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Dysfunctional Romantic Conflict and Spillover into Career

By

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Abstract

Extensive research has been conducted on interpersonal conflict, work-life balance, and job performance/satisfaction, with much of it focused on the implications when it originates in the workplace. However, a meta-analysis of the existing literature has found a shortage of information related to interpersonal conflict derived from outside the workplace (e.g., romantic conflict), especially when it overlaps into spillover associated with job satisfaction and performance. One-hundred and eighty-three participants aged 18-26 who were both in a relationship and had a full-time job were gathered using Amazon Mechanical Turk (MTurk). A survey was administered to measure the participants' self-reported romantic relationship conflict and satisfaction, and their views towards job satisfaction, performance, and spillover effects. These data were then analyzed to determine the association between the participants' perceived dysfunctional romantic conflict, job satisfaction/performance, and spillover. Results suggested that romantic conflict does impact job spillover and counterproductive work behavior but does not translate to a drop in self-reported job satisfaction or performance.

Keywords: job satisfaction, interpersonal conflict, romantic conflict, home-work spillover, job performance

Dysfunctional Romantic Conflict and Spillover into Career

Employment has shifted irreversibly away from autonomy and entered the office space. Humanity has realized over the last fifteen years that most tasks can be completed more efficiently when working collaboratively as a team rather than individually (Kozlowski & Bell, 2003; Kozlowski & Ilgen, 2006). Of course, there are exceptions, but with the colossal strides in technological advancement, there is no denying that the new dominant workplace is indoors. With this change comes new ways to measure employee productivity such as job satisfaction, job performance, work-life balance, and conflict. Analysts and consultants are tasked with gauging the productivity and cohesion of a work force as management struggles to meet each new deadline. Naturally, all of this influences the employees' mental health. Returning home from another day at work, they need relaxation and recreation to alleviate the stresses they encounter on the job. What happens when this desired tranquility is disturbed? Anything from major life events, for example, divorce, death, and medical emergencies, to the more minor discomforts like fights with one's spouse, sibling, or child can interrupt the appealing bliss of home life. To cope, people may attempt to compartmentalize the two major aspects of their life: home and work. However, is it truly possible to separate them? Consciously, perhaps, but emotions and other cognitive processes are subconsciously on overload. In fact, those seemingly minor conflicts at home could have a drastic impact on one's mental state at work. On one end of the spectrum, either the victim of conflict throws themselves into work and becomes a "workaholic" to cope while ignoring their

feelings entirely or they can no longer function at work because the transpiring events back home consume their thoughts. At best, the victims are somewhere in between these extremes and are distracted and discontented with their work, home life, or both, depending on the severity of the mental dissonance.

Interpersonal Conflict and Job Outcomes

Unfortunately, within any given group, conflict will arise. *Interpersonal conflict* is defined “as a state of incompatible behaviors” by Shantz and can be thought of as unilateral or dyadic, though behavioral opposition is essential to either definition (Laursen & Collins, 1994). That is, either a single party opposes the other and incites reactive actions (unilateral) or there is mutual opposition between both parties (dyadic). Shantz also frames conflict as a timeline that includes a *conflict issue, initiation and opposition, resolution, and outcome*. Take a couple sitting together at a restaurant. If the male notices that his partner’s gaze lingers more than usual on their waiter, he may become instinctively threatened (conflict issue) and begin to pout or give her the silent treatment (initiation and opposition). Noticing this change in behavior, the female, mildly annoyed, asks him what’s wrong. Of course, he cannot say outright that her attention towards the waiter made him uneasy, so he deflects the conversation elsewhere and says that he is just impatient for their meal. The conversation ebbs and flows until the waiter returns and again receives a broad smile and lots of eye contact. With this, our instigator can no longer contain himself, and a fight breaks loose until his insecurity is sufficiently reassured (resolution). The fallout of this scenario

is that the female begins to notice this pattern every time they go out; hence, a breakup may be inevitable (outcome). Regardless of the structure, conflict can either be dysfunctional (e.g. our couple fighting at the restaurant) or functional (e.g. a disagreeing opinion about a movie that leads to another viewing) and requires two or more people.

In the business world, interpersonal conflict has become a subject of interest. However, much of the research examines its implications when originating within the workplace. In fact, there has been extensive research on interpersonal conflict, work-life balance, and job performance/satisfaction (Carlson, Thompson, & Kacmar, 2018; Haider, Jabeen, & Ahmad, 2018; Lee et al., 2016; Moen et al., 2015; Mulki et al., 2015; Pelled et al., 1999; Wyland et al., 2016). For instance, work-to-family conflict has long been a source of research. The role dynamic in which pressure is equally shared between home and the workplace necessitates constant internal dissonance for an employee (Carlson, Thompson, & Kacmar, 2018). This area of research encompasses romantic conflict but does not focus on the spillover into the workplace. Haider and his colleagues' analysis found a correlation between psychological well-being during work-life balance on job performance. Additionally, they found that satisfaction with coworkers had an impact in this area (2018). The repercussions of conflict can be viewed from two different lenses: the effects at an individual level and the impact at the team level. Individual-level analyses show more insight into job satisfaction and other well-being factors, but team-level analyses do not directly affect well-being (Moen et al., 2015). Does this mean group conflict does not affect job

satisfaction? It seems unlikely that one could be in a negative, conflict-rich environment and yet see no impact on well-being. Still another study researched the effects of Work-Family Spillover (WFS) and found that “Negative WFS (NWFS) refers to strain from the workplace interfering with one’s family and personal life, whereas positive WFS (PWFS) indicates positive moods and energy from work facilitating performance of family and personal roles (Lee et al., 2016).” They determined that the consequences of NWFS included higher levels of exhaustion and lower levels of job satisfaction while PWFS correlated with less exhaustion and higher job satisfaction.

