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Management Stress and Its Impact on Marital Dysfunction

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MANAGEMENT STRESS AND ITS IMPACT
ON MARITAL DYSFUNCTION

Thomas J. Kemper, B.S.



An Abstract Presented to the Faculty of the
Graduate School of the Lindenwood College in Partial
Fulfillment of the Requirements for the
Degree of Master of Business Administration

1988

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ABSTRACT

The purpose of this investigation is to examine the occupational and life stressors suffered by managers and the relationship between this stress and the marital dysfunction of these managers.

The relationship between employee's work lives and their nonwork lives has undergone a number of investigations over the years. One area that has received particular attention is the area of occupational stress, its causes and effects. Occupational stress is something that is no longer suffered by air traffic controllers and top executives. Lower level managers are becoming distressed because of the pressures placed on them by corporations to perform, and because of the continual, technological, economic, and social changes that are constantly occurring in the workplace. An examination of literature on work stress suggests that there exists a relationship between occupational stress suffered by managers and the quality of the managers marital and family life.

Therefore, it is hypothesized that the effect of unmanaged stress encountered in the workplace by

married middle managers is correlated to the amount of marital distress suffered by these managers.

The instruments used in this study were the Occupational Stress Inventory (OSI) and the Marital Satisfaction Inventory (MSI). These tests were used to correlate the existence of occupational stress and marital distress on the manager. Data were analyzed thru the use of regression analysis. The instruments were sent to 40 male division managers employed by a Fortune 500 company.

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Acknowledgements

To my wife, Diane, who has spent many evenings alone while I prepared for and attended classes. She has been my helper, typist, and proofreader through many projects. She has been my greatest fan, my source of strength and encouragement during the difficult times in graduate school. I thank her for her time, understanding, and help, that has allowed me to complete this project.

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Chapter I
INTRODUCTION

Stress

John McAlister is a young sales manager beginning his climb up the corporate ladder. He recently was relocated for the second time in two years, as his company saw the need to shift him from one city to another. He works long hours, (upward to 55 hours per week) often bringing his work home with him. John is often frustrated by his customers demands, his sales force needs, and the sales quota demands set by upper management.

John feels the tension in his marriage. He and his wife have difficulty communicating; they don't get along as well as they used to. He also finds that his children get on his nerves and has trouble talking with them. He has begun drinking more and has developed some chronic health problems. John is a victim of stress.

Stress is a phenomenon that has probably been with man since his creation. But the study of stress and its causes and effects dates back to the late 1940's and early 1950's. Dr. Hans Selye, of the

University of Montreal, is a foremost expert in the study of stress. He has brought the concept of stress to the public attention over the past 35 years, and his definition of stress, although modified by others over the years, is stated as the nonspecific response of the body to any demand made upon it (Stress Without Distress 27).

A more current and functional definition of stress is a demand placed upon our physical or emotional system that temporarily causes us to be in a state of disequilibrium (Curran 48: 13).

Dr. Selye, through his years of research, has developed a number of concepts about stress:

*Stress is wear and tear caused by life.

*Stress is a state manifested by a specific syndrome of biological events and can be both pleasant or nonpleasant.

*Stress is the mobilization of the body's defenses that allow human beings to adapt to hostile or threatening events.

*Stress is dangerous when it is unduly prolonged, comes too often or concentrates on one particular organ of the body. (Sehnert 20)

In addition to the concept of what stress is, Selye has developed a series of statements of what stress is not.

*Stress is not simply nervous tension.

*Stress is not the discharge of hormones from the adrenal glands.

*Stress is not the influence of some negative occurrence.

*Stress is not necessarily something bad.

(The Stress of Life 62)

Technically, stress is the body's response to stressors (Source of stress). A stressor can be anything that threatens you, pushes you, or worries you; anything that speeds you up, keys you up, or tenses your body. The responses include both physical reaction and psychological changes. Physical reaction might be an increase in blood pressure, restlessness, sweaty palms, or headaches. Psychological changes could be worry, depression, or anxiety (Bienvenu 2).

The sources of stress have been classified as environmental and psychological. Environmental stressors are the events in one's life that are stressful to the individual. A sickness or death in one's family, a disagreement with your spouse, a final

exam in college, or locking your keys in your car are all examples of environmental stress that may confront people in their daily lives. Psychological stressors are events happening in your mind that places stress on you. Constant worry, resentment toward others, feelings of incompetence, and constant fear are examples of psychological stressors that people encounter.

To many people the word stress denotes some type of negative condition. This is not always the case. Stress can be a positive thing and a certain amount of it is necessary and advantageous. Stress can excite you, help you concentrate, stimulate creativity, and help you to achieve. This positive stress, is termed eustress (Bienvenu 2). Speaking before a group or competing in sports are examples of positive stress situations. However, too much stress over extended periods can be harmful, creating numerous problems or negative stress. Selye termed this negative stress as distress (Sehnert 27).

For the purpose of this study, stress will be thought of in the negative sense (distress). Stress will be defined as the response of the body and/or mind to demands on it, either in the form of physiological

or psychological strain (Mondy 36).

According to Dr. Hans Selye, "Complete freedom from stress is death." (Stress Without Distress 32). Stress is unavoidable. Fortunately, as stated previously, not all stress is negative. The challenge for every human being is not to eliminate stress, but to maximize the positive stress (eustress) and minimize the negative stress (distress) (Kreitner 638).

When the stress response is activated by stressors, certain symptoms become apparent. These symptoms can be classified into three categories:

Behavioral Heavier smoking, use of alcohol or drugs, forgetfulness, and loss of concentration are common reactions to stress. Other behavioral indicators include: drop in energy levels, lack of enthusiasm and pulling away from people.

Physical Elevated blood pressure, headaches, pain in the neck and shoulders, and increased restlessness or nervousness are some of the physical indicators of stress. Stress may also show symptoms of sleeping difficulties, shallow breathing or stomach upset.

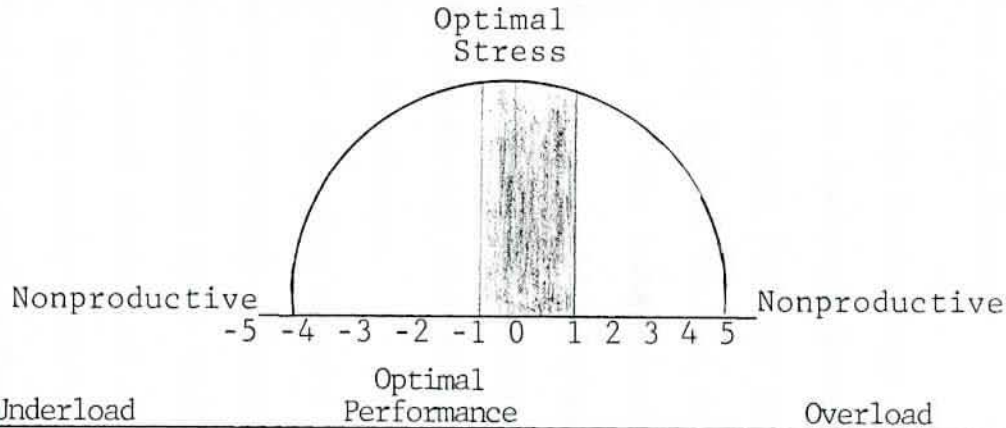
Emotional Worry, irritability, depression, and low morale are signs of emotional stress. Persons under stress may show feelings of uselessness, dislike of self and blame others for their problems and may become distressful. (Bienvenu 4)

The experiencing of any one or two signs of the above stress symptoms does not mean that distress is taking place. If, on the other hand, symptoms begin to increase in number over a prolonged period, distress will result. The thin line between eustress and distress depends on the individual experiencing stress.

