

## **WORK-FAMILY NEXUS AND SATISFACTION AMONG INDIAN WOMEN**

**Seema Saxena**  
Vasanta College for  
Women Varanasi

**Mahfooz A. Ansari**  
International Islamic  
University Malaysia

**Arti Shankar**  
Old Dominion University,  
Norfolk, Virginia

*The study examined the within - and cross-domain relationships of certain content and context factors of work and family with two aspects of satisfaction, work and family. Data were gathered by means of questionnaire administered to a sample of 300 married Indian women, who were predominantly Hindus. The women represented a wide variety of occupations and voluntarily participated in the research. The analysis indicates that work and family factors have within-domain or primary relationships with their respective aspects of satisfaction. The spillover effect from family to work was also evident in the case of work satisfaction. These relationships were found, regardless of the occupational status of the respondents. Implications of the findings both for future researches and for policy makers are discussed.*

Family and employing organizations are considered to be the two most central institutions that impinge upon the life of an individual. Traditionally, the two domains had

received extensive but separate treatment in the analysis. Currently, however, researchers have recognized the natural relationship that exists between the employing

---

Request of reprints should be sent to Dr. Seema Saxena, Vasanta College for Women, Varanasi.

Copy right: Centre for Good Living.

organization and the family. Behavior in the work setting has been found to be influenced by factors outside the job, such as stressful family situations (Bhagat, McQuaid, Lindholm, & Segovis, 1985), the individual's familiar role (Kanter, 1977), and the degree of satisfaction with non-work experiences (Crosby, 1984). On the other hand, evidence exists that there is a significant impact of work variables on the individuals' personal and family lives (Burke & Bradshaw, 1981; Burke & Greenglass, 1987).

Until recently, the dearth of research on this subject could be attributed to the fact that there existed an implicit assumption among the researchers that work and family cross-domain relationships were very weak. A close examination of the existing literature would reveal that ever since the studies of work started, it was the men's employment alone that had received consideration. Major conclusion had been that either man did not experience cross-domain effects of work and family, or they did not report it. With the advent of women's workforce participation in organizational settings during and after the 1960's which was an expansion of their traditional homemaker role, it was considered that this new aspect would certainly affect their previous life style. However, the researchers were equivocal as to the consequences that could be thought of. Whereas some

found negative impact (Holahan & Gilbert, 1979; Rapaport & Rapaport, 1969); others reported positive impact (Kanter, 1977; Near, Rice, & Hunt, 1980).

In the work-family context, the concept of "satisfaction" has a special-motivational value and therefore needs to be treated likewise. It is such a variable that has received maximal consideration in the social-organizational research. It is generally defined as a subjective experience toward some aspects of life that is manifested in the individual's attitudes and behavior. It is an attitude, which an individual builds after making an overall evaluation of the situation around his or her expectations. In a work-family linkage perspective, although investigators had demonstrated this fact long ago that job satisfaction could be better understood in the context of life in general (Roethlisberger & Dickson, 1939), efforts to empirically examine this relationship are a relatively recent development (Andrews & Withey, 1976; Burke & Bradshaw, 1981; Burke & Greenglass, 1987; Campbell, Converse, & Rodgers, 1976; Sekaran 1983). Some researchers have obtained the direction of influence from work to family (Aldous, 1969; Spitze & South, 1985), whereas others have found reverse causality (Crouter, 1984b; Kelly & Voydanoff, 1985; Voydanoff, 1988).

Previous research has shown that job and life satisfaction are related to variables like community size, job characteristics, home and neighborhood, job tenure, and occupational prestige (Rice, Near, & Hunt, 1979). The type of occupation one holds is an important variable (Rundquist & Sletto, 1936; Miller, 1940). Jobs having responsibility, challenge, and significance may increase non-work satisfaction moderately (Rousseau, 1978). However, contradictory findings are also available (Siassi, Corsette, & Spiro, 1975; Wexley, McLaughlin, & Sterns, 1975). More specially, Lawrence (1961) reported that satisfaction and one's income were not correlated in a sample of working women.