Individual spillover to teams. When defining conflict and delving into the literature on work-related measures, it becomes necessary to briefly discuss group and team dynamics, and how mental disquietude from one individual can unbalance them. Though work groups and teams are often defined differently depending on the author, I will follow the path of Kozlowski and Bell and make no such distinction between the two (2003). They use the umbrella definition of a work team/group as the following: “(a) ...composed of two or more individuals, (b) who exist to perform organizationally relevant tasks, (c) share one or more common goals, (d) interact socially, (e) exhibit task interdependencies (i.e., workflow, goals, outcomes), (f) maintain and manage boundaries, and (g) are embedded in an organizational context that sets boundaries, constrains the team, and influences exchanges with other units in the broader entity (p. 6).” Work teams follow a multilevel, hierarchical structure wherein teams are comprised of individuals that fall under a broader organization. In turn, those individuals have their niche in the overlaying structure. To

illustrate this point, a firm (overlying structure) has many divisions of labor (organization of individuals) which collectively have different branches of teams focused on separate tasks. The individual then is part of a team belonging to a branch within a division of the firm. An important concept to keep in mind is that teams do not have behavior; rather, the individuals of the team behave in and influence the team dynamic, which is measurable. Therefore, due to their very nature, teams are not static but a fluctuating, dynamic conglomeration of collective team level phenomena with numerous complex processes (Kozlowski & Bell, 2003). Moreland and Levine (1992) describe research into team composition as having three foci: the demographics and personality traits of the individuals (consequential), the team's overall representation of certain desired characteristics (contextual), and the mindset the researcher has when approaching the nature of the composition (causal) (Kozlowski & Bell, 2003). Naturally, the foundation of this study relies on the first focus: individual attributes. Conflict at home resulting in cognitive dissonance within an individual can cross over into the employee's team. The important takeaway here is that individual characteristics drastically impact both the process and output of a team.

Spillover and Crossover

This overview of team concepts and work conflict previously explored in literature provides the foundation of this study since individuals' job performance is often tied to their surrounding team, and work team conflict can *spill over* into familial life (Carlson et al., 2018). Amstad and Semmer (2018) define *spillover* as "the generalization of behaviour, emotions,

attitudes, or stress of one life domain to another life domain (p. 43).” This is not to be confused with *crossover*, which Bolger, DeLongis, Kessler, and Wethington (1989) define as “the interpersonal process that occurs when psychological strain or stress experienced by one individual influences the degree of strain of another individual in the same social environment (Carlson et al., 2018, pp. 1-2).” Spillover can occur when stressful work situations send a debilitated wife home, which indirectly causes her husband to be unsettled. This leads to crossover when he takes this home-based conflict to work the next day and upsets the balance of his tightly-wound cohort. Authors tend to agree that crossover and spillover are intricately correlated and impact whichever domain they infiltrate (Amstad & Semmer, 2018; Carlson et al., 2018; Westman, 2001). Amstad and Semmer provide a model to visualize the distinction between crossover and spillover (see Figure 1). It is important to reiterate that the effects of both crossover and spillover are not exclusively negative (Lee et al., 2016). In fact, social interactions can spill over into another domain causing a noticeably positive effect! As mentioned before, much of the existing literature discusses conflict originating at work. Conflict in one team member’s life inadvertently affects the rest of the group and is bad for organizational efficiency.

Current Study

A meta-analysis of the existing literature has found a shortage of material related to dysfunctional interpersonal conflict outside of the workplace. Additionally, there was also a lack of information regarding its effect on job satisfaction and performance. Most studies have looked

at work-life spillover or how job stress spills over into the home. Even then, the issue of conflict is not thoroughly addressed. Furthermore, there is a dearth of literature investigating the issue of whether or not home conflict spills over to the workplace. We understand how conflict is framed and how an individual's personal issues can impact the delicate balance on work teams and their efficacy. With these concepts in mind, this study focuses on the romantic conflict spillover from home to work. We gathered data using Amazon Mechanical Turk (MTurk) in a self-reported survey and analyzed the results to determine the association between the participants' perceived dysfunctional romantic conflict, job satisfaction/performance, and spillover. We hypothesize that the more severe and negative the romantic conflict is outside of work, the lower the reported job satisfaction and measured job performance will be. We also predict that spillover will correlate with negative conflict strategies and relationship satisfaction.

Method

Participants

One-hundred and eighty-three emerging adults aged 18-25 (56.3% male, 43.7% female; M age = 23.31 years; SD = 1.84 years) in romantic relationships were surveyed. The relationship status of the participants is as follows: 38.8% were married, 37.7% were seriously dating, 13.1% were casually dating, and 10.4% were engaged. All participants had been dating their partner for at least six months, were currently living with their partner, and were working at least full-time (79.2% full-time, 20.8% over full-time). The sample's race and ethnicity consists of 71.6%

White/Caucasian, 17.5% African-American, 8.2% Asian, 2.7% Native Hawaiian/American, 71.6% non-Hispanic, and 28.4% Hispanic. The participants were obtained from Mechanical Turk (MTurk) and were not selected based on race, ethnicity, or gender.

Procedure

A survey was administered to measure participants' self-reported romantic relationship dysfunctional conflict, job satisfaction, job performance, and relationship to work spillover. This survey was compiled and housed on USF Qualtrics and administered via MTurk. Workers individually searched and gained access to the survey, which redirected them to Qualtrics. This was done in batches of nine. After workers completed the survey, the principle investigator vetted the responses to ensure validity. This was done through the use of qualifying questions and attention check questions. Each individual response was scrutinized in this way for each batch until the desired *n* number was achieved. These results were then analyzed to determine the extent of the correlation between the participants' perceived dysfunctional romantic conflict, job satisfaction/performance, and spillover. All procedures were approved by the University Institutional Review Board.

Measures

Relationship measures. The following measures are found in full within Appendix A. All items were compiled on Qualtrics and administered via MTurk. The relationship measures consist

of measures of conflict strategies, relationship status, conflict types, conflict and aggression, and conflict resolution strategies.

Conflict strategies. The Relationship Dynamics Scale (RDS) was utilized to measure the frequency of conflict resolution strategies in respondents' romantic relationships (Stanley & Markman, 1996). The scale is comprised of eight items and was scored using a 3-point Likert scale, (1 = "Never or almost never", 2 = "Once in a while", 3 = "Frequently"). The items offered the respondent varying scenarios that are likely to occur in a romantic relationship and instructed them to answer according to the frequency with which they experience the situations. Sample items are: 1) "Little arguments escalate into ugly fights with accusations, criticisms, namecalling, or bringing up past hurts." 2) "My partner criticizes or belittles my opinions, feelings, or desires." 3) "When we argue, one of us withdraws, that is, doesn't want to talk about it anymore; or leaves the scene."

Relationship status. The Relationship Assessment Scale (RAS) was employed to measure relationship status and satisfaction (Hendrick, 1988). It includes seven items and was scored using a 5-point Likert scale (1 = "Poorly", 3 = "Average", 5 = "Excellent"). Respondents were asked to rate how satisfied they are with specific aspects of their romantic relationship. Sample items include: 1) "How well does your partner meet your needs?" 2) "How good is your relationship compared to most?" 3) "How often do you wish you hadn't gotten into this relationship?" 4) "How many problems are there in your relationship?"