Figure 1 depicts a conceptualized diagram of some of the symptoms of stress overload. The diagram, developed by Dr. Rosalind Forbes, illustrates how positive stress enhances personal productivity while negative stress leads to nonproductivity.

As shown in figure 1, when the scale reaches the stress overload point, problems occur and it is time to back off and reduce the stress. In recent years there have been tremendous amounts of advice on how best to cope with stress. Although this paper will not cover the subject of coping with stress in any great detail,

The Forbes Continuum of Underload/Overload



Characteristics of Each State

| Underload | Optimal Performance | Overload |
|----------------------------|--------------------------------|--|
| Boredom | Exhilaration | Insomnia |
| Overqualified for work | High motivation | Irritability |
| Apathy | Mental alertness | Accidents |
| Erratic, interrupted sleep | High energy | Alcoholism |
| Irritability | Realistic analysis of problems | Absenteeism |
| Decrease in motivation | Improved memory and recall | Change in appetite |
| Accidents | Sharp perception | Apathy |
| Alcoholism | Calmness under pressure | Strained relationships |
| Absenteeism | | Poor judgment |
| Change in appetite | | Increased errors |
| Lethargy | | Lack of clarity |
| Negativity | | Indecisiveness |
| Dullness | | Withdrawal |
| | | Loss of perspective (problems out of proportion) |
| | | Diminished memory and recall |

Figure 1

Source:

Keith W. Sehnert, Stress/Unstress How You Can Control Stress At Home And On The Job. Minneapolis, Minnesota: Augsburg Publishing House, 1981, p. 75.

it has been observed that there is no one coping technique for all individuals to use for dealing with stress.

Occupational Stress

As high technology continues to bring fast paced changes in American business and industry, it is the dedicated hard working employee that remains the decisive factor in the overall success of a company.

It is the human factor that still brings creativity and innovation to these fast paced corporations. But unlike the high-tech machinery used in business and industry, the human factor is falling victim to stress.

The changing nature of occupations has caused numerous problems. Opportunities for work and the size of corporations have significantly affected the occupational status of the American worker.

In the early 1900's, the majority of Americans worked on the family farm or in a small family owned business. Today less than three percent of the work force work on farms while more than 50 percent of the labor force are employed by major corporations (Sehnert 35).

These large corporations are complex entities where increasing emphasis is placed on productions and profit. Workers must produce more than ever to gain reward. Individuals are surrounded by large titles, job descriptions and ever increasing responsibilities (35).

The many changes that occur in jobs each day have created much stress for the worker. Job stress is not longer limited to the top executives of corporations or air traffic controllers. It is now recognized that all work requires stress and that all jobs produce stress, much of which goes unmanaged (Greenberg 1).

Unmanaged stress has a significant cost to employees in the form of physical and mental health problems as well as an economic cost to the employer. It is estimated that unmanaged employee stress cost companies \$10 million to \$20 million annually in the United States due to lost productivity and absenteeism (Ardekani 9C).

Many managers are victims of stress because of the many conflicts that arise between their independence and their commitment to the organization, organizational pressures to conformity, day-to-day demands of the workplace, and various forms of role conflict.

According to James Stoner, different jobs vary greatly in the amount of stress they generate. For example, physicians, office managers, and supervisors must endure a good deal of stress, while craft workers, farm laborers, and college professors face relatively little stress (535).

The image of a stressful environment in the workplace maybe envisioned as five phones in an office ringing simultaneously with customer complaints, the boss yelling for his already late reports, subordinates wanting time off, and the secretary tendering her resignation. This image, while exaggerated to some degree, is not overly inaccurate. Stress can be caused by a number of things in a manager's life at work.

Role overload is a major cause of stress at work. There are two kinds of overload. Quantitative overload occurs when a person has more work than he or she can complete in a given time. Qualitative overloading occurs when employees lack the skill or abilities needed to complete the job satisfactorily. Quantitative overloading is thought to be the more prevalent cause of stress in managers (537).

The above overloading elements of stress are factors intrinsic to the job. Other intrinsic stress

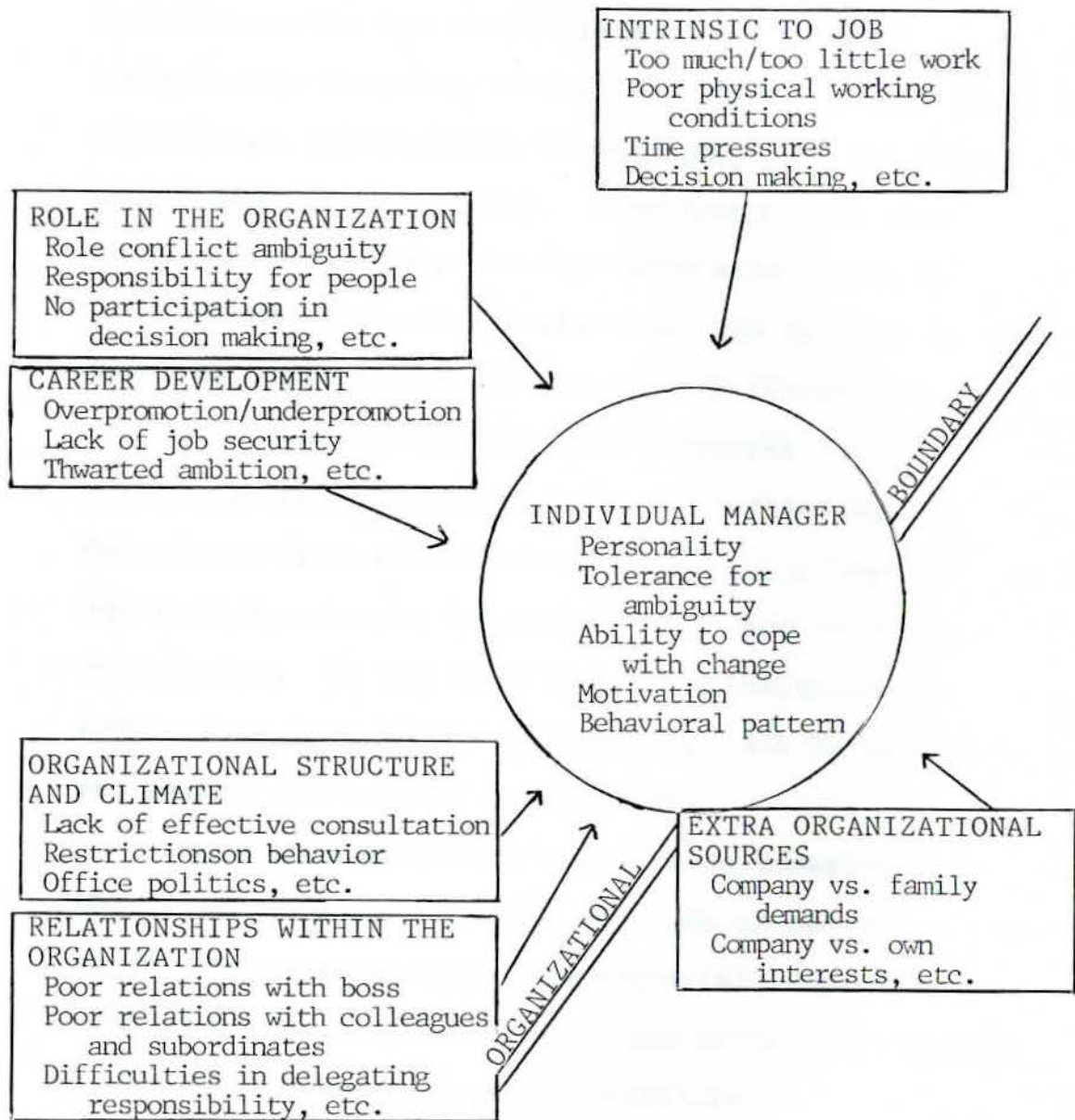
factors are too little work, time pressures and deadlines, having too many decisions, fatigue from physical strain of the work environment (e.g. overcrowded office conditions), excessive travel, long hours, taking work home, coping with changes at work, and the fear and the expense of making a mistake (Cooper 18).