Although there is dearth of empirical literature in this problem area, some studies indicate an obvious link between work and family domains. However, these discoveries pose several questions (Lambert, 1990). For example, researchers have not yet been able to systematically address themselves to the processes through which work and family affect each other. Wilensky (1960) was probably the earliest who gave few explanations of the work-family interface. Sheldon and Kanthleen (1990), in an extensive review, have identified six approaches which are partly based on Wilensky's (1960) work and partly derived from the

subsequent studies conducted by other researchers (Burke & Bradshaw, 1981; Champoux, 1978; Evans & Bartolome, 1984; Kando & Summers, 1971; Kanter, 1977; Rice et al., 1979). These approaches are segmentation, compensation, conflict, instrumental, spillover, and accommodation.

In *segmentation* process, the worker segments the two domains in order to meet the demands produced by each domain--that is, there exists no relationship between work and family domains. *compensation* process suggests an inverse relationship between work and family. The individual makes up in one for whatever is missing in the other (Evans & Bartolome, 1984). Conflict approach suggests that satisfaction in one domain occur only at the cost of dissatisfaction in the other. *instrumental* theory suggests that one environment is used as a means by workers through which desired objectives are obtained in the other. The most important and popular viewpoint is that of *spillover* process, which states that effect of one environment spills or gets carried over to the other. The spillover may be negative as well as positive. Finally, *accommodation* model (Bailyn, 1970; Lambert, 1990) is the obverse of compensation process; that is, high involvement in one area leads to low involvement in the other.

The contribution of Rice et al. (1979, 1980) seems to be a landmark in the work-extra work linkage research. Rice et al. suggests that work-family relationships can be better understood in terms of two types of variables: objective conditions of work and family (such as type and level, internal structure, and climate) and subjective reactions to these objective conditions (such as satisfaction, involvement, and stress).

Thus far, we have presented a scenario of the kind of research being carried out in the context of work-family interface. Considering the classification given by Rice et al. (1979, 1980), it should be possible to study the relationship of certain objective condition of work and family with subjective reactions of work and family satisfaction. Further, the objective variables can be broken down into content (role-related) and context (environmental) characteristics. Content dimensions relate to those aspects that characterize itself a job or family role. These may include such factors as task variety, autonomy, identity, and feedback, as conceptualized by organizational researchers (such as Hackman & Oldham, 1975). Context dimensions relate to the environmental characteristics, of which the individual is a part. These may be counted as climate and control (influence). The two dimensions (content and context) may

be equally salient to both family and work roles. A review of the literature suggests that satisfaction has been found to be associated with work-content variables (James & Jones, 1980, Katerberg, Hom, & Hulin, 1979; Shukla, Sarna, & Nigam, 1989); family-content variables (Rousseau, 1978); work-context variables such as climate (Friedlander & Margulies, 1969) and involvement (Warr, Cook, & Wall, 1979; Robinowitz & Hall, 1977); and family-context variables such as climate (Smith, 1985) and involvement or attachment (Romzek, 1989; Staw & Ross, 1985).

The present study of work-family linkages has been designed, considering these aspects, to meet three major objectives: (a) to assess the primary (within-domain) relationships of work-family aspects with work-family satisfaction; (b) to assess the secondary (cross-domain) relationships of work-family aspects with work-family satisfaction; and (c) to study the role of occupational status as a moderator in all possible relationships.

Primary relationships are direct or within-domain relationships such a family variables relating to family satisfaction, whereas secondary relationships are indirect or cross-domain relationships such as family variables relating to work satisfaction. Past research has shown that though

the primary or within-domain associations are much stronger, some amount of variance is still explained by secondary or cross-domain associations (Crouter, 1984a, 1984b; Evans & Bartolome, 1984; Rice et al., 1979, 1980; Sekaran, 1986). Thus it is hypothesized that

*H1: Content and context characteristic of work predict work as well as family satisfaction.*

*H2: Content and context characteristics of family predict family as well as work satisfaction.*