Conflict types. The Couple Conflict Types (CCT) scale measured different ways individuals handle conflict in their relationship (Holman & Jarvis, 2003). These five items were scored using a 5-point Likert scale (1 = “Never”, 2 = “Rarely”, 3 = “Sometimes”, 4 = “Often”, 5 = “Very often”). The instructions were as follows: “Below are descriptions of how people in four different types of relationships handle conflict. We would like to see which type most closely describes how you and your partner deal with conflict in your relationship. Please choose how often each of the following scenarios describe your conflict interactions with your partner.” A sample item is “(Hostile) We argue often and hotly. There are a lot of insults back and forth, name calling, putdowns, and sarcasm. We don’t really listen to what the other is saying, nor do we look at each other very much. One or the other of us can be quite detached and emotionally uninvolved, even though there may be brief episodes of attack and defensiveness. There are clearly more negatives than positives in our relationships.”

Conflict and aggression. The Conflict Tactics Scale, Revised (CTS2S) was utilized to measure the use of negotiation as well as psychological and physical assaults on a partner in a marital or dating relationship (Straus, Hamby, McCoy, & Sugarman, 1996). Twenty items were scored using an 8-point Likert scale on the frequency that each item has occurred in the relationship (1 = “Once in the past year”, 2 = “Twice in the past year”, 3 = “3-5 times in the past year”, 4 = “6-10 times in the past year”, 5 = “11-20 times in the past year”, 6 = “More than 20 times in the past year”, 7 = “Not in the past year, but it did happen before”, 8 = “This has never happened”).

Respondents were instructed with great care on how to answer these items. A few sample ones are: 1) “My partner insulted or swore or shouted or yelled at me”, 2) “I pushed, shoved, or slapped my partner”, 3) “I went to see a doctor (M.D.) or needed to see a doctor because of a fight with my partner”, 4) “My partner insisted on sex when I did not want to or insisted on sex without a condom (but did not use physical force).”

Conflict resolution strategies. The Romantic Partner Conflict Scale (RPCS) was utilized to assess ways partners resolve conflict in their romantic relationship (Zacchilli, Hendrick & Hendrick, 2009). Thirty-nine items were scored using 5-point Likert scale (0 = “Strongly disagree”, 2 = “Neither agree nor disagree”, 4 = “Strongly agree”). Respondents were asked to think about a recent conflict they had with their romantic partner. If they were not currently in a relationship, they were instructed to answer how they would normally react when in one. Sample items include: 1) “When my partner and I disagree, we consider both sides of the argument.” 2) “I try to meet my partner halfway to resolve a disagreement.” 3) “When my partner and I disagree, we argue loudly.” 4) “When we disagree, we try to separate for awhile so we can consider both sides of the argument.” 5) “I give in to my partner’s wishes to settle arguments on my partner’s terms.”

Work measures. Job-related measures consist of measures of job attitude, job satisfaction, job performance, work performance and counterproductive behavior, and work spillover.

Job attitude. The Job Cognitions Scale (JCS) measured employees' attitudes towards their job (Brief & Roberson, 1987). Twenty items, using a 5-point Likert scale (1 = "Never true", 3 = "Sometimes true", 5 = "Always true"), assessed the respondents' feelings about their work situation. They were asked to indicate the extent to which each statement is true when they are at work. The prompt included the first word in each item "I...". Some sample items follow: 1) "Am able to keep busy." 2) "Have the chance to be somebody." 3) "Have the chance to make use of abilities." 4) "Get praise for doing a good job."

Job satisfaction. The Global Job Satisfaction Scale (GJSS) was employed to measure job satisfaction (Brayfield & Rothe, 1951). Consisting of six items, it was scored using a 5-point Likert scale (1 = "Strongly disagree", 3 = "Neither agree nor disagree", 5 = "Strongly agree"). A few of the items are: 1) "I find real enjoyment in my job." 2) "I would not consider taking another kind of job." 3) "I feel fairly well satisfied with my job."

Job performance. The Job Performance Scale (JPS), modified for this study, was utilized to measure job performance (Goodman & Svyantek, 1999). Twenty-four items were scored using a 7-point Likert scale (1 = "Strongly disagree", 4 = "Neither agree nor disagree", 7 = "Strongly agree") and are broken into three subscales: altruism (6 items), conscientiousness (9 items), and task performance (9 items). Each subscale was scored separately. Respondents were asked to answer each statement as objectively as possible about themselves, and the prompt includes "Would you agree that you..." as a preface to each statement. Sample items are: 1) "Take initiative

to orient new employees to the department even though it's not part of your job description?" 2) "Spend a great deal of time in personal telephone conversations?" 3) "Perform well in the overall job by carrying out tasks as expected?"

Work performance and counterproductive behavior. The Individual Work Performance Questionnaire 0.3 (IWPQ) was used to measure job performance with regard to task performance, contextual performance, and counterproductive work behavior (Koopmans et al., 2014). Twenty-seven items, divided in to three subscales, were scored using two separate 5-point Likert scales. The first two subscales, task performance (7 items) and contextual performance (12 items), use one scale (1 = "Seldom", 2 = "Sometimes", 3 = "Frequently", 4 = "Often", 5 = "Always"), and counterproductive work behavior (8 items), which is reverse scored, has its own scale (1 = "Never", 2 = "Seldom", 3 = "Sometimes", 4 = "Frequently", 5 = "Often"). Respondents were asked to answer only when thinking about the past three months. Here is an item from each subscale: 1) "I knew how to set the right priorities." 2) "I came up with creative solutions to new problems." 3) "I spoke with colleagues about the negative aspects of my work."

Work spillover. The Work Spillover Scale (WSS), modified for this study, was utilized to measure relationship to work spillover (Small & Riley, 1990). Ten items were scored using a 5-point Likert scale (1 = "Strongly disagree", 3 = "Neither agree nor disagree", 5 = "Strongly agree"). Respondents were asked to answer based on the extent that they agree with each statement. Sample items include: 1) "My relationship with my partner helps me have a better

experience at work.” 2) “My job suffers because of my relationship with my partner.” 3) “My relationship with my partner doesn't affect whether I perform well at work.”