Almost every job description will include some factors which at some point in time will cause stress for individuals. Figure 2 represents diagrammatically a number of factors that interact to become sources of managerial stress. There are six external categories, including intrinsic factors, already discussed that are sources of stress and one internal category. These factors will be discussed further.

The manager's role in the organization can be a major source of occupational stress. This stress stems from a number of factors regarding a manager's role in the organization. They are role ambiguity, role conflict, and responsibility.

Role ambiguity occurs when a manager has insufficient information about his work role. The manager is not clear on exactly what his work objectives are in relation to his role. He maybe

Figure 2
Sources of Managerial Stress



Source: Cary L. Cooper and Judi Marshall, Understanding Executive Stress. New York, New York: PBI, 1977, p. 19.

uncertain about supervisor's or colleague's expectations of the particular work role or he maybe uncertain as to his responsibilities. A study conducted by Margolis, Kroes, and Quinn in 1974 found a significant relationship between physical and mental health and role ambiguity. They found that role ambiguity was related to depressed mood, lowered self-esteem, life dissatisfaction, low motivation to work, and intention to leave the job (Cooper 24).

Role conflict exists when a manager in a particular role is caught between conflicting job demands or having to do things in his job that he does not believe correct, or included as part of his job description. It has been found that managers who suffer from role conflict have lower job satisfaction and higher job related tension (25).

Other role stressors that middle managers face that tend to cause distress are lack of participation in decision making, lack of managerial support, pay constrictions, job insecurity, and having little real authority in their management position.

A third major source of stress for managers at work is the relationship the manager has with his supervisor, subordinates, and colleagues. Cooper

states that a number of behavioral scientists have suggested that good relationships between members of a work group are a central factor in individual and organizational health. However, very little research has been conducted in this area to support or disprove this hypothesis (25).

In the area of career development there are two major areas that cause undue stress on a manager. These are lack of job security (fear of redundancy, obsolescence or early retirement) and status incongruity (under or over promotion, frustration reaching a career ceiling). Many middle managers reach a point in their career where promotion to higher management levels becomes extremely difficult. They reach a management plateau where they will stay until retirement. In many cases their current management responsibilities become redundant, they become frustrated with the thought of staying in the same position until retirement, and stress begins to affect their physical and mental well being (34).

The organizational structure and climate within the organization is another source of stress for many individuals in management. Lack of involvement in the decision-making process, poor communication with

supervisors, being left out by other managers, and dealing with the office politics can have an impact on an individual's stress. There have been a number of research investigations in this area and the findings have shown that nonparticipation was related to poor physical health, drinking, depressed mood, low self-esteem, low life and job satisfaction, low work motivation and absenteeism, all which are stress related problems (37).

A final source of external job stress is the conflict that often occurs between the manager's life inside the organization and his life outside the organization. A number of examples within this area are life crisis, family problems, marriage problems, financial difficulties, conflict of personal beliefs with those of the company's beliefs, and the conflict of company with family demands. Often managers are required to work long hours or take work home with them to meet deadlines or other demands from the company. Such practices do not allow the manager many resources with which to cope with his family's needs. This behavior leads to lack of support from the family, stress begins to have its effect on both parties, and a marriage can deteriorate from prolonged practices.

All the above external sources of stress for managers elicit different reactions from different individuals. Some individuals are more capable of coping with these on the job stressors and as a result they are capable of adapting their behavior in ways that meet these stressful challenges. On the other hand, some individuals are incapable of adapting to the stress generating situations, and this stress becomes distress. There are a number of factors that can contribute to the differences in why one individual can handle very stressful situations while another cannot. These maybe personality, motivation, the inability to deal with problems in a particular area of expertise, fluctuations in abilities and insight into one's own motivations and weaknesses (Cooper 34).

Consistent with the definition of stressor given earlier and the potential sources of stress just reviewed, it seems that there is an infinite amount of sources of stress that can affect managers in the workplace. Table 1 identifies four of the common external sources of work related stress in a stress questionnaire. The four sources of stress listed are conflict and uncertainty, job pressures, job scope, and rapport with management. The four factors have been

Table 1

STRESS-ASSESSMENT QUESTIONNAIRE

Instructions: Listed below are various kinds of problems that may-or may not-arise in your work. Indicate to what extent you find each of them to be a problem, concern, or obstacle in carrying out your job duties and responsibilities.

| FACTOR | RESPONSES | | | | |
|---|-----------|-------------|----------------|---------|--------|
| | Never | Sel- dom | Some- times | Usually | Always |
| <u>Conflict and uncertainty</u> | | | | | |
| 1. Not knowing just what the people you work with expect of you | 1 | 2 | 3 | 4 | 5 |
| 2. Feeling you have to do things on the job that are against your better judgment | 1 | 2 | 3 | 4 | 5 |
| 3. Thinking that you will not be able to satisfy the conflicting demands of various people over you | 1 | 2 | 3 | 4 | 5 |
| <u>Job Pressure</u> | | | | | |
| 4. Feeling you have too heavy a workload; one you can't possibly finish during an ordinary day | 1 | 2 | 3 | 4 | 5 |
| 5. Not having enough time to do the work properly | 1 | 2 | 3 | 4 | 5 |
| 6. Having the requirements of the job affect your personal life | 1 | 2 | 3 | 4 | 5 |
| <u>Job Scope</u> | | | | | |
| 7. Being unclear on just what the scope and responsibilities of your job are | 1 | 2 | 3 | 4 | 5 |

Table 1 (continued)

| FACTOR | RESPONSES | | | | |
|--|-----------|-------------|----------------|---------|--------|
| | Never | Sel- dom | Some- times | Usually | Always |
| 8. Feeling you have too little authority to carry out responsibilities assigned to you | 1 | 2 | 3 | 4 | 5 |
| 9. Not being able to get the information you need to carry out your job | 1 | 2 | 3 | 4 | 5 |
| <u>Rapport with Management</u> | | | | | |
| 10. Not knowing what your manager or supervisor thinks of you-how he or she evaluates your performance | 1 | 2 | 3 | 4 | 5 |
| 11. Not being able to predict the reactions of people above you | 1 | 2 | 3 | 4 | 5 |
| 12. Having ideas considerably different from those of your manager | 1 | 2 | 3 | 4 | 5 |

Source: Adapted from A.A. McLean, Work Stress. Reading, Mass.: Addison-Wesley, 1979, pp. 131-132. As cited in Don Hellriegel and John W. Slocum, Jr., Management. Reading, Mass.: Addison-Wesley, 1986, p. 579.

found to create role conflict at work that often lead to work stress. This questionnaire allows a manager to assess himself as a subject of stress in the workplace.