Satisfaction has been found to increase with the level of occupation. Centres and Bugental (1966) reported that at the higher level of occupation extrinsic job characteristics were more cherished, whereas at the lower level extrinsic job characteristics were more valued. This could be due to the relationship of women's occupational status with family's socioeconomic status and husband's involvement in the family work (Hoffman, 1989). Women at higher level jobs come generally from more equalitarian families and thus achieve more emotional and physical support at home. Additionally, compared to those at relatively lower status jobs, women at higher level jobs earn more and, therefore, can hire outside help in order to minimize physical labor. They can also equip themselves with technologically advanced timesaving

devices, which may provide them less strain, more time, and, therefore, more satisfaction. Thus, on an exploratory basis, it was conjectured that

*H3: Occupational status acts as a moderator of the above relationships stated in H1 and H2.*

## **METHOD**

### ***Sample and Procedure***

Three hundred female employees working in various organizations in the cities of Lucknow and Kanpur in northern India participated in the study. They were predominantly Hindus and represented various diversified professions: scientists, doctors, bank officers, college teachers, engineer, clerks, (stenographer & technicians), and school teachers. They were all married, had formal education (i.e., at least two years of college education), had been working for at least one year, had at least one child, and their children were below 18 years of age. Their mean age was 35.03 years (ranging between 25 and 55 years), their average tenure in the organization was 9.54 years, and they were in the present assignment for an average of 6.68 years.

Data were gathered by means of a survey questionnaire. The respondents were personally contacted at their workplace or at their residence and detailed instructions--written and verbal--regarding how to fill-

in the questionnaire was given. The completed questionnaire was collected back generally within two days at the convenience of the respondent. Participation in the research was voluntary, with complete anonymity of the individual responses guaranteed.

### **Measures**

Most of the measures employed in the present study were subjected to a varimax rotated principal components analysis. In the analysis, the solution was constrained using the criterion of eigenvalue greater than 1.00, and meeting the criteria of factor loading of .40 or greater on the defining component and no cross-loading over .25.

### **Work and Family Satisfaction**

A 12-item scale was developed to assess satisfaction with work and satisfaction with family, with 6 items in each domain. While developing the scale, an attempt was made to word the items in such a way that they were conceptually similar in content to the two aspects of satisfaction. However the items of one sub-scale differed from the other only with respect to the domain in question. Thus family sub-scale included such items as " I would describe my family life as very happy" and " I feel that I am just suited for the kind of work required by my family." While framing the work satisfaction sub-scale items, the word

"family" was replaced with work "career/work". The respondents were asked to indicate their agreement/ disagreement With each item on a 7point scale (1 = *strongly disagree*; 7 = *strongly agree*. As a partial test of the construct validity of the scale, a varimax rotated principal components analysis confined to two significant factors--work satisfaction and family satisfaction--each with 4 items. The two satisfaction dimensions were only moderately correlated ( $r = .35$ ), thus suggesting independence of the two factors (see Table 1).

### **Context Dimensions of Work and Family**

Contextual factors were conceptualized as the characteristics related to one's context or environment of work in the organization and the family. These were attachment, climate, and influence.

The two sub-scales--organizational attachment and family attachment--contained 10 and 6 items, respectively (Romzek, 1985). This aspect refers to psychological attachment of an individual with one's organization or family ranging from commitment to alienation (Romzek, 1985). A varimax rotated principal components analysis confined to one factor each for both organizational and family attachment subscales, containing 5 and 4 items, respectively. Response categories were identical to those of the

satisfaction sub-scale. The two sub-scales were found to be weakly correlated ( $r = .20$ ), thereby suggesting a great deal of independence between the factors (see Table 1).

Sixteen items were drawn from the modified version (Schnake, 1983) of Litwin and Stringer's (1968) organizational climate questionnaire to assess the perceived favorability/unfavorability of the work climate. The items represented reward, participation, structure, warmth, and support dimensions of climate. The statements of work climate were changed to the extent that they referred to family climate. The response categories were identical to those of the satisfaction sub-scales. The two sub-scales were found to be relatively independent ( $r = .25$ , see Table 1).