Results

Descriptive statistics for the all study variables are represented in Table 1, and the correlation matrix is displayed in Table 2. Pearson correlation coefficients were computed to assess the association between romantic relationship and work outcome measures. Generally, hypotheses were supported. However, hypothesis I was not fully supported. There was no correlation between negative conflict strategies and job performance or satisfaction. Yet, there was a positive correlation between negative conflict strategies and counterproductive work behavior, $r = .63, p < .001$. Counterproductive work behavior was also negatively correlated with relationship satisfaction, $r = -.40, p < .001$. This indicates that a dysfunctional, conflict-rich relationship with poor satisfaction can lead to toxic conduct at work.

Hypothesis II was fully supported. Spillover effects significantly correlated with negative conflict strategies and relationship satisfaction. There was a positive correlation between work spillover and negative conflict strategies, $r = .66, p = < .001$, and a negative correlation between work spillover and relationship satisfaction, $r = -.60, p = < .001$. This signifies that more conflict can lead to negative spillover into one's career, but higher satisfaction in a relationship can reduce that spillover. In addition, there was a positive correlation between task performance and relationship satisfaction, $r = .39, p = < .001$ and job attitude, $r = .65, p < .001$. Job attitude was also

positively correlated with relationship satisfaction, $r = .45, p < .001$. This indicates that there were positive spillover effects from relationship satisfaction into career. Finally, job satisfaction was positively correlated with partner responsiveness, $r = .33, p < .001$, task performance, $r = .44, p < .001$, contextual performance, $r = .50, p < .001$, and job attitude $r = .59, p < .001$. In short, job satisfaction and attitude are intricately connected to performance on the job, and an employee's romantic relationship impacts these work outcomes.

Discussion

This research aimed to explore the associations between romantic relationships and work outcomes, specifically how relationships with negative conflict strategies and low satisfaction can influence an individual's career. Hypothesis I stated that the more severe and negative the romantic conflict is outside of work, the lower the reported job satisfaction and measured job performance would be. Unfortunately, this was not supported by the data. Neither job satisfaction nor job performance correlated with negative conflict strategies. We also predicted in hypothesis II that spillover would correlate with negative conflict strategies and relationship satisfaction, and this was supported by our findings. Work spillover was correlated with both negative conflict strategies and relationship satisfaction. Interestingly, our analysis found that home-work spillover and counterproductive work behavior were significantly correlated. It seems unlikely that respondents reporting high levels of home-work spillover and toxic behavior at work would not suffer a lapse in performance. Since hypothesis II was supported and hypothesis I was not, it is probable that this

seemingly contradictory significance would correlate with poor job satisfaction and performance in future research with a larger sample size.

Implications for Research

This study has shed some much-needed light into the consequences that interpersonal conflict (e.g. romantic conflict) can have on an individual's career. The more negative and frequent conflict occurs at home, the less satisfied individuals are in their relationships and the more spillover into career is reported. When the relationship is going well, positive spillover takes place, and task performance and attitude towards the job are increased. Operationalizing negative conflict strategies correlates with counterproductive behavior in the workplace (e.g. unexplained absences, laziness, and toxic behavior) and less satisfaction in the relationship. When the respondent viewed their romantic partner as being more responsive to them, their job satisfaction increased as well. This satisfaction is correlated with better task performance, contextual performance, and attitude towards the job. Additionally, this positive attitude was correlated with relationship satisfaction. In short, managerial staff may wish to ascertain the relationship status and presence of conflict in potential candidates in the hiring pool as this significantly impacts their perception of work. Granted, conflict and dissatisfaction at the time of hire does not necessarily mean that these dysfunctional properties will continue to plague the applicant in the future, nor does this mean a satisfied partner with little to no conflict will maintain a healthy romantic relationship indefinitely. Instead, it is important to gauge the seriousness of the issue and take steps to enable both current

and prospective employees to remedy the situation. This can benefit not only the individual employee, but the team they are a part of and the organization as a whole.

Study Limitations and Future Directions

The inconsistency with hypothesis I could be due to the nature of self-reported data acquired from an online survey. To combat this, future studies may wish to facilitate unbiased assessments of work-related variables. These can then be compared to employees' self-reported relationship variables to further challenge our current results. In addition, the fact that many respondents would likely have identified themselves as being in a positive relationship almost certainly impacted our results. A quasi-experimental design would have gained more significant results by allowing study staff to place participants into a control group if their relationships were viewed as positive. Participants in negative relationships would make up the other group. The correlational differences between participants in functional and participants in dysfunctional relationships could then be compared. This could have also affected the reported job satisfaction and performance (i.e. those in predominantly negative relationships may be more likely to report spillover into career across all work outcomes). For this reason, future studies may wish to incorporate a screening interview to specifically select participants that are in a conflict-rich relationship for the experimental group. This could more accurately measure the impact that dysfunctional interpersonal relationships have on an employee's work output. Researchers might similarly consider administering a follow-up survey to track any changes in romantic conflict or

job satisfaction/performance and spillover, or even conducting a longitudinal study to measure the long-term effects such interpersonal issues may cause.

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Table 1

Descriptive Statistics For All Study Variables

<u>Variable</u>	<u>Mean</u>	<u>Std Dev</u>	<u>Minimum</u>	<u>Maximum</u>
Anxious Attachment	4.05	1.35	1.00	6.22
Avoidant Attachment	3.08	0.89	1.00	5.56
Love Language-Touch	7.59	1.07	4.50	9.00
Love Language-Time	7.29	1.35	2.00	9.00
Love Language-Service	7.03	1.15	3.50	9.00
Love Language-Gifts	7.13	1.24	3.00	9.00
Love Language-Words	7.46	1.13	4.00	9.00
Perceived Stress	1.92	0.56	0	3.10
Loneliness	1.82	0.59	1.00	3.00
Negative Conflict Strategies	15.09	4.25	8.00	24.00
Relationship Satisfaction	3.69	0.65	1.29	5.00
Alternatives	4.71	2.18	0	8.00
Investment	5.93	1.29	1.60	8.00
Commitment	5.64	1.42	3.00	8.00
Volatile Conflict Type	3.40	1.09	1.00	5.00
Avoiding Conflict Type	3.39	1.01	1.00	5.00
Validating Conflict Type	3.60	0.93	1.00	5.00
Hostile Conflict Type	3.72	1.78	1.00	7.00
Accessibility	3.24	1.23	1.00	5.00
Responsiveness	4.01	0.79	1.00	5.00
Engagement	2.95	1.25	1.00	5.00
Partner Accessibility	3.12	1.27	1.00	5.00
Partner Responsiveness	4.03	0.76	1.00	5.00
Partner Engagement	2.96	1.25	1.00	5.00
Compromise	3.89	0.67	1.00	5.00
Domination	3.09	1.04	1.00	4.67
Avoidance	3.76	0.85	1.00	5.00
Submission	3.35	0.89	1.00	5.00
Interreactivity	3.04	1.14	1.00	4.67
Home-Work Spillover	3.10	0.93	1.00	4.30
Job Autonomy	3.77	0.60	2.00	5.00
Global Job Satisfaction	3.84	0.67	1.50	5.00
Altruism	5.18	0.95	1.50	7.00
Conscientious	4.96	0.94	2.11	7.00
Job Performance	5.40	0.92	2.78	7.00
Task Performance	3.77	0.65	2.14	5.00
Contextual Performance	3.67	0.62	1.75	5.00
Counterproductive Work Behavior	3.10	1.04	1.00	5.00
Conformity	5.27	0.86	2.50	7.00
Attention-to-Detail	5.53	0.79	2.75	7.00
Work-Family Spillover	4.73	1.43	1.00	6.80
Family-Work Spillover	4.58	1.59	1.00	6.60