Listed in the questionnaire are problems that may or may not occur at work. The manager would simply indicate the extent that he finds the factors to be a problem or concern in handling his management duties.

To score the test, add the three numbers circled in each of the four categories and then add the totals from each category. Scores in each of the four stress categories can range from three to fifteen. Scores of nine or more in any category represents a potential stress problem that deserves attention by a manager. An overall score of thirty-six or more suggests a more than desirable amount of stress (distress) on the job.

The effects of occupational stress can have serious consequences on a manager's physical and mental health, as well as his work performance. The effects of stress can be numerous and long lasting, even after the stressor has ceased. Table 2 depicts five categories of potential adverse effects of distress. The categories are: subjective, behavioral, cognitive, physiological, and organizational.

In terms of health, stress has been linked to

heart disease, diabetes, ulcers, high blood pressure and arteriosclerosis. Stress can cause depression, anxiety, fatigue, lowered self-esteem, reduced job satisfaction, and marriage and family difficulties. Stress can lead to alcohol and drug abuse as a way to escape the pressures which can lead to further deterioration in health, job performance, and family life (Stoner 536).

Almost everyone is likely to experience some type of distress from time to time. A person experiencing the effects of distress as shown in Table 2 may not have to experience all the specific effects within each category to be in the state of distress. On the other hand, a person in a highly distressed state may experience adverse effects in more than one category at the same time.

Distress does not always become a severe problem unless it is experienced frequently over a long period of time. When such distress occurs, burnout may result. Burnout has been defined as a state of mind resulting from prolonged exposure to intense emotional stress involving three major components: physical, emotional, and mental exhaustion (536). Burnout involves the interaction among the individual's

Table 2

POTENTIAL EFFECTS OF DISTRESS

| Category | Potential Specific Effects |
|------------------------|--|
| Subjective effects | Anxiety, aggression, apathy, boredom, depression, fatigue, frustration, guilt and shame, irritability and bad temper, moodiness, low self-esteem, threat and tension, nervousness and loneliness |
| Behavioral effects | Accident proness, drug use, emotional outbursts, excessive eating or loss of appetite, excessive drinking and smoking, excitability, impulsive behavior, impaired speech, nervous laughter, restlessness, trembling, and excessive sleeping or the inability to sleep |
| Cognitive effects | Inability to make decisions and concentrate, frequent forgetfulness, hypersensitivity to criticism, mental blocks, and denial |
| Physiological effects | Increased blood and urine catecholamines and corticosteroids, increased blood glucose levels, increased heart rate and blood pressure, dryness of the mouth, sweating, dilation of the pupils, difficulty in breathing, hot and cold spells, lump in the throat, numbness and tingling in parts of the limbs, hives, and indigestion |
| Organizational effects | Absenteeism, poor industrial relations and low productivity, high accident and labor turnover rates, poor organizational climate, antagonism at work, and job dissatisfaction |

Source: Adapted from T. Cox, Stress. Baltimore: University Park Press, 1978. As cited in Don Hellriegel and John W. Slocum, Jr., Management. Reading, Mass.: Addison-Wesley, 1986, p. 581.

personality, position, work environment, and organizational characteristics (536). According to Hellriegel and Slocum, managers suffering from burnout seem to go through three stages of progression. These stages include:

Stage 1: Puzzlement, confusion,
appearance of frustration.

Stage 2: Experience of intense
frustration and anger.

Stage 3: Apathy, withdrawal, and
despair (583).

So, often, as with other human diseases these signs or stages of burnout are often not evident until the damage has been done to one's self and others.

The stress suffered by managers can exact a great toll on the individual, his family, and the organization. The effects of distress in the workplace have received widespread attention by business and health organizations. Corporations are spending millions of dollars to set up programs to help employees recognize and cope with their stressful situations. Controlled stress in managers leads to healthier more productive employees for these major corporations.

Relationship of Occupational Stress on Marriage

How prevalent is the conflict between stress and marriage? Consider the following illustration of the potential effects of work stress on marriage.

Everyone talked about how we were the golden couple, how our marriage was so terrific, and I was buying that. . . Then my wife told me she thought our marriage was rotten. That was the beginning of it. . . I began to take her seriously when she was too depressed to get out of bed in the mornings. . . It came as a shock to me that [my wife] questioned me, questioned her life. I thought I had pretty well under control. The thing I learned is that you don't have a marriage and sort of put it away in a cabinet-now that's taken care of. See, I think that's the marital model we grew up with; you get married and put that behind you and get on with the important part of life, which is building the career. You have enough other things to worry about, your job and how much money you're making, and you put the marriage in the cabinet because it's more comfortable not to worry about it, and you polish it once a year on your anniversary because it's unsettling to have to think, gosh, you are in a relationship which might break up tomorrow. (Hellriegel, Slocum 580)

Most everyone is likely to experience some distress at sometime, but probably not to the severity of the above illustration. Such distress occurs when stressors become more intense and occur more

frequently. Often as in this case, the manager fails to realize his problem until his marriage is about to fail. Examples of distress such as in the above illustration, are not uncommon with managers. The greater occupational demands required of a manager seems to be an ever increasing source of conflict between work and family role.

The responsibilities of a manager usually have poorly defined boundaries. There is always more to be done if a manager is willing. There are no prescribed maximum number of hours a manager must work and the job may not be tied to any particular location. In some cases work may be taken outside the office and this usually means that a manager may often take his work home. The manager must decide how much life, in terms of time and energy, his job should occupy. In fact, many times a manager must try to achieve a balance between his job demands and the necessary time spent with his wife and family. However, decisions on the above demands cannot always be made at one point in time and held constant. These decisions must be remade each time there are fluctuations in the demands on the manager. For the typical manager, trying to achieve an acceptable balance between the demands from work and

home often result in a conflict situation that in all likelihood may be a source of stress (Cooper & Marshall 103).

Cooper and Marshall, in their book Understanding Executive Stress, discuss four ways in which work intrudes into the home life causing conflict and stress. The first factor deals with the manager performing work related duties at home on evenings and weekends. If a manager has difficulty accepting working at home, but feels he has no choice, stress usually will result. Taking work home continuously during the week can mean that the manager finds it difficult to switch off work when home (102).

Moreover, the manager's wife may feel that he is a cohabitant, rather than her spouse. If she accepts the fact that her husband's work takes precedence over their joint life, some stress may be eliminated. However, if she is jealous of his work at home, she does have the power to put him under pressure and thus increase the amount of stress he may experience (103).

A second intrusion of work into home life is business travel. This intrusion varies with occupations, but is prevalent in the sales profession. The glamour of travel soon fades and the disadvantages

can take hold. The manager becomes fatigued, he falls behind on work at the office, and he becomes homesick. The wife is robbed of her husband's company, and she is left to cope with running the home and solving the various problems that arise. Many wives have difficulty accepting the needed travel of their husbands. They may become resentful of their husband's freedom to travel. This can put added strain on their relationship (104).

A third intrusion of work into the home life is the social part of his work role. Managers are often required to entertain customers and attend social engagements in the evenings. Sometimes he must go alone and thus, is away from home. At other times the wife is required to attend and play the part of the manager's wife. In either case, conflict can arise. Some wives like to be involved, while others want no part of this socializing (102-103).

