problems associated with subgroup correlational analysis (Arnold, 1982), plots were used to examine the nature of the significant interactions.

## RESULTS

Intercorrelations, potential score ranges, means, standard deviations, and alpha coefficients for all study variables are presented in Table 1. Comparisons of potential score ranges with the sample means indicate that the respondents generally perceived their work environments to be slightly inequitable, pressurized, and autocratic, but somewhat supportive as well. Respondents tended to experience relatively low levels of role conflict and were seen by their supervisors as performing at highly satisfactory levels. Furthermore, the sample evidenced no signs of extensive marital problems or work-family conflict. Additional analyses (not shown) revealed that gender was related to only one of the major study variables. Women displayed a significantly ( $p < .05$ ) higher level of work-family conflict than men.

The main effects of work experiences and job performance on well-being are shown in Table 2, which presents the results of the regression analyses for the total sample. Perceived nonsupport in one's work environment and extensive role conflicts were each associated with low levels of marital adjustment and quality of life and with high levels of work-family conflict. In addition, extensive time commitment to work was associated with work-family conflict, and reward inequity was related to a low quality of life and a high level of work-family conflict. Thus, the data provide some support for the notion that specific experiences within the work domain bear relationships to personal and/or family well-being. Job performance, on the other hand, was unrelated to any indicator of well-being.

All three regression analyses were conducted separately by gender, and respective pairs of beta weights for males and females were examined for significant differences. The data revealed that the relationship between job performance and quality of life was significantly ( $t = 1.98, p < .05$ )

TABLE 1  
Intercorrelations among variables

Variables	2	3	4	5	6	7	8	9	10	Range <sup>a</sup>	Mean	SD	Alpha
1. Reward inequity	27	21	64	51	-19	-20	-11	-29	-38	1 to 7	4.37	1.52	.90
2. Pressure		-15	-05	-11	26	05	-05	00	08	1 to 7	4.28	1.48	.73
3. Autocracy			15	03	-01	02	06	-06	-08	1 to 7	4.59	1.16	.85
4. Nonsupport				40	-08	-12	-17	-30	-39	1 to 7	2.91	1.16	.85
5. Role conflict					10	-07	-19	-37	-35	1 to 7	2.32	0.92	.82
6. Time commitment to work						11	-10	-24	00	1 to 7	3.80	0.83	NA
7. Job performance							-02	05	01	1 to 7	5.86	0.71	.93
8. Marital adjustment								34	49	0.13 to 10.53	7.25	1.76	.78
9. Work-family conflict <sup>b</sup>									44	1 to 5	3.10	0.76	.91
10. Quality of life										-3 to +3	0.02	0.94	.93

Note. Decimals omitted from correlations.  $n = 336$ ; for  $r > .10$ ,  $p < .05$ ; for  $r > .14$ ,  $p < .01$ .

<sup>a</sup> Potential score range.

<sup>b</sup> The lower the score, the greater the work-family conflict.

TABLE 2  
Results of Regression Analyses Predicting Well-Being

Independent variable	Dependent variable		
	Marital adjustment	Work-family conflict <sup>a</sup>	Quality of life
Reward inequity	.01	-.13*	-.16*
Autocracy	.08	-.01	.00
Pressure	-.03	.00	.01
Nonsupport	-.14*	-.14*	-.22**
Role conflict	-.14*	-.22**	-.17**
Time commitment to work	-.08	-.26**	-.03
Job performance	-.03 <sup>b</sup>	.02	-.06 <sup>b</sup>
<i>R</i> <sup>2</sup>	.06**	.22**	.21**

Note. Entries are beta weights associated with each independent variable;  $n = 336$ .

<sup>a</sup> See note on Table 1 for scoring of work-family conflict.

<sup>b</sup> The difference in beta weights for males and females was significant at  $p < .05$ , two tailed.

\*  $p < .05$ , one tailed.

\*\*  $p < .01$ , one tailed.

stronger for females (beta =  $-.18$ ,  $p < .05$ ) than for males (beta =  $.03$ ,  $ns$ ). A similar pattern existed for the relationship between job performance and marital adjustment (beta for males =  $.06$ ,  $ns$ ; beta for females =  $-.16$ ,  $p < .05$ ;  $t = 2.08$ ,  $p < .05$ ). Thus, negative relationships between job performance and two indicators of well-being were evident for females but not for males. No other differences between pairs of beta weights for males and females reached significance.