Family Interference	3.05	1.09	1.00	5.00
Organizational Values	3.81	0.64	1.20	5.00
Organizational Pride	3.85	0.61	1.33	5.00
Job Attitude	3.75	0.59	1.00	5.00
Relationship Spillover	3.03	0.90	1.00	4.60
Relationship Leisure	3.17	1.03	1.00	4.60

Note. Not all variables are reported in results.

Table 2

Correlation Matrix: Work-Outcome Measures and Relationship Conflict Measures

	<u>Neg.</u> <u>Conflict</u> <u>Strat.</u>	<u>Rel.</u> <u>Sat.</u>	<u>Alt.</u>	<u>Inv.</u>	<u>Rel.</u> <u>Comm.</u>	<u>Vol.</u> <u>Con.</u> <u>Type</u>	<u>Avoid.</u> <u>Con.</u> <u>Type</u>
1. Home-Work Spillover	.66***	-.60***	.65***	-.08	-.65***	.49***	.21
2. Job Autonomy	.11	.24	.13	.34***	.19	.11	.26
3. Job Satisfaction	.07	.12	.32***	.31***	-.01	.16	.21
4. Altruism	.18	.07	.39***	.53***	.14	.19	.31***
5. Conscientiousness	.33***	-.05	.49***	.51***	.02	.21	.27
6. Job Performance	-.06	.35***	.11	.59***	.45***	-.06	.20
7. Task Performance	-.09	.39***	.08	.47***	.36***	-.13	.19
8. Contextual Performance	.07	.27	.25	.43***	.21	.06	.21
9. Counterproductive Work Behavior	.63***	-.40***	.63***	.02	-.49***	.39***	.20
10. Conformity	.11	.17	.09	.43***	.24	.09	.13
11. Attention-to-Detail	-.01	.31***	.03	.45***	.36***	-.02	.16
12. Work-Family Spillover	.56***	-.39***	.67***	.05	-.42***	.47***	.23
13. Family-Work Spillover	.59***	-.49***	.72***	-.03	-.56***	.49***	.29
14. Family Interference	.69***	-.53***	.65***	-.06	-.60***	.52***	.26
15. Organizational Values	.20	.08	.37***	.33***	-.06	.28	.26
16. Organizational Pride	.02	.17	.26	.32***	.04	.12	.27
17. Job Attitude	-.05	.45***	.14	.48***	.34***	.09	.17
18. Relationship Spillover	.63***	-.58***	.64***	-.04	-.61***	.43***	.18
19. Relationship Leisure	.65***	-.59***	.62***	-.11	-.64***	.51***	.23

Note. *** $p < .001$. Neg. Con. Strat. = Negative Conflict Strategies; Rel. Sat. = Relationship Satisfaction; Alt. = Alternatives; Inv. = Investment; Rel. Comm. = Relationship Commitment; Vol. Con. Type = Volatile Conflict Type; Avoid. Con. Type = Avoiding Conflict Type

Table 2 Cont.

Correlation Matrix: Work-Outcome Measures and Relationship Conflict Measures

	<u>Valid.</u> <u>Con.</u> <u>Type</u>	<u>Host.</u> <u>Con.</u> <u>Type</u>	<u>Access.</u>	<u>Respon.</u>	<u>Engage.</u>	<u>Part.</u> <u>Access.</u>	<u>Part.</u> <u>Respon.</u>
1. Home-Work Spillover	-.05	.68***	-.66***	-.41***	.74***	-.71***	-.35***
2. Job Autonomy	.34***	-.05	-.15	.31***	.11	-.09	.39***
3. Job Satisfaction	.29***	.14	-.19	.23	.11	-.12	.33**
4. Altruism	.31***	.09	-.21	.29***	.20	-.23	.29***
5. Conscientiousness	.28***	.19	-.31***	.21	.36***	-.35***	.19
6. Job Performance	.38***	-.22	.06	.47***	-.08	.08	.42***
7. Task Performance	.30***	-.25	.00	.42***	-.08	.10	.46***
8. Contextual Performance	.37***	-.07	-.09	.39***	.07	-.05	.42***
9. Counterproductive Work Behavior	.04	.54***	-.60***	-.19	.66***	-.61***	-.16
10. Conformity	.27	-.04	-.06	.27	.04	-.04	.31***
11. Attention-to-Detail	.23	-.16	.15	.40***	-.04	.14	.39***
12. Work-Family Spillover	.06	.53***	-.59***	-.26	.67***	-.62***	-.19
13. Family-Work Spillover	.04	.61***	-.64***	-.32***	.67***	-.67***	-.23
14. Family Interference	.05	.68***	-.72***	-.31***	.74***	-.69***	-.28
15. Organizational Values	.28	.20	-.29***	.13	.18	-.22	.25
16. Organizational Pride	.39***	.07	-.13	.26	.06	-.09	.36***
17. Job Attitude	.39***	-.17	-.01	.49***	-.07	.13	.56***
18. Relationship Spillover	-.03	.63***	-.63***	-.35***	.69***	-.68***	-.32***
19. Relationship Leisure	-.07	.68***	-.65***	-.43***	.74***	-.69***	-.36***

Note. ***p < .001. Valid. Con. Type = Validating Conflict Type; Host. Con. Type = Hostile Conflict Type; Access. = Accessibility; Respon. = Responsiveness; Engage. = Engagement; Part. Access. = Partner Accessibility; Part. Repon. = Partner Responsiveness

Table 2 Cont.