The fourth intrusion is the effect decisions made at work affect home life. Accepting a promotion usually means working harder, longer hours, and consequently neglecting family life more frequently. Often a promotion requires relocating to a new area which will have serious repercussions on the wife and

family. It is the manager's wife who often bears the brunt of many company decisions (106).

In summary, it can be said that the manager's job tends to dominate his life at home as much as in the workplace. It not only takes up a considerable amount of his time and energy, it dictates how his wife and family will live their lives. In order to maintain his chosen life-style and handle the workload, the manager diverts energy away from his home life. The wife often has to take on the responsibility for most of the home life functions often handled by the husband. As the amount of stress builds on the manager at work, stress at home begins to mount, which can lead to other difficulties. Some such difficulties might be communication problems, common interest problems, financial problems, sexual dissatisfaction, or dissatisfaction with the children.

Hypothesis

The amount of stress suffered by managers in the workplace seems to be an ever increasing phenomenon in today's fast paced corporate society. Because of this, much attention has been given to studies showing the effects of work stress on the well-being of corporate

managers. In fact, some research has suggested evidence of a correlation between managerial stress and marital dysfunction.

The purpose of this study is to examine managerial stress and its affect on marital happiness. It is therefore hypothesized that the effect of unmanaged stress encountered in the workplace by married managers is correlated to the amount of marital distress suffered by these managers.

Chapter II
LITERATURE REVIEW

Most studies on stress focus on occupational sources of stress. Over the years very little research has been devoted to occupational stress and its impact on home life, or the relationship of work roles to non-work roles.

With respect to empirical research on the relationship between work and non-work roles, Near et.al. reviewed a 1976 study by Bailyn and Schein that assessed workers degree on involvement in different spheres of their lives. A factor analysis of questionnaires given to MIT graduates revealed that involvement in work and family are often in conflict with each other. In this study, respondents with two types of jobs, engineers and professors, actually experienced conflicts between the two domains (Near et. al. 420).

In a latter study by Denise M. Rousseau, the relationship between work experiences and non-work experiences were investigated in a survey of 139 employees from an electronics firm. The results of Rousseau's study revealed that a positive correlation

exists between work domain and the non-work domain, supporting a spillover model of a work-non-work relationship. This model suggests that negative or positive happenings at work often spill over into the non-work domain having a negative or positive affect on the private life. Rousseau states that "When an employee experiences physical or psychological stress, these effects may transcend the organization's boundaries. Thus, as employees move between the domains of work and non-work, they carry with them the influences of these spheres of activity" (Rousseau 517).

In a similar study, Jones and Butler investigated the incompatibility between family and job role demands. Their sample consisted of 181 married sailors aboard four deployed U.S. Navy ships. Jones found that work and time demands of some occupations may be so encompassing that they severely curtail normal family interaction. Such occupational demands were experienced by the deployed sailors. The results of this study supported the Jones/Butler hypothesis that the level of role strain experienced by the deployed sailors was positively related to the amount of incompatibility between job and family role demands.

Jones and Butler concluded that while most job roles are less intrusive into family roles and produce less strain than is experienced by deployed sailors, there are still many critical jobs (police, fireman, and the like) that appear especially susceptible to these types and levels of role incompatibility (368-375).

In a rather complex study of the husband's work involvement and marital role performance, Clark et. al. sampled 1,350 couples to test two hypotheses. First, they hypothesized that the greater the husband's work time, the less of a marital role he performs. And second, the greater the husband's work time, the less is his competence within the marital role. The results of this study showed that the effects of work time were negatively correlated with marital role performance and competence, and that the husband's work time did reduce his participation in the marital role, and his competence within that role; however, these results were not statistically significant (11-18).

While Clark's results run contrary to previous studies, he cites income and role expectations as the two main reasons for this deviation. Clark maintains that husbands working long hours tend to have a higher income. This increase in income, he says, serves as an

occupational influence on marital role conflict, in that, wives seem to expect less housekeeping activity from their husbands in exchange for greater spending ability. In addition, Clark believes that the more the wife expects of her husband in terms of marital roles, the more critical she will be in evaluating his role performance (19).

In a study by Gullotta and Donohue on married workers dealing with stress, the researchers found that occupational stress seems to affect family life. According to Gullotta and Donohue, the most obvious source of stress occurs as a result of corporate transfers. In this case, employees were either transferred out of state or to different departments as a result of a lateral move, demotion or a promotion. In addition, it was learned that as the husband climbs the corporate ladder, he often spends less time with his family thus adding to the stress of family life (110).

The above studies, although not directly associated with stresses and its effect on marriage or family, were examined to show the correlation between work and family life. While these studies revealed evidence of a correlation between conflict at work

(including stress) and the non-work domain, a more indepth literature review will not focus on the effects of job and management stress on family and married life.

Recently, Peter Willmott examined the relationship between work, family, and leisure conflicts among male employees. Willmott interviewed ninety-two men employed at three distinct corporate levels: senior staff, junior staff, and labor. Willmott's results, with reference to the influence of work on family life were as follows: 1. The number of hours worked (overtime) had the most obvious influence upon family life. Labor worked the most overtime because of financial reasons and seemed to suffer the most work/family conflict, 2. Corporate "homework" and overnight travel had a profound influence on family life. Approximately seventy-five percent of the senior staff workers had taken work home with them regularly in a year's time, while thirty-five percent of this group reported overnight travel of at least ten or more nights during the year, and 3. At home worry and strain as a result of the employees position seemed to increase work/family conflict. This area affected the senior staff members the most. Seventy-two percent of senior staff workers

(Table 3) stated that they felt pressured to perform and were often on edge. These feelings, they said, often transcended to family life at home (575-584). In addition, the results of this study (Table 4) suggests that tension between work and family was the greatest among senior staff and labor employees and least among junior staff employees. These results seem to coincide with the influences of family conflict that were investigated. Senior staff employees were more involved in their work and, consequently, felt more pressure and strain which often spilled over into their life at home. Among the labor employees, conflict with family was primarily due to long working hours and/or shift work and less time at home with the family (575-584).

In 1972, Fernando Bartolome interviewed forty young executives and their wives for the purpose of understanding executive behavior at the office and at home. Bartolome discovered that most executives seemed satisfied with their jobs, but felt their jobs left too little time for family activities. Bartolome discovered that the stress created at work due to competitive atmosphere, the premium placed on success, and the value given to self-reliance on the job affected the way the executive felt when he left the office for

TABLE 3

Status and 'thinking about work when at home'

| Reporting that they thought about work when at home | Senior staff % | Junior staff % | Works % |
|---|-------------------|-------------------|------------|
| Often | 62 | 27 | 16 |
| Occasionally | 34 | 52 | 23 |
| Never | 4 | 21 | 61 |
| Total % | 100 | 100 | 100 |
| Number | 26 | 33 | 31 |

TABLE 4

Status and work-family conflict

| | Senior staff % | Junior staff % | Works % |
|--|-------------------|-------------------|------------|
| Demands of work 'interfere' with home and family | 41 | 18 | 32 |
| No 'interference' | 59 | 82 | 68 |
| Total % | 100 | 100 | 100 |
| Number | 27 | 33 | 31 |

Source: Peter Willmott, Family, Work and Leisure Conflicts Among Male Employees. As cited in Human Relations. Volume 24, Number 6, 1971, p. 578-579.

home. According to Bartolome, the executive, once at home, could not unwind, let his needs be known, or accept affection from his family. Bartolome states that "those executives who were most involved in their work described how it took not only most of their time, but also all of their energy. So when they returned home, they felt "drained" and unable to communicate with their wives and children, thus a source of conflict" (67).