The significant interactions between job performance and work experiences are presented in Table 3. In support of Hypothesis 1, significant ( $p < .05$ ) interactions were observed between job performance and role conflict on marital adjustment and quality of life. The data offered no support for the hypothesized interactions between performance and environmental pressure (Hypothesis 4) or autocracy (Hypothesis 5). Interactions between performance and nonsupport on quality of life and between performance and reward inequity on marital adjustment, although not statistically significant ( $p < .10$ ), were in the direction predicted by Hypotheses 2 and 3, respectively. Exploratory analyses, also shown in Table 3, revealed significant ( $p < .05$ ) interactions between job performance and time commitment to work on marital adjustment and quality of life.

The data were then plotted to examine the interactions. As noted by several researchers (Hunt, Osborn, & Larson, 1975; Peters & Champoux, 1979), an infinite number of lines can be plotted within a moderated multiple regression model. Following the procedure used by Hunt et al.

TABLE 3  
Summary of Significant Interactions Predicting Well-Being

Dependent variable	Independent variables	R <sup>2</sup>	ΔR
Marital adjustment	Job performance + role conflict	.04**	
	Job performance + role conflict + interaction	.05**	.01
Quality of life	Job performance + role conflict	.12**	
	Job performance + role conflict + interaction	.13**	.01
Marital adjustment	Job performance + time commitment to work	.01	
	Job performance + time commitment to work + interaction	.02*	.01
Quality of life	Job performance + time commitment to work	.00	
	Job performance + time commitment to work + interaction	.02	.02

\*  $p < .05$ .

\*\*  $p < .01$ .

(1975), values on the moderator variable (role conflict, reward inequity nonsupport, or time commitment to work) were identified that were  $\pm 1 SD$  from the mean value on that particular moderator. These values were then used to obtain two equations, one for the high (+1  $SD$ ) moderator group and the other for the low (-1  $SD$ ) moderator group. Within each moderator group, high (+1  $SD$ ) and low (-1  $SD$ ) values for the independent variable (job performance) were used to obtain a predicted level on the dependent variable (marital adjustment or quality of life).

Figure 1 presents the results of these analyses. Figure 1a shows that under conditions of extensive role conflict, high job performance was associated with low levels of marital adjustment, whereas under conditions of low role conflict, high job performance was associated with increasing levels of marital adjustment. An identical trend was observed for quality of life (Fig. 1b). Moreover, job performance was inversely related to quality of life for employees who work in nonsupportive environments (Fig. 1c) and was inversely related to marital adjustment for employees who work in inequitable environments (Fig. 1d). As noted, however, these latter two interactions, although in the predicted direction, only approached conventional levels of significance.

Figures 1e and 1f display the interactive effects of job performance and time commitment to work on marital adjustment and quality of life. High job performance was associated with decreasing levels of marital adjustment and quality of life for those employees who devoted relatively little time to their work roles. For employees reporting extensive time commitment to work, high levels of job performance were associated with high levels of marital adjustment and quality of life.

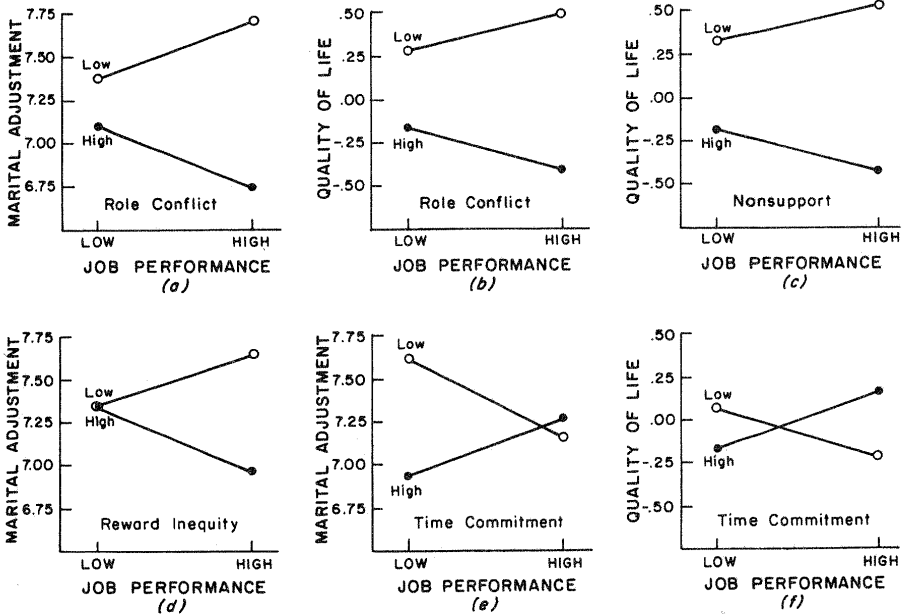


FIG. 1. Interactions between job performance and work experiences on marital adjustment and quality of life.