To measure the amount of influence the woman may perceive she has upon others in her work and family lives, two sub-scales--each consisting of 4 items--were specifically developed for the present study. The items were similar except that they referred to the domain in question. The influence on family sub-scale included such items as "I am usually successful in dealing with my family members" and "My suggestions are given serious thoughts by my family members." While framing the influence on work subscale items, the term "family members" were replaced with the word "coworkers". The response categories

were identical to those of the above scales. A varimax rotated principal components analysis also confirmed the presence of two dimensions. The two sub-scales were found to be only moderately correlated at  $r = .31$ , thus showing a great deal of independence between the two (see Table 1).

### ***Content Dimensions of Work and Family***

Hackman and Oldham's (1975) Job Diagnostic Survey (JDS) was used to tap the five core dimensions of the job: variety, identity, significance (experienced meaningfulness of the work), autonomy (experienced responsibility of work), and feedback (knowledge of results). Responses obtained on this scale were subjected to a varimax rotated principal components analysis. Out of 21 items, only 9 were retained forming three factors, namely meaningfulness (5 items), feedback (2 items), and variety (2 items). Past research has also advocated the possibility of the existence of fewer than five factors of the JDS. This possibility has been attributed to the vague boundaries across skill variety, task significance, and autonomy dimensions (Dunham, Aldog, & Brief, 1977; Fried & Ferris, 1986; Gaines & Jermier, 1983). The three factors in the present sample were only weakly intercorrelated (average  $r = .14$ ), thus suggesting

Table 1

*Descriptive Statistics, Reliabilities, and Zero-order Correlations of Study Variables*

	FS	WS	OA	WC	IW	MW	FW	VW	FA	FC	IF	MF	FF	AF
<b>FS</b>	<b>72</b>													
WS	35	<b>83</b>												
OA	28	46	<b>72</b>											
WC	24	42	47	<b>76</b>										
IW	08	29	34	45	<b>43</b>									
MW	14	23	24	43	37	<b>66</b>								
FW	01	08	07	11	03	18	<b>43</b>							
VW	-02	-03	-01	-08	03	15	08	<b>43</b>						
FA	50	20	10	15	-01	09	13	-03	<b>57</b>					
FC	<sup>64</sup>	37	25	29	03	15	14	00	53	<b>83</b>				
IF	54	38	21	31	20	22	09	-02	42	66	<b>69</b>			
MF	25	15	12	14	13	12	16	09	16	24	39	<b>57</b>		
FF	47	30	21	27	19	19	08	-01	28	44	50	36	<b>60</b>	
AF	30	18	16	20	04	12	08	01	24	50	40	23	25	<b>54</b>
<i>M</i>	22.9	21.7	24.6	73.7	19.8	24.3	8.8	8.4	22.4	82.0	20.8	18.9	19.4	10.6
<i>SD</i>	3.9	4.6	5.4	12.0	3.3	5.6	2.6	2.8	3.5	13.8	4.0	4.2	4.1	2.6

*Note.* Decimal points in correlation matrix and alpha are omitted; Diagonal entries in bold indicate coefficients alpha;  $r(298) = .11$  at  $p < .05$ ;  $r(298) = .15$  at  $p < .01$ ; FS = Family Satisfaction; WS = Work Satisfaction; OA = Organizational Attachment; WC = Work Climate; IW = Influence in Work; MW = Meaningfulness in Work; FW = Feedback in Work; VW = Variety in Work; FA = Family Attachment; FC = Family Climate; IF = influence in Family; MF = Meaningfulness in Family; FF = Feedback in Family; AF = Autonomy in Family.



a great deal of non-overlapping variances among the subscales (see Table 1).

### **Occupation Status**

Since the sample was represented by a wide variety of professions, occupational status was treated as a continuous variable on an 8-Point scale (1 = *Clerk*; 2 = *School Teachers*; 3 = *Unclassified Officers*; 4 = *Engineers*; 5 = *Bank Officers*; *Doctors*; 7 = *Scientists*; 8 = *College Teachers*) on the basis of educational and salary levels.

In addition to the above measures, several single-statement items were used to assess the respondent's personal-demographic characteristics such as age, tenure in the organization, tenure in the present assignment, length of marriage, and number of children.