In a somewhat later study by Jean R. Renshaw, two different kinds of organizational stress were investigated, namely, extensive travel and international transfers. Renshaw interviewed 126 managers (and many of their spouses) who were members of a large, diversified multinational corporation. She found that those managers who engaged in heavy business travel were almost unanimous in their view that the stress of travel placed a heavy burden on them and their families. For some managers, there exists fatigue and increasing uneasiness as they traveled. Others even tried to cut trips as short as possible. In one instance, Renshaw described a couple that considered leaving the work organization because of the stress of travel. All the husbands and wives interviewed listed

stresses they experienced as a result of business travel. For most of the family members, these stresses included: the effects of disconnected relationships, increased responsibilities for the wife, guilt feelings for the husband, personal fatigue, fears of being alone, and worry for one another (149).

With respect to international transfer, Renshaw interviewed thirteen families who transferred to the United States from another country. This transfer most often meant disruption of their family lives as they relocated to a new environment. The wife had difficulty adjusting and became dependent on the husband. Thus, pressures were placed on the husband to assume additional responsibilities normally handled by the wife, as well as demands of his new job. Interviews with department heads and the personnel manager revealed that stress from international transfers had caused instance of marital disruption and disturbed children (153).

In 1976, Maccoby, as cited by Burke and Bradshaw, interviewed 200 men occupying senior executive positions with American corporations. He found that the atmosphere within a corporation placed high occupational demands on managers to strengthen their commit-

ment to the organization. At the same time, these occupational demands weakened the managers commitment to his family. The effect of these demands resulted in more efficiency at work but less efficiency at home. This was evident in the trouble these managers had when they attempted to build a close relationship with their families.

In 1979, Burke, Weir, and DuWors examined the effect of administrators self reported type A behavior and their wives perception of this behavior with respect to its effect on the spouses' marital satisfaction, their emotional well being, and health related behaviors. They found that a characteristic of type A administrators was their involvement and preoccupation with work to the extent that these individual neglected such things as personal, home, and family life. The results of this study also revealed that the wives of these administrators reported fewer positive, pleasurable marital interactions, and less overall marital satisfaction, causing feelings of depression, worthlessness, anxiety, and isolation (Type A Behavior 57-63).

Bartolome and Evans, in a five year study that began in the late 1970's, investigated the relationship

between the professional and private lives of male executives. Using an extensive questionnaire completed by 700 international managers and interviews with 44 managers and their wives, the researchers found that the major determinant of employment impact on private life was whether negative emotional feelings aroused at work spill over into family and leisure time. They concluded that when an executive experiences worry, tension, fear, doubt or intense stress as a result of his employment, he is often times unable to purge himself of these feelings when he leaves the office for home. As a result, the executive is sometimes unable to cope with his feelings and to pursue a rich and rewarding private life at home (138). Bartolome and Evans believe that the spill over effect is a result of on-the-job fatigue or emotional tension. Fatigue is the natural consequence of a hectic day at the office or a boring day wherein a manager feels his day had been somewhat counter productive, while emotional tension is a result of frustration, self doubt, or unfinished business. Once at home, the manager may experience job spill over in the form of psychological absence or acts of aggression. Psychological absence can make a person blind to the happenings around him,

while aggression may lead to some form of family abuse. Managers experiencing spill over will often express dissatisfaction with their life-styles and complain of wanting more time for private life. Of course, an increase in leisure time is not always a viable solution in that suppressed tension may prevent a manager from utilizing any available time for life-style improvement. However, Bartolome and Evans are quick to point out that spill over can have some positive consequences on family life. For example, if a manager has had a good day at the office and is pleased with his productivity, then in all likelihood, this frame of mind will transcend the office and carry over to life at home (138-140).

In a second study by Burke, Weir, and DuWors, the effects of different levels of occupational stressors reported by 85 male administrators of correctional institutions were examined in conjunction with measures of satisfaction and well being as reported by their spouses. The husbands provided data on 18 occupational demands including role ambiguity, job complexity, role conflict, and responsibility for people, just to name a few. The results of this study are as follows:

1. Greater occupational demands reported by

husbands were associated with greater life concerns by the wife, and greater number of stressful life events in the preceding year.

2. Greater occupational demands on husbands were associated with more negative feelings by wives.

3. Greater occupational demands reported by husbands related to more negative impact of job demands on home and family life.

4. Greater occupational demands were related to more negative marital behavior and less marital satisfaction.

5. Occupational demands of husbands had little effect on the social support and participation measure. (Work Demands 261-273).

Table 5 represents the correlation of the husband's occupational demands and the life satisfaction of spouses in the Burke investigation. In all but one instance occupational demands were associated with a greater negative impact of the job on home and family life as described by the spouse (265).

Table 6 represents the correlation of the husband's occupational demands and the marital satisfaction of the spouse. In all cases, greater occupational demands were associated with fewer positive marital behavior, greater negative marital behavior, and less marital satisfaction (265).

With respect to percentages, Burke's investigation revealed that of all the occupational demands exper-

TABLE 5

Husband's Occupational Demands and
Life Satisfaction of Spouses

| <u>Occupational demands</u> | <u>Impact of job on home and family</u> | <u>Life satis- faction</u> | <u>Global life satis- faction</u> |
|-----------------------------|---|------------------------------------|---|
| Concentration | -.24 ^c | .01 | -.17 |
| Hours worked per week | -.21 ^c | -.24 ^c | .11 |
| Job complexity | -.00 | -.08 | -.05 |
| Role ambiguity | .07 | -.07 | -.01 |
| Quantitative overload | -.27 ^c | -.10 | -.14 |
| Responsibility for people | -.19 | .04 | -.13 |
| Underutilization of skills | .00 | .12 | -.01 |
| Lack of influence | -.13 | .08 | -.06 |
| Inequity in pay | .19 | -.10 | .05 |
| Job future ambiguity | .02 | .08 | -.02 |
| Role conflict | -.17 | .15 | .05 |
| Locked-in | .06 | -.07 | .12 |
| Rate of change | -.46 ^a | -.01 | -.16 |
| Stress in communicating | -.44 ^a | -.08 | -.17 |
| Boundary-spanning | -.37 ^b | -.06 | -.02 |
| Quality pressures | -.29 ^c | -.18 | -.10 |
| Unique stressors | -.37 ^b | .07 | -.02 |
| Responsibility for things | -.09 | -.00 | -.10 |

^aCorrelation is significantly different from zero at the .001 level of confidence, two-tailed test.

^bCorrelation is significantly different from zero at the .01 level of confidence, two-tailed test.

^cCorrelation is significantly different from zero at the .05 level of confidence, two-tailed test.

Source: Ronald J. Burke, Tamara Weir, and Richard E. DuWors, Jr., Work Demands on Administrators and Spouse Well-Being. As cited in Human Relations. Volume 33, Number 4, 1980, p. 265.