Correlation Matrix: Work-Outcome Measures and Relationship Conflict Measures

	<u>Part.</u> <u>Engage.</u>	<u>Comp.</u>	<u>Dom.</u>	<u>Avoid.</u>	<u>Subm.</u>	<u>Interr.</u>
1. Home-Work Spillover	.73***	-.33***	.66***	-.03	.59***	.79***
2. Job Autonomy	.13	.35***	.11	.42***	.06	.08
3. Job Satisfaction	.19	.39***	.18	.39***	.20	.22
4. Altruism	.23	.42***	.29***	.37***	.34***	.25
5. Conscientiousness	.39***	.32***	.42***	.37***	.36***	.42***
6. Job Performance	-.04	.64***	.07	.48***	.07	-.09
7. Task Performance	-.08	.57***	.01	.39***	-.03	-.14
8. Contextual Performance	.06	.43***	.06	.34***	.04	.02
9. Counterproductive Work Behavior	.66***	-.14	.60***	.17	.45***	.67***
10. Conformity	.07	.35***	.04	.39***	.09	.02
11. Attention-to-Detail	-.05	.41***	-.03	.39***	.02	-.09
12. Work-Family Spillover	.69***	-.12	.67***	-.01	.53***	.67***
13. Family-Work Spillover	.70***	-.19	.67***	-.06	.59***	.73***
14. Family Interference	.76***	-.23	.65***	.03	.59***	.73***
15. Organizational Values	.24	.28	.27	.38***	.32***	.34***
16. Organizational Pride	.11	.32***	.07	.46***	.15	.09
17. Job Attitude	-.01	.62***	.09	.37***	.03	-.02
18. Relationship Spillover	.67***	-.28	.62***	-.01	.59***	.74***
19. Relationship Leisure	.73***	-.35***	.65***	-.05	.56***	.78***

Note. ***p < .001. Part. Engage. = Partner Engagement; Comp. = Compromising; Dom. = Dominating; Avoid. = Avoiding; Subm. = Submitting; Interr. = Interreactivity

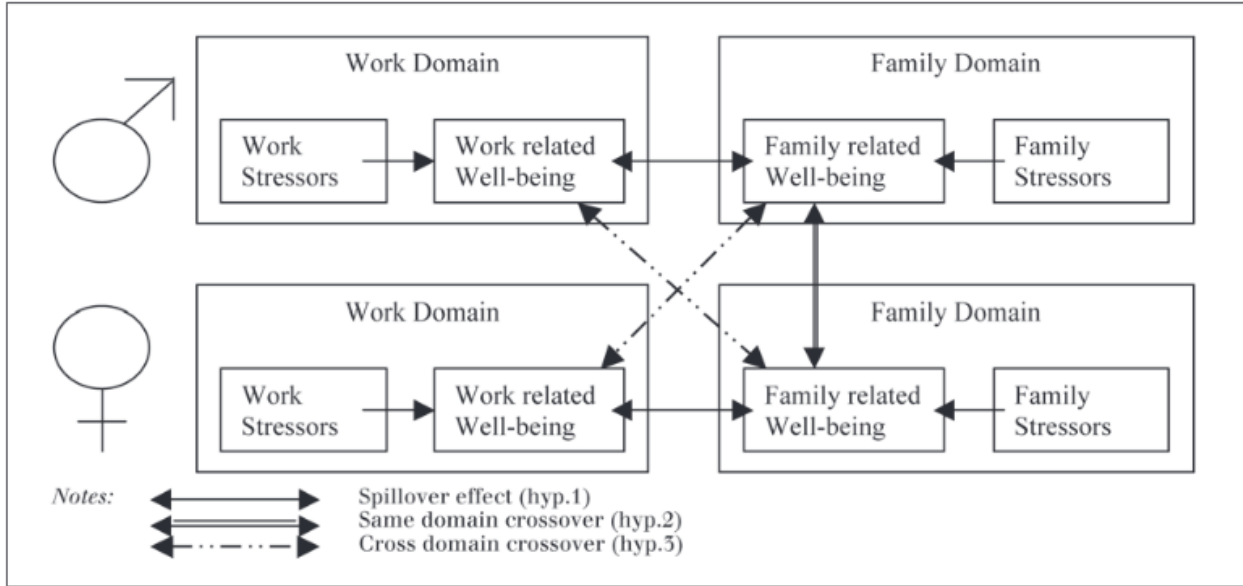


Figure 1: Summary of crossover versus spillover effects (Amstad & Semmer, 2018).

Appendix A: Measures

Relationship Dynamics Scale (RDS) (Stanley & Markman, 1996)

Use the following 3-point scale to rate how often you and your partner experience the following:

1 = Never or almost never

2 = Once in awhile

3 = Frequently

1. Little arguments escalate into ugly fights with accusations, criticisms, namecalling, or bringing up past hurts.
2. My partner criticizes or belittles my opinions, feelings, or desires.
3. My partner seems to view my words or actions more negatively than I mean them to be.
4. When we have a problem to solve, it is like we are on opposite teams.
5. I hold back from telling my partner what I really think and feel.
6. I think seriously about what it would be like to date or marry someone else.
7. I feel lonely in this relationship.
8. When we argue, one of us withdraws, that is, doesn't want to talk about it anymore; or leaves the scene.

Relationship Assessment Scale (RAS) (Hendrick, 1988)

Instructions: Using this scale, rate how satisfied you are in your relationship.

<i>Poorly</i>		<i>Average</i>		<i>Excellent</i>
<i>1</i>	2	3	4	5

1. How well does your partner meet your needs?
2. In general, how satisfied are you with your relationship?
3. How good is your relationship compared to most?
4. How often do you wish you hadn't gotten into this relationship?
5. To what extent has your relationship met your original expectations?
6. How much do you love your partner?
7. How many problems are there in your relationship?