Table 1 contains deceptive statistics and scale characteristic of all the variables employed in the study. The analysis indicates that of the 14, eight reliability coefficients were in the .60's or greater and three were in the mid .50's. It should be noted that the reliability coefficients of the remaining three subscales were not as satisfactory (.40's) as those of the other sub-scales. Yet, they were retained in the subsequent analysis just because of their theoretical importance. Hence, caution must be exercised while interpreting the findings employing these three factors.

## **RESULTS**

The stepwise hierarchical multiple regression analysis was performed to assess the relationship within and across the domains. This analysis was done to understand the incremental contribution of each set of independent variables to the multiple prediction of the dependent variables (Cohen & Cohen, 1983). In this procedure, the sets of variables are entered in ordered (hierarchical) steps.

At each step, the contribution of one set of variables to  $R^2$ , beyond that of the variables entered in previous steps, is determined. In essence, this is a procedure in which the researcher obtains the incremental variance at every step in a given order in which variable sets are entered. Rice et al. (1979) in assessing the work-non-work relationship used a similar procedure.

The point of consideration in this analysis was that, in the regression equation, variables of other domain were entered at the second step. Thus, while determining the effect of work context variables on family satisfaction, the family context variables were entered first, so that the regression identified the incremental variance explained by work variables apart from family variables in family satisfaction. Apart from these two steps, the first two equations, dealt with controlling for the effects of personal-demographic variables and occupational

Table 2

*Stepwise hierarchical Multiple Regression Analysis Results (Family Satisfaction)*

Equation No.	Variable	$R^2$	$R^2$ Change	Beta	$F$
Set					
<b>Context</b>					
1.	Demographics	.02 (.00)	.02		1.28
2.	Status	.03 (.01)	.01		3.37
3.	<i>Family Context</i>	.48 (.46)	.45		83.50*
	Attachment			.50	
	Influence			.39	
	Climate			.43	
4.	<i>Work Context</i>	.49 (.47)	.01		2.38
	Attachment			.03	
	Influence			.12	
	Climate			-.02	
<b>Context</b>					
1.	Demographics	.02 (.00)		.02	1.28
2.	Status	.03 (.01)		.01	3.37
3.	<i>Family Content</i>	.28 (.26)		.25	33.21*
	Meaning			.23	
	Autonomy			.26	
	Feedback			.40	
4.	<i>Work Content</i>	.28 (.25)		.00	.42
	Feedback			-.03	
	Meaning			.05	
	Variety			.00	

Note. Decimal points in multiple  $R$  and beta coefficients are omitted; Figures in parentheses are adjusted  $R^2$ s; \*  $p < .01$ .

Table 3

*Stepwise Hierarchical Multiple Regression Analysis Results (Work Satisfaction)*

Equation No.	Variable Set	$R^2$	$R^2$ Change	Beta	$F$
<b>Context</b>					
1.	Demographics	05 (03)	05		3.01*
2.	Status	05 (03)	00		.00
3.	<i>Work Context</i>	30 (27)	25		33.56*
	Attachment Influence			28 41	
	Climate			22	
4.	<i>Family Context</i>	36 (33)	06		9.15
	Attachment Influence			13 22	
	Climate			13	
-----					
<b>Context</b>					
1.	Demographics	05 (03)	05		3.01*
2.	Status	05 (03)	00		.00
3.	<i>Work Content</i>	10 (08)	5		5.94*
	Meaning		10		
	Autonomy		21		
	Feedback		-07		
4.	<i>Family content</i>	17 (14)	07		7.62*
	Feedback		12		
	Meaning		12		
	Variety		22		

*Note.* Decimal points in multiple  $R$  and beta coefficients are omitted; Figures in parentheses are adjusted  $R^2$ s; \*  $p < .01$ .

status. Two separate sets of such regression analysis were carried out--one for family satisfaction and another for work satisfaction. Table 2 provides a summary for family satisfaction and Table 3 provides a summary of results for work satisfaction. Results are presented below.

### ***Family Satisfaction***

Table 2 clearly suggests that it is the within-domain context (45% of the variance) and content (25% of the variance) that were found to be salient to family satisfaction. Essentially, no significant contribution was made by cross-domain variables (work context and work content) to satisfaction with family. Personal-demographic variables and occupational status were also found to be non-significant.

