

Spillover and Crossover Effects In the Context of Job Demands-Resources Model

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Two studies examine the expansion of Job Demands-Resources model by including spillover and crossover effects in the context of well-being at work.

INTRODUCTION

Job Demands-Resources model (JD-R; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) refers to broad ranges of factors: **job demands** (e.g., workload), **job resources** (e.g., social support) and **personal resources** (e.g., optimism). Job demands trigger health impairment process while job resources trigger motivation process. Those factors interact and resources can buffer the job demands' negative impact on work-related well-being outcomes such as job burnout and work engagement (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007).

We aim to expand the model with the effects of **spillover** (Grzywacz & Marks, 2000) and **crossover** (Westman, 2001). We propose that not only job resources but also resources from another domain (home/family) can buffer the negative impact of job demands (spillover effect) on work-related well-being and not only person's own resources can play a role of that buffer but also other people's resources, e.g., a significant other's (crossover effect).

METHOD

STUDY 1

The aim of the Study 1 was to examine whether the indirect relationship between job demands and job burnout (via work-family conflict) is moderated by social support from family and friends (**spillover effect**).

METHOD

- Participants ($N = 249$) – general population; needed to have been employed and have lived with their partners for at least one year
- Design – two waves with 3 months interval
- Measures:
 - ✓ Job Demands – average time spent at work on weekly basis
 - ✓ Work-Family Conflict Scale (Netemeyer, Boles, & McMurrin, 1996) $\alpha = .92$
 - ✓ Oldenburg Burnout Inventory (OLBI; Halbesleben & Demerouti, 2005) $\alpha = .87$ (T1), $\alpha = .88$ (T2)
 - ✓ Who You Can Count On Scale from PWP Questionnaire (Widerszal-Bazyl & Cieslak, 2000), $\alpha = .91$

STUDY 2

The aim of the Study 2 was to examine whether the indirect relationship between job demands and job burnout (via work-family conflict) is moderated by own (Partner A's) and life partner's (Partner B's) optimism (**crossover effect**).

METHOD

- Participants ($N = 188$ couples) – general population; needed to have been employed and have lived with their partners for at least one year
- Design – cross-sectional
- Measures:
 - ✓ Job Demands – Quantitative Workload Questionnaire (QWI; Spector & Jex, 1988), $\alpha = .86$
 - ✓ Work-Family Conflict Scale (Netemeyer, Boles, & McMurrin, 1996), $\alpha = .92$
 - ✓ Oldenburg Burnout Inventory (OLBI; Halbesleben & Demerouti, 2005), $\alpha = .89$
 - ✓ Life Orientation Test – Revised (LOT-R; Scheier, Carver, & Bridges, 1994), $\alpha = .76$ (A), $\alpha = .75$ (B)

DISCUSSION

- Result of Study 1 indicated that the effect of job demands on job burnout was mediated by work-family conflict only when social support from friends and family was low and medium. When social support was high, the mediation was not significant. Thus, social support from outside of work spills over to work domain and acts as a buffer against job burnout.
- Result of Study 2 indicated that the effect of job demands on job burnout was mediated by work-family conflict only when Partner A's optimism was high and Partner B's optimism was low. Thus, while Partner A's optimism turned out to protect against job burnout, Partner B's optimism turned out not to be beneficial
- ✓ It is possible that Partner B's optimism is important at the earlier stage (e.g., before the appraisal of job demands or before job demands increase the work-family conflict).
- ✓ This result needs to be confirmed in longitudinal design.