Couple Conflict Types (CCT) (Holman & Jarvis, 2003)

Below are descriptions of how people in four different types of relationships handle conflict. We would like to see which type most closely describes how you and your partner deal with conflict in your relationship. Please choose how often each of the following scenarios describe your conflict interactions with your partner:

1	2	3	4	5
Never	Rarely	Sometimes	Often	Very often

1. (Volatile) In our relationship, conflicts may be fought on a grand scale, and that is okay, since our making up is even grander. We have volcanic arguments, but they are just a small part of a warm and loving relationship. Although we argue, we are still able to resolve our differences. In fact, our passion and zest for fighting actually lead to a better relationship, with a lot of making up, laughing, and affection.
2. (Avoiding) In our relationship, conflict is minimized. We think it is better to “agree to disagree” rather than end up in discussions that will result in a deadlock. We don’t think much is to be gained from getting openly angry with each other. In fact, a lot of talking about disagreements seems to make matters worse. We feel that if you just relax about problems, they will have a way of working themselves out.
3. (Validating) In our relationship, when we are having conflict, we let each other know the other’s opinions are valued and their emotions valid, even if we disagree with each other. Even when discussing a hot topic, we display a lot of self-control and are calm. When fighting, we spend a lot of time validating each other as well as trying to persuade our partner, or trying to find a compromise.
4. (Hostile) We argue often and hotly. There are a lot of insults back and forth, name calling, putdowns, and sarcasm. We don’t really listen to what the other is saying, nor do we look at each other very much. One or the other of us can be quite detached and emotionally uninvolved, even though there may be brief episodes of attack and defensiveness. There are clearly more negatives than positives in our relationships.
5. If you had to pick one of the four styles, which would you identify most with as how you and your partner handle conflict in your relationship?
 - a. Style 1 (volcanic arguments but strong makeups)
 - b. Style 2 (minimizing conflict)
 - c. Style 3 (calm, validating)
 - d. Style 4 (arguing often and hotly)

Conflict Tactics Scale, Revised (CTS2S) (Straus, Hamby, McCoy, & Sugarman, 1996)

No matter how well a couple gets along, there are times when they disagree, get annoyed with the other person, want different things from each other, or just have spats or fights because they are in a bad mood, are tired or for some other reason. Couples also have many different ways of trying to settle their differences. This is a list of things that might happen when you have differences. Please mark how many times you did each of these things, and how many times your partner did them in your current or most recent relationship. If you or your partner did not do one of these things in the past year, but it happened before that, mark a "7" on your answer sheet for that question. If it never happened, mark an "8" on your answer sheet.

How often did this happen?

1 = Once in the past year

2 = Twice in the past year

3 = 3-5 times in the past year

4 = 6-10 times in the past year

5 = 11-20 times in the past year

6 = More than 20 times in the past year

7 = Not in the past year, but it did happen before

8 = This has never happened

1.	I explained my side or suggested a compromise for a disagreement with my partner	1	2	3	4	5	6	7	8
2.	My partner explained his or her side or suggested a compromise for a disagreement with me	1	2	3	4	5	6	7	8
3.	I insulted or swore or shouted or yelled at my partner	1	2	3	4	5	6	7	8
4.	My partner insulted or swore or shouted or yelled at me	1	2	3	4	5	6	7	8
5.	I had a sprain, bruise, or small cut, or felt pain the next day because of a fight with my partner	1	2	3	4	5	6	7	8
6.	My partner had a sprain, bruise, or small cut or felt pain the next day because of a fight with me	1	2	3	4	5	6	7	8
7.	I showed respect for, or showed that I cared about my partner's feelings about an issue we disagreed on	1	2	3	4	5	6	7	8
8.	My partner showed respect for, or showed that he or she cared about my feeling about an issue we disagreed on	1	2	3	4	5	6	7	8
9.	I pushed, shoved, or slapped my partner	1	2	3	4	5	6	7	8
10.	My partner pushed, shoved, or slapped me	1	2	3	4	5	6	7	8
11.	I punched or kicked or beat-up my partner	1	2	3	4	5	6	7	8
12.	My partner punched or kicked or beat-me-up	1	2	3	4	5	6	7	8

13.	I destroyed something belonging to my partner or threatened to hit my partner	1	2	3	4	5	6	7	8
14.	My partner destroyed something belonging to me or threatened to hit me	1	2	3	4	5	6	7	8
15.	I went see a doctor (M.D.) or needed to see a doctor because of a fight with my partner	1	2	3	4	5	6	7	8
16.	My partner went to see a doctor (M.D.) or needed to see a doctor because of a fight with me	1	2	3	4	5	6	7	8
17.	I used force (like hitting, holding down, or using a weapon) to make my partner have sex	1	2	3	4	5	6	7	8
18.	My partner used force (like hitting, holding down, or using a weapon) to make me have sex	1	2	3	4	5	6	7	8
19.	I insisted on sex when my partner did not want to or insisted on sex without a condom (but did not use physical force)	1	2	3	4	5	6	7	8
20.	My partner insisted on sex when I did not want to or insisted on sex without a condom (but did not use physical force)	1	2	3	4	5	6	7	8

Romantic Partner Conflict Scale (RPCS) (Zacchilli, Hendrick & Hendrick, 2009)

Think about how you handle conflict with your romantic partner. Specifically, think about a significant conflict issue that you and your partner have disagreed about recently. Using the scale below, fill in which response is most like how you handled conflict. If you do not have a romantic partner, respond with your most current partner in mind. If you have never been in a romantic relationship, answer in terms of what you think your responses would most likely be.

For each item, answer as follows:

0	1	2	3	4
Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree

1. We try to find solutions that are acceptable to both of us.
2. We often resolve conflict by talking about the problem.
3. Our conflicts usually end when we reach a compromise.
4. When my partner and I disagree, we consider both sides of the argument.
5. In order to resolve conflicts, we try to reach a compromise.
6. Compromise is the best way to resolve conflict between my partner and me.
7. My partner and I negotiate to resolve our disagreements.
8. I try to meet my partner halfway to resolve a disagreement.
9. The best way to resolve conflict between me and my partner is to find a middle ground.
10. When we disagree, we try to find a solution that satisfies both of us.
11. When my partner and I have conflict, we collaborate so that we are both happy with our decision.
12. My partner and I collaborate to find a common ground to solve problems between us.
13. We collaborate to come up with the best solution for both of us when we have a problem.
14. We try to collaborate so that we can reach a joint solution to a conflict.
15. My partner and I try to avoid arguments.
16. I avoid disagreements with partner.
17. I avoid conflict with my partner.
18. When my partner and I disagree, we argue loudly.

19. Our conflicts usually last quite awhile.
20. My partner and I have frequent conflicts.
21. I suffer a lot from conflict with my partner.
22. I become verbally abusive to my partner when we have conflict.
23. My partner and I often argue because I do not trust him/her.
24. When we have conflict, we withdraw from each other for awhile for a “cooling off” period.
25. When we disagree, we try to separate for awhile so we can consider both sides of the argument.
26. When we experience conflict, we let each other cool off before discussing it further.
27. When we have conflict, we separate but expect to deal with it later.
28. Separation for a period of time can work well to let our conflicts cool down.
29. When we argue or fight, I try to win.
30. I try to take control when we argue.
31. I rarely let my partner win an argument.
32. When we disagree, my goal is to convince to my partner that I am right.
33. When we argue, I let my partner know I am in charge.
34. When we have conflict, I try to push my partner into choosing the solution that I think is best.
35. When we have conflict, I usually give in to my partner.
36. I give in to my partner’s wishes to settle arguments on my partner’s terms.
37. Sometimes I agree with my partner so the conflict will end.
38. When we argue, I usually try to satisfy my partner’s needs rather than my own.
39. I surrender to my partner when we disagree on an issue.