TABLE 6
Marital Satisfaction of Spouse

| <u>Occupational demands</u> | <u>Positive marital behaviors</u> | <u>Negative marital behaviors</u> | <u>Orden- Bradburn marital satis- faction</u> | <u>Global marital satis- faction</u> |
|-----------------------------|---|---|---|--|
| Concentration | -.00 | .24 ^c | -.14 | -.03 |
| Hours worked per week | -.17 | .24 ^c | -.25 ^c | .16 |
| Job complexity | .02 | -.09 | .08 | .25 ^c |
| Role ambiguity | .05 | -.27 ^b | .18 | -.07 |
| Quantitative overload | -.02 | .04 | -.03 | .20 ^c |
| Responsibility for people | .07 | -.15 | .11 | .20 ^c |
| Underutilization of skills | -.06 | -.04 | -.04 | .24 ^c |
| Lack of influence | .16 | -.22 ^c | .20 ^c | .02 |
| Inequity in pay | .11 | -.08 | .13 | -.06 |
| Job future ambiguity | -.02 | -.30 ^b | .23 ^c | .05 |
| Role conflict | -.08 | .21 ^c | -.16 | -.01 |
| Locked-in | .05 | .09 | -.04 | .15 |
| Rate of change | -.04 | .12 | -.14 | .04 |
| Stress in communicating | -.19 ^c | .28 ^b | -.29 ^b | .27 ^b |
| Boundary-spanning | -.05 | -.08 | -.01 | .19 |
| Quality pressure | -.16 | .21 ^c | -.27 ^b | .22 ^c |
| Unique stressors | .06 | .19 | -.09 | .07 |
| Responsibility for things | .00 | -.04 | -.03 | .19 ^c |

^aCorrelation is significantly different from zero at the .001 level of confidence, two-tailed test.

^bCorrelation is significantly different from zero at the .01 level of confidence, two-tailed test.

^cCorrelation is significantly different from zero at the .05 level of confidence, two-tailed test.

Source: Ronald J. Burke, Tamara Weir, and Richard E. DuWors, Jr., Work Demands on Administrators and Spouse Well-Being. As cited in Humand Relations. Volume 33, Number 4, 1980, p. 266.

enced by the administrators, fifty percent were related to the number of stressful life events encountered by their wives. Moreover, only forty-four percent of the occupational demands listed were related to negative marital behavior (272-274).

Finally, the researchers found that when considering only the statistically significant correlations in their study, ninety percent of the spouses reported that greater occupational demands on husbands were associated with lower levels of satisfaction and the well being of their wives. Thus, the researchers concluded that occupational demands have negative and detrimental effects on spouse satisfaction and well being (274).

In Patricia Voydanoff's study (1980) on work roles as stressors in corporate families, she found that there were several characteristics of executive employment that served as family stressors which were related to low levels of marital satisfaction and family cohesion. For the most part, these were routine husband/father absences that occurred as a result of long hours, frequent travel, work related stress associated with time pressure, and a tendency for different interests to develop between husband and wife. In

addition, Voydanoff found that job transfers and promotional changes among managers had an acute effect on stresses affecting the functioning of the family system (489).

In 1982, Burke attempted to replicate his 1980 investigation that he conducted with DuWors. Burke investigated the relationship of work demands experienced by forty-one male senior probation and parole administrators and the well being of their spouses. The husbands provided data on the same eighteen occupational demands as in the earlier study, while the wives provided similar information about life worries, stressful situations, marital satisfaction, and the life. Burke found that there were four significant and independent correlates of husband's occupational demands with the wife's life satisfaction. In all four cases, Burke found that greater occupational demands of husbands were associated with lower satisfaction and negative home life experiences. He also found fifteen significant correlates with the husband's occupational demands and the marital satisfaction of their wives. In eight of the fifteen cases, greater occupational demands of husbands were associated with less marital satisfaction (824-831).

Although Burke's replicated study continues to support his hypothesis that greater occupational demands of husbands were associated with less satisfaction and poorer well being of their spouses, it did so to a lesser degree. With respect to percentages, 60% of the relationships investigated revealed that greater occupational demands of husbands were associated with less satisfaction of their spouses. In the earlier study, however, this figure reached 90%. Moreover, the occupational demands of husbands in the present study had fewer negative relationships with the wives satisfaction and well being, and the occupational demands seemed to be related to different areas of wives' satisfaction in the present study than in the earlier investigation (853).

Burke reasoned that the results of his current study were possible due to the fact that the husbands were not in as demanding of a job as in the earlier study. Or, that particular occupational demands experienced by job incumbents were associated with increased satisfaction and well being in certain areas (854).

The above investigations all pertain to occupational stress of managers and its effect on family and

marital life. However, similar studies have been conducted that investigate blue collar occupational stress and its effect on family life.

For example, Plect, Staines and Lang in 1979, surveyed workers regarding conflicts between their work and family life. More than ten percent of the sample pool stated that work-family conflict occurred "a lot," while twenty-five percent reported that work-family conflict occurred "somewhat." Of the total sample, thirty-five percent of the workers with families experienced moderate to severe work-family conflict. In addition, this study reported that the causes of work-family conflict included excessive work time, schedule conflicts, fatigue, and irritability. Fifty percent of those that reported moderate to severe conflict, also reported excessive time spent at work as the specific problem. While twenty-five percent of the sample reported incompatibility between their work and family schedules, fifteen percent reported negative physical or psychological consequences from work, such as fatigue and irritability (29-30).

In a somewhat later study, Jackson and Maslach investigated 142 police officers and their wives in an effort to ascertain the effects of job stress on family

life. They found that negative job induced emotions can disrupt family life because they are brought home and distort the husbands' ability to interact with family members. According to the wives, emotionally exhausted police officers are likely to return from work upset or angry, tense and anxious, and in a complaining mood. Moreover, these officers seem to have difficulty sleeping in spite of their apparent physical exhaustion. Jackson and Maslach also reported that the family, in general, suffers from the officers' stress. Wives of emotionally burned out officers were less satisfied with their husbands' jobs. In many instances, the couples had fewer friends because their husbands coped with stress by withdrawing from social contact. According to the researchers, police officers in the state of burnout often depersonalize the people around them, treating them as if they were objects rather than people. This depersonalization causes the officer to be less involved with his family and he tends to spend his off-hours away from home causing additional conflict within the family. The researchers have found that the time away from home and/or the consumption of alcohol serves as a means of temporary escape from occupational stress. Officers who used

alcohol as a coping device were found to be less happily married (63-77).

In a more recent investigation of shift workers and their spouses by Jackson, Zedeck, and Summers, it was revealed that the emotional interferences at work were consistently related to family life outcomes. More specifically, emotional interference was significantly related to employees dissatisfaction with job/family congruence, spouse reported quality of family life, and spouses' dissatisfaction with the shift workers jobs. This study also showed that the effects of structural interference was significantly related to employee's reported dissatisfaction with job/family congruence, but was unrelated to a spouse reported quality of family life and the spouses' dissatisfaction with shift workers jobs (574).

In summary, this review has examined the correlation between conflict at work and non work domains and the effects of job stress on managers, as well as blue collar workers and its effect on their marital and family lives. In view of the data presented, it, therefore, seems reasonable to hypothesize that the effects of unmanaged occupational stress is positively correlated to negative marital behavior and less marital and family satisfaction.