### ***Work Satisfaction***

A somewhat different pattern of relationship was found for work satisfaction. An close inspection of Table 3 clearly suggests the impact of both within- and cross-domain variables. Work context and work content variables explained a total of 25% and 5% of the variance, respectively, in work satisfaction. Interestingly, family context and family context variables added a total of 6% and 7% of the variance, respectively--thus supporting the cross-domain hypothesis. It should be noted

that personal-demographic variables (such as age, tenure in the organization tenure in the present assignment, length of marriage, and number of children) also significantly accounted for a total of 5% of the variance, which were entered at the first step. Occupational status was found to have no impact on work satisfaction.

## **DISCUSSION**

The present analysis of work-family nexus and satisfaction has shown a few very interesting themes. The hypothesis leading to within-domain relationships that family satisfaction is a function of family variables received substantial support from the data. However, no cross-domain effects were found with respect to the impact of work-content and work-context variables in predicting family satisfaction. The perception of within-domain relationship between family aspects and family satisfaction and the perception of no cross-domain relationship between work variables and family satisfaction were apparent, regardless of the occupational groupings of the respondents. Thus, the findings seem to be in line with traditional research (Siassi, Corseti, & Spiro, 1975; Wexley, McLaughlin, & Sterns, 1975).

More striking results were obtained with regard to the second

hypothesis, where family content and context variables predicted work satisfaction apart from their significant relationship with family satisfaction. These findings are consistent with those of Cuouter (1984b), Payton-Miyazaki and Brayfield (1976), Piotrkowski (1978), and others who have reported a spillover effect from family to work domain.

The most interesting finding of the study is that, in showing the within- and cross-domain relationships in work satisfaction, the cross-domain relationship is much stronger (7% of the variance) as compared to the within-domain relationship (5% of the variance.) Thus, the data imply that more attachment or involvement, more influence in the family, and more favorable family climate not only provide more satisfaction with family but also with work. In addition, the amount of meaningfulness of household jobs and feedback and autonomy in the family determine family as well as work satisfaction.

Thus, the spillover model seems to be explaining these results that positive experiences in one domain are transferred to the other domain. Crouter (1984b) has suggested that positive spillover can be of two kinds: *educational* (in which a person learns skills, aptitudes, etc. of one domain and applies them elsewhere) and *psychological* (in which the emotional

states experienced in one sphere get transferred to the other areas of life). The concept of psychological spillover seems to be neatly fitting in here. According to this, positive experiences and perception regarding family environment (context) and characteristic features of family work itself (content) predict not only family satisfaction but also predict work satisfaction.

Occupational status did not emerge at all as a moderator of any of the relationships. It is likely that the factors like family structure (nuclear or joint), husband-wife interactions, and amount of actual additional help obtained might influence these relationships. Thus, a thoroughly controlled analysis of these factors in the assessment of the role of occupational status as a moderator would probably yield more fruitful results. This possibility may be explored in future researches.

Taken as a whole, the present findings have some obvious implications for future researchers. For example, expanding the conceptualization of work-family linkages in terms of satisfaction from work and other domains of life, and to include topics such as occupational sex segregation, one-parent families, the structure of occupation, and social values attached to various professions may be but few of the several implications for

future researchers. Further, it may be challenging to analyze the benefits and costs involved in employment, housework, and childcare responsibilities that influence and are influenced by family outcomes.

The study has special significance for organizational policy makers, as it shows a clear-cut family-to-work spillover effect. More efforts should be directed at developing an understanding of the correlates of work satisfaction. Policies and intervention programs should be so designed as to benefit the workers' non-work life. Thus, the workers' work and non-work lives may be improved in order to maximize their well-being and organizational efficiency.

#### REFERENCES

Aldous, J. (1969). Occupational characteristics and males' role performance in the family. *Journal of Marriage and the Family*, 31, 702-712.

Andrews, F.M., & Withey, S. B. (1976). *Social indicators of well-being in America: The development and measurement of perceptual indicators*. New York: Plenum.