Job Cognitions Scale (JCS) (Brief and Roberson, 1987)

Please indicate the extent to which each statement is true at work.

I...

<i>Never true</i>		<i>Sometimes true</i>		<i>Always true</i>
1	2	3	4	5

1. Am able to keep busy.
2. Have the chance to work alone.
3. Have the chance to do different things.
4. Have the chance to be somebody.
5. My manager understands employees.
6. My manager makes competent decisions.
7. Can do things that don't go against conscience.
8. My job provides for steady employment.
9. Have the chance to do things for other people.
10. Have the chance to tell people what to do.
11. Have the chance to make use of abilities.
12. Am informed about company policies.
13. Pay is reasonable for amount of work.
14. Have chances for advancement.
15. Have freedom to use own judgment.
16. Have the chance to try my own methods.
17. Working conditions are pleasant.
18. Coworkers get along well with each other.
19. Get praise for doing a good job.
20. Get a feeling of accomplishment.

Modified Global Job Satisfaction Scale (MGJS) (Brayfield & Rothe, 1951)

<i>Strongly disagree</i>		<i>Neither agree nor disagree</i>		<i>Strongly agree</i>
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

1. I find real enjoyment in my job
2. I like my job better than the average person
3. I am seldom bored with my job
4. I would not consider taking another kind of job
5. Most days I am enthusiastic about my job
6. I feel fairly well satisfied with my job

Modified Job Performance Scale (MJPS) (Goodman & Svyantek, 1999)

Please answer the following as objectively as possible about yourself.

Would you agree that you.....

<i>Strongly disagree</i>				<i>Neither agree nor disagree</i>			<i>Strongly agree</i>
1	2	3	4	5	6	7	

-Altruism

1. Help other employees with their work when they have been absent?
2. Volunteer to do things not formally required by the job?
3. Take initiative to orient new employees to the department even though it's not part of your job description?
4. Help others when their work load increases (assist others until they get over the hurdles)?
5. Make innovative suggestions to improve the overall quality of the department?
6. Willingly attend functions not required by the organization and help its overall image?

-Conscientiousness

1. Exhibit punctuality arriving at work on time in the morning and after lunch breaks?
2. Take undeserved work breaks? -
3. Exhibit attendance at work beyond the norm, for example, take fewer days off than most individuals or fewer than allowed?
4. Coast towards the end of the day? -
5. Give advance notice if unable to come to work?
6. Spend a great deal of time in personal telephone conversations? -
7. Do not take unnecessary time off work?
8. Do not take extra breaks?
9. Do not spend a great deal of time in idle conversation?

Task Performance

1. Achieve the objectives of the job?
2. Meet criteria for performance?
3. Demonstrate expertise in all job-related tasks?
4. Fulfill all the requirements of the job?
5. Could manage more responsibility than typically assigned?
6. Are suitable for a higher-level role?
7. Are competent in all areas of the job, handle tasks with proficiency?
8. Perform well in the overall job by carrying out tasks as expected?
9. Plan and organize to achieve objectives of the job and meet deadlines on time?

Individual Work Performance Questionnaire 0.3 (Koopmans et al., 2014)

In the past three months...

<i>Seldom</i>	<i>Sometime</i>	<i>Frequently</i>	<i>Often</i>	<i>Always</i>
	<i>s</i>			
1	2	3	4	5

Task performance scale

In the past 3 months...

1. I managed to plan my work so that it was done on time.
2. My planning was optimal.
3. I kept in mind the results that I had to achieve in my work.
4. I was able to separate main issues from side issues at work.
5. I knew how to set the right priorities.
6. I was able to perform my work well with minimal time and effort
7. Collaboration with others was very productive.

Contextual performance scale

In the past 3 months...

1. I took on extra responsibilities.
2. I started new tasks myself, when my old ones were finished.
3. I took on challenging work tasks, when available.
4. I worked at keeping my job knowledge up-to-date.
5. I worked at keeping my job skills up-to-date.
6. I came up with creative solutions to new problems.
7. I kept looking for new challenges in my job.
8. I did more than was expected of me.
9. I actively participated in work meetings.
10. I actively looked for ways to improve my performance at work.
11. I grasped opportunities when they presented themselves.
12. I knew how to solve difficult situations and setbacks quickly.

<i>Never</i>	<i>Seldo</i>	<i>Sometimes</i>	<i>Frequentl</i>	<i>Often</i>
	<i>m</i>		<i>y</i>	
1	2	3	4	5

Counterproductive work behavior scale [-]

In the past 3 months...

1. I complained about unimportant matters at work.
2. I made problems greater than they were at work.
3. I focused on the negative aspects of a work situation, instead of on the positive aspects.
4. I spoke with colleagues about the negative aspects of my work.
5. I spoke with people from outside the organization about the negative aspects of my work.

6. I did less than was expected of me.
7. I managed to get off from a work task easily.
8. I sometimes did nothing, while I should have been working.

Work Spillover Scale-Modified (Small and Riley, 1990)

Please indicate the extent to which you agree with each statement.

<i>Strongly disagree</i>		<i>Neither agree nor disagree</i>		<i>Strongly agree</i>
1	2	3	4	5

1. My relationship with my partner helps me have a better experience at work.
2. Spending time with my partner keeps me from doing well at work. --
3. Worrying about my relationship with my partner is interfering with my job. --
4. After I spend time with my partner I am often too tired to do my job. --
5. My job suffers because of my relationship with my partner. --
6. My relationship with my partner makes it difficult for me to enjoy life at work. --
7. The amount of time I spend with my partner interferes with how much time I have for work. --
8. Worrying about my relationship makes it hard for me to concentrate at work. --
9. Because I am often tired after fighting with my partner, I don't perform as well as I would like at work. --
10. My relationship with my partner doesn't affect whether I perform well at work.

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CERTIFICATE OF APPROVAL

Honors Thesis

This is to certify that the Honors Thesis of

Taylor A. Clements

has been approved by the Examining Committee
on April 22, 2019 as satisfying the thesis
requirement of the University Honors Program

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