## DISCUSSION

The present data provide evidence of a relationship between work experiences and feelings of personal and family well-being. Extensive role conflict and perceptions of a nonsupportive work environment were associated with low levels of marital adjustment and quality of life and with high levels of work-family conflict. Additionally, perceptions of reward inequity were associated with extensive work-family conflict and a low quality of life. These relationships are not only consistent with Korman's predictions about the sources of personal failure but also with the general notion that stress produced within the work role may have dysfunctional consequences for one's nonwork life. The relationship between time commitment to work and extensive work-family conflict is also consistent with prior research on the work-nonwork interface (Greenhaus & Beutell, 1985).

For the sample as a whole, high job performance did not detract from personal or family well-being. However, negative relationships between job performance and marital adjustment and quality of life were observed among females. This finding suggests that women's success at work might produce resentment among their spouses and/or guilt among themselves, thereby affecting their marital happiness and self-perceived quality of life. The absence of a relationship between a woman's time commitment

to work and her marital adjustment and quality of life suggests that it is not time investment per se that contributes to these forms of distress but rather the success of these efforts. Just as Hardesty and Betz (1980) found that a woman's financial success had a negative impact on her (and her husband's) marital satisfaction, the present study revealed that a woman's success in her current work role may depress her marital happiness and overall quality of life. An examination of the dynamics behind gender differences in the meaning of job success represents a significant area for additional inquiry.

The interactions between job performance and specific work experiences, although small in magnitude, are nevertheless consistent with the stated hypotheses and their underlying theory. High job performance is more likely to detract from marital happiness and quality of life in work environments characterized by high levels of role conflict than in environments characterized by low levels of role conflict. There is also some evidence that high job performance may detract from quality of life in nonsupportive environments and from marital adjustment in inequitable environments, although since these latter two findings did not reach conventional levels of significance, they are in need of further investigation. It is possible that achieving high levels of job performance in conflict-producing, non-supportive, and inequitable environments increases the sacrifices, compromises, and feelings of emptiness that ultimately take their toll on employees' personal and family well-being. It is also possible that job success in these environments exacerbates employee stress which, in turn, spills over into the nonwork sphere of life. Perhaps the most significant conclusion is that specific experiences within the work domain seem to determine the nonwork consequences of high levels of job performance.

Relationships between job performance and well-being also varied as a function of time commitment to work. The data suggest that low levels of job performance may depress marital adjustment and quality of life for employees who work long hours. Perhaps poor performance despite an extensive time commitment to work intensifies feelings of failure as an employee and as a spouse. Again, these results highlight the need for considerably more research on the meaning of job success under different circumstances.

Such research should incorporate alternative measures of employee success. The use of multiple measures of success (such as changes in status, income, or power) could provide a greater understanding of the meaning and consequences of different forms of job and career success. Similarly, an examination of additional forms of well-being, such as psychological and physical functioning, could expand our understanding of the nonwork consequences of success in the work domain.

Research should examine the relationship between job performance and well-being across a variety of occupational fields. Although portions

of the present findings are consistent with those reported among diverse groups of managers and professionals (Burke & Deszca, 1982; Korman et al., 1981), the inclusion of employees from a range of occupations is necessary to clarify the meaning of success in different contexts. Longitudinal research will be required to assess the direction of causality between performance and well-being, and employee life stage should be included in future investigations, since distress may be most responsive to negative work experiences during transitional periods of development when individuals are often forced to confront the aging process and the flaws in their lives (Korman et al., 1981).

In summary, the relationship between job performance and personal and family well-being may depend upon a number of factors, including the gender of the employee, the extensiveness of role conflicts experienced, the time committed to the work role, and the perceived inequity and nonsupportiveness of the work environment. There is a clear need for additional research to promote a greater understanding of the nonwork consequences of success in the work domain.

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Received: April 7, 1987.