Baiyn, L. (1970). Career and family orientation of husbands and to marital happiness. *Human relations*, 23, 97-113.

Bhagat, R., McQuaid, S., Lindholm, E., & Segovies, J. (1985). Total life stress: A multi-method validation of

the construct and its effects on organizationally valued outcomes and withdrawal behaviors. *Journal of Applied Psychology*, 70, 202-214.

Burke, R. J., & Bradshaw, P. (1981). Occupational and life stressors and the family. *Small Group Behavior*, 12, 329-375.

Burke R.J., & Greenglass, E. R. (1987). *Work and family. Catchiest*, London: Wiley.

Campbell, A., Converse, P. E., & Rodgers, W. (1976). *The quality of American life : Perceptions, evaluations, and satisfaction*. New York: Russell Sage Foundation.

Centres, R., & Bugental, D. E. (1966). Intrinsic and extrinsic job motivators among different segments of the working population. *Journal of Applied Psychology*, 56, 193-197.

Champoux, J. E. (1978). Perception of work and non-work: A reexamination of the compensatory and spillover models. *Sociology of Work and Occupations*, 5, 402-422.

Cohen, J., & Cohen, P. (1983). *Applied multiple regression/correlation analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Erlbaum.

Crosby, F. (1984). Job satisfaction and domestic life. In M. D. Lee and R. N. Kanungo (Eds.), *Management of work and personal life* (pp. 41-60). New York: Praeger.

- Crouter, A. (1984a). Participative work as an influence on human development. *Journal of applied Development Psychology*, 5, 71-90.
- Crouter, A. (1984b). Spillover from family to work: The neglected side of the work-family interface. *Human Relations*, 37, 425-452.
- Dunham, R. B., Aldag, R. J., & Brief, A. P. (1977). Dimensionality of task design as measured by the Job Diagnostic Survey. *Academy of management Journal*, 20, 209-223.
- Evans, P., & Bartolome, F. (1984). The changing pictures of the relationship between career and family. *Journal of Occupational Behavior*, 5, 9-21.
- Fried, Y., & Ferris, G. R. (1986). The dimensionality of Job characteristics: Some neglected issues. *Journal of Applied Psychology*, 71, 419-426.
- Friedlander, F., & Margulies, N. (1969). Multiple input of organizational climate and individual value systems upon job satisfaction. *Personnel Psychology*, 29, 171-183.
- Gaines, J., & Jermier, J. M. (1983). Emotional exhaustion in a high stress organization. *Academy of Management Journal*, 26, 567-586.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, 159-170.
- Hoffman, L. W. (1989). Effects of maternal employment in the two-parent family. *American Psychologist*, 44, 283-292.
- Holahan, C. K., & Gillbert, L. A. (1979). Conflict between major life roles: Women and men in dual-career couples. *Human Relations*, 32, 451-467.
- James, J. R., & Jones, A. P. (1980). Perceived job characteristics and job satisfaction: An examination of reciprocal causation. *Personnel Psychology*, 33, 97-135.
- Kando, J. M., & Summers, W. C. (1971). The impact of work on leisure: Towards a paradigm and research strategy. *Pacific Sociological Review*, 14, 310-327.
- Kanter, R.M. (1977). *Work and family in the United States: A critical review and agenda of research and policy*. New York: Russell Sage Foundation.
- Katerberg, R., Hom, P. W., & Hulin, C. L. (1979). Effects of job complexity on the reactions of part-time employees. *Organizational Behavior and Human Performance*, 24, 317-332.
- Kelly, R. F., & Voydanoff, P. (1985). Work/Family role strain among employed parents. *Family Relations*, 34, 367-374.