RESULTS

STUDY 1

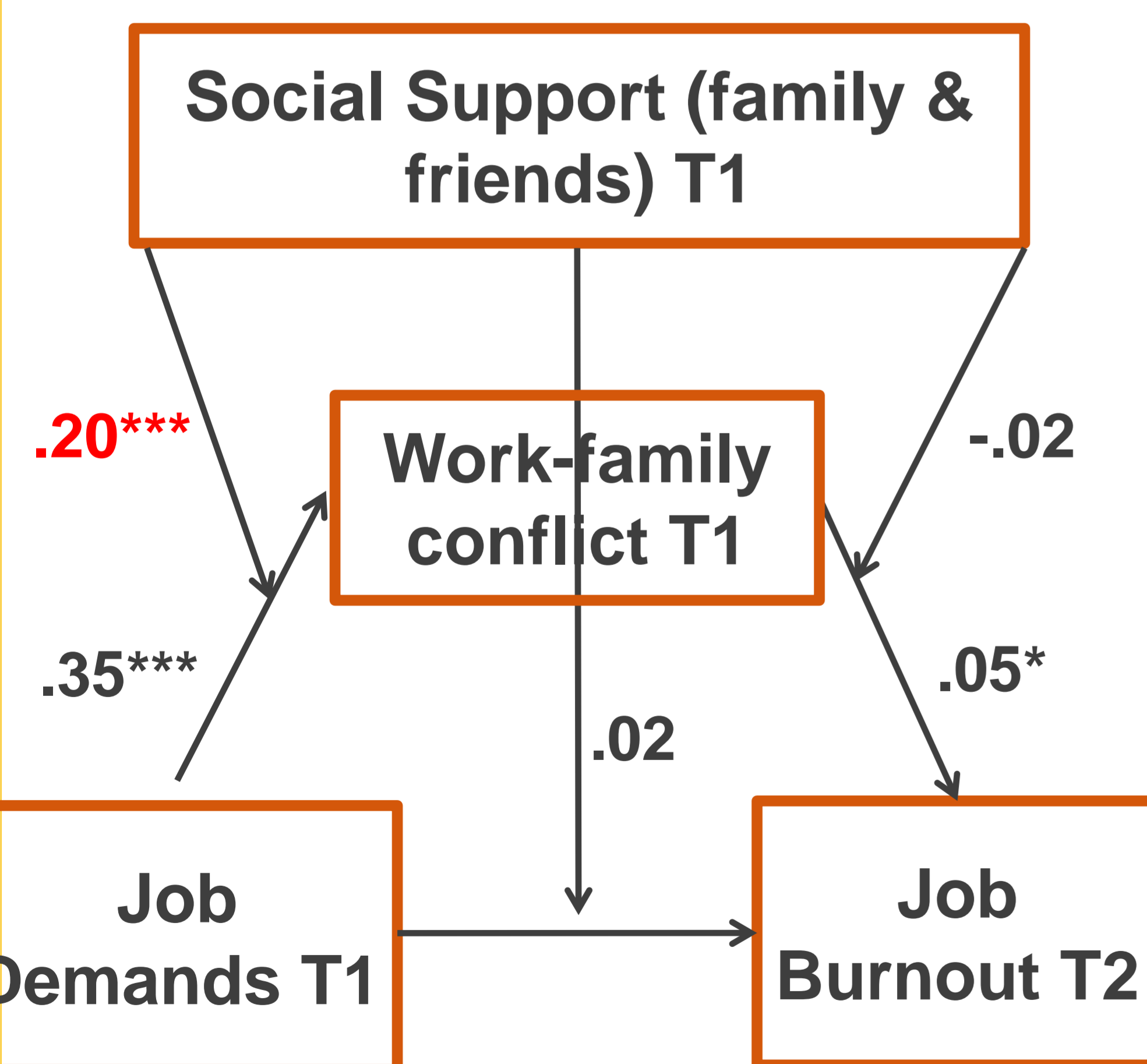


Table 1. Indirect effects at three levels of moderator (social support from family and friends).

Social Support	Effect	Boot SE	Boot LLCI	Boot ULCI
- 1 SD	.01	0.01	.00	.03
M	.02	0.01	.00	.04
+ 1 SD	.02	0.02	-.01	.05