- Lambert, S. J. (1990). Processes linking work and family: A critical review and research agenda. *Human relations*, 43, 239-257.
- Lawrence, M. W. (1961). Sources of satisfaction in the lives of working women *Journal of Gerontology*, 16,163-167.
- Litwin, G. H. & Stringer, R. A. (1968). *Motivation and organizational climate*. Boston, MA : Harvard University Press.
- Miller, D. C. (1940). The morale of college-trained adults. *American Sociological Review*, 5, 880-889.
- Near, J., Rice, R., & Hunt, R. (1980). The relationship between work and non-work domains: A review of empirical research. *Academy of Management Review*, 5, 415-429.
- Payton-Miyazaki, M., & Brayfield, A. H. (1976). The good job and the good life: Relation of characteristics of employment to general well-being. In A. D. Biderman & T. F. Drury (Eds.), *Measuring works quality of social reporting* (pp. 125-150). Beverly Hills, CA: Sage.
- Piotrkowski, C. S. (1978). *Work and the family system: A naturalistic study of working class and lower middle class families*. New York: Free.
- Rapaport, R., & Repaport, R. N. (1969). The dual-career family: A variant pattern and social change, *Human Relations*, 22, 3-30.
- Robinowitz, S., & Hall, D. T. (1977). Organizational research on job involvement. *Psychological Bulletin*, 84, 265-288.
- Rice, R., Near, J., & Hunt, R. (1979). Unique variance in job and life satisfaction with work-related and extra work-place variables. *Human Relations*. 32, 605-623.
- Roethlisberger, F. J., & Dickson, W. J. (1939). *Management and the worker*. Cambridge, MA: Harvard University Press.
- Romzek, B. S. (1985). Work and non-work psychological involvement: The search for linkage. *Administration and Society*, 17, 257-282.
- Rousseau, D. M. (1978). The relationship of work to nonwork. *Journal of Applied Psychology*, 63, 513-517.
- Rundquist, E. A., & Sletto, R .F. (1936). *Personality in the depression* Minneapolis, MN: University of Minnesota Press.
- Schnake, M. E. (1983). An empirical assessment of the effects of affective response in the measurement of organizational climate. *Personnel Psychology*, 36, 791-807.
- Sekaran, U. (1983). How husbands and wives in dual career facilities perceive their family and work worlds. *Journal of Vocational Behavior*, 22, 288-302.



- Sheldon, Z., & Kathleen, L. M. (1990). Work in the family and employing organization. *American Psychologist*, *45*, 240-251.
- Shukla, A., Sarma, T., & Nigam, R. (1989). Work attitudes of employed men and women who are married. *Psychological Reports*, *64*, 711-714.
- Siassi, I., Corsetti, G., & Spiro, H. R. (1975). Emotional health, life, and job satisfaction in aging workers. *Industrial Gerontology*, *2*, 289-296.
- Smith, T. W. (1985). Working wives and women's rights: The connection between the employment status of wives and the feminist attitudes of husbands. *Sex Roles*, *12*, 501-508.
- Spitze, G., & South, S. (1985). Women's employment, time expenditure, and divorce. *Journal of Family Issues*, *6*, 307-329.
- Staw, B. M., & Ross, J. (1985). Stability in the midst of change: A dispositional approach to job attitudes. *Journal of Applied Psychology*, *70*, 469-480.
- Voydanoff, P. (1988). Work and family: A review and expanded conceptualization. In E. B. Goldberg (Ed.), *Work and family; Theory, research, and application* (pp. 1-22). Beverly Hills, CA: Sage.
- Warr, P., Cook, J., & Hall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of Occupational Psychology*, *52*, 129-148.
- Wexley, K. N., McLaughlin, J. L., & Sterns, H. L. (1975). A study of perceived need fulfillment and life satisfaction before and after retirement. *Journal of Vocational Behavior*, *7*, 81-87.
- Wilensky, H. (1960). Work, careers and social integration. *International Social Science Journal*, *12*, 543-560.

### Author Notes

*This article is based on Seema Saxena's doctoral desertion completed at the Indian Institute of Technology Kanpur, under the guidance of Mahfooz A. Ansari. We thank committee members, Barbara Gutek and Patrick McKenry, for their helpful comments.*

*Correspondence concerning this article should be addressed to Mahfooz A. Ansari, Professor of Psychology, Department of Psychology, International Islamic University, 46700 Petaling Jaya, Selangor Darul Ehsan, Malaysia. Electronic mail may be sent to: mahfooz@iiu.edu.my.*