STUDY 2

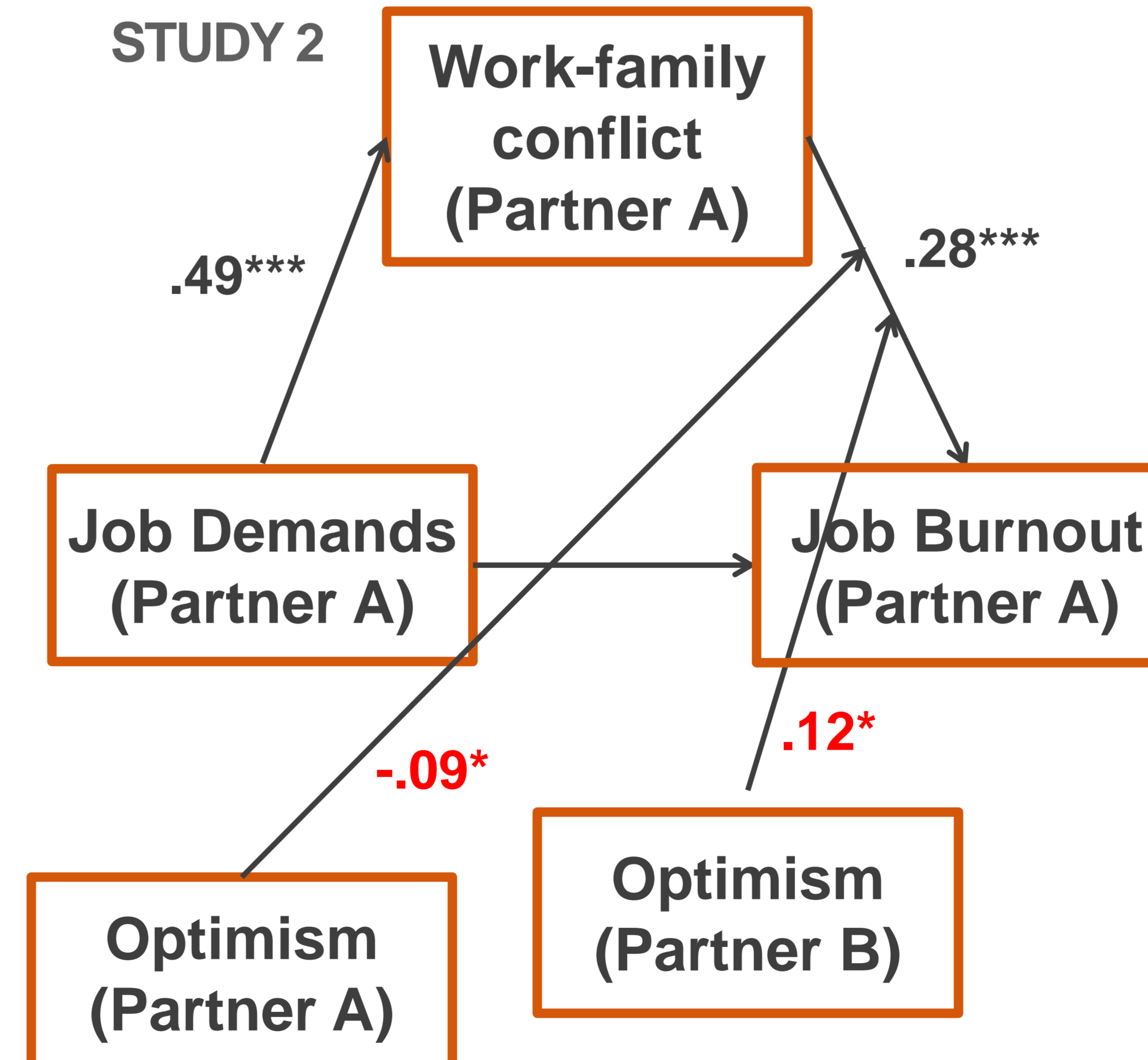


Table 2. Indirect effects at three levels of moderators (Partner A's and Partner B's optimism).

Optimism (Partner A)	Optimism (Partner B)	Effect	Boot SE	CI
- 1 SD	- 1 SD	.12	0.05	[.04, .23]
- 1 SD	M	.18	0.04	[.11, .26]
- 1 SD	+ 1 SD	.24	0.05	[.15, .34]
M	- 1 SD	.08	0.04	[.01, .17]
M	M	.14	0.03	[.08, .21]
M	+ 1 SD	.20	0.04	[.12, .28]
+ 1 SD	- 1 SD	.04	0.05	[-.05, .13]
+ 1 SD	M	.09	0.04	[.02, .17]
+ 1 SD	+ 1 SD	.15	0.04	[.07, .25]

Figure 1. Social support from family and friends moderates the indirect (via work-family conflict) relationship between job demands and job burnout.

Figure 2. Partner A's and Partner B's optimism moderates the indirect (via work-family conflict) relationship between job demands and job burnout.