Chapter III
RESEARCH METHODOLOGY

Subjects

The subjects were forty married male managers residing in various geographic locations but employed with the same Fortune 500 corporation. A total of thirty-eight managers [95%] actually completed and returned the tests for scoring. The mean age of the subject pool was 38.9 years, with a range of twenty-six to sixty-one years. The mean number of years of marriage for the sample was 14.5 years, with a range of two years to forty-one years. Each manager is employed as a Division Manager with the corporation. For the purpose of this study, a Division Manager was operationally defined as a person with supervisory responsibilities in the field sales department. Each manager is responsible for the management of five to seven sales representatives within a geographic area and reports to a higher level manager within the organizational structure of the corporation. The mean number of years of managerial experience for the Division Manager was 5.5 years, with a range of one year to twenty-five years. The participants had some

prior knowledge of the study, but were not familiar with the research instruments.

Instrument

There were two research instruments used in this study. The first instrument, the Occupational Stress Inventory Test (OSI) was developed by Dr. Samuel H. Osipow, Professor of Psychology at Ohio State University and Dr. Arnold R. Spokane, Professor of Psychology at the University of Maryland, College Park. Actually, the OSI is a comprehensive measure of three dimensions of occupational adjustment, namely, occupational stress, psychological strain, and coping resources. However, for the purpose of this study, only the occupational stress dimension of the OSI was used. The occupational stress dimension is measured by a set of six scales which are collectively referred to as Occupational Roles Questionnaire (ORQ). These scales include: 1. Role Overload (RO) which measures the extent to which job demands exceed resources and the extent to which an individual is able to accomplish expected work loads; 2. Role Insufficiency (RI) which measures the extent to which an individual's training, education, skills and experience are appropriate to the

job requirements; 3. Role Ambiguity (RA) which measures the extent to which priorities, expectations, and evaluation criteria are clear to the individual;

4. Role Boundary (RB) which measures the extent to which the individual is experiencing conflicting role demands and loyalties in the work setting;

5. Responsibility (R) which measures the extent to which the individual has, or feels a great deal of responsibility for the performance and welfare of others on the job; and 6. Physical Environment (PE) which measures the extent to which the individual is exposed to high levels of environmental toxins or external physical conditions. The ORQ, test instructions, and a sample question are all contained in the OSI booklet (Appendix A). With respect to the ORQ, subjects were asked to respond to sixty statements about their work lives. Responses were made using a five point scale which assess the frequency with which the statement applies to the subject. The five responses to the statements are: 1) rarely or never true, 2) occasionally true, 3) often true, 4) usually true, and 5) true most of the time. Responses to the statements were listed on the OSI Rating Sheet - Form HS which serves as an answer sheet (Osipow 1-5).

The second instrument used in the study (Appendix B) was the Marital Satisfaction Inventory (MSI) developed by Dr. Douglas K. Snyder. The MSI is an eleven scale test that identifies the nature and extent of marital distress. For the purpose of this study only five of these MSI scales were examined. The five scales are: 1. Global Distress Scale (GDS) which contains items measuring an individuals' overall dissatisfaction with the marriage. Item content reflects global marital discontent, chronic disharmony, desire for marital therapy, and thoughts about separation or divorce. The GDS responses align along two dimensions, general unhappiness with the marriage and uncertain commitment to current relationship; 2. Affective Communication Scale (AFC) which looks at an individuals' dissatisfaction with the amount of affection and understanding expressed by their spouse. The scale focuses on the process of verbal and nonverbal communication, rather than its content. It is the best single index of the affective quality of the couple's relationship. Items are grouped into three dimensions: complaints of inadequate affection and caring from spouse, lack of empathy and understanding from spouse, and failure of spouse to

self-disclose; 3. Time Together (TTO) scale reflects a lack of common interest and dissatisfaction with the quality and quantity of leisure time together. Items fall along four factors: insufficient time together, lack of common interest, desire for spouse to participate more in respondent's own interest, and feelings that the spouse does not enjoy time together; 4. Disagreement About Finances (FIN) scale measures marital discord regarding the management of family finances. Items fall along four dimensions: poor management of finances by spouse, financial insecurity as a major source of marital distress, inability to discuss finances calmly, and a view of spouse as extravagant; and 5. Sexual Dissatisfaction (SEX) scale is concerned with dissatisfaction with the frequency and quality of intercourse and other sexual activity. Item content falls into five categories: general dissatisfaction with sexual relationship, spouse's lack of interest in sex, own lack of enjoyment from intercourse, unresolved sexual differences, and interest or involvement in extramarital affairs. In the MSI, subjects are asked to respond to 239 statements which should be marked True or False regarding the respondent's subjective experience

and appraisal of their marital experience. Responses to each of the statements are recorded on the MSI answer sheet by filling in the appropriate circle T or F (Snyder 1-4).

Procedure

The ORQ and MSI tests were administered by mail to each subject wherein they completed the test at their leisure. Prior to mailing the test, the subjects were contacted by phone or at a meeting and asked to participate in a study regarding job stress and marital satisfaction. Those agreeing to participate in the study were sent a letter (Appendix C) explaining the study, and a postcard. They were asked to return the signed postcard if they were still interested in participating in the study. Upon receipt of the postcard, the subjects were mailed the ORQ and MSI tests along with a cover letter (Appendix D) giving a brief explanation of the testing procedure. To insure confidentiality, subject's names were not recorded on any of the test forms. In addition, to avoid the possibility of identifying post marks, the returned tests were opened and the envelopes discarded by a third party. Tests were identified for analysis by an Identification Number. Subjects were asked to complete

this number by filling in six blank boxes located in the upper left-hand corner of the OSI and MSI answer sheet. In the first two boxes subjects were asked to record their age. In the subsequent two boxes subjects were asked to record their years of marriage. And in the last two boxes record the number of years in their current management position. The time needed to complete both the ORQ and MSI tests was approximately sixty minutes.

Data Analysis

This was an experimental study with the six scales of the stress test (ORQ) serving as the independent variables, and the five scales of the marriage test (MSI) each serving as a dependent variable. Both the ORQ and the MSI were hand scored. Raw scores obtained for each variable were totaled and tested for significance by regression analysis. With regression analysis, data could be statistically analyzed to ascertain whether the predictor (independent) variables of the stress test would signify a level of marital dysfunction. The level of significance was set at .05.

Chapter IV

RESULTS

The sample pool was reduced slightly because two subjects did not return the tests. The resulting sample included thirty-eight male participants.

Table 7 contains the means and standard deviations for the six predictor variables of the Occupational Roles Questionnaire (ORQ).

Table 7

Descriptive Statistics
For Predictor Variables

| VARIABLE NAME | \bar{X} | SD |
|---------------------------|-----------|--------|
| ROLE OVERLOAD (RO) | 30.0526 | 5.9953 |
| ROLE INSUFFICIENCY (RI) | 22.1842 | 7.2255 |
| ROLE AMBIGUITY (RA) | 19.4211 | 5.8754 |
| ROLE BOUNDARY (RB) | 19.9211 | 6.0421 |
| RESPONSIBILITY (R) | 27.236 | 4.5763 |
| PHYSICAL ENVIRONMENT (PE) | 15.1053 | 4.0456 |

The scoring of the ORQ yields raw scores for six variables in an attempt to determine the presence of occupational stress. The first variable, Role Overload (RO), represents the degree to which job demands exceed

the resources available to accomplish the job. Raw scores above thirty-six tend to suggest stress due to the inability to accomplish the work load. The second variable, Role Insufficiency (RI), indicate the extent to which a subject's education and skills meet the job requirements. Scores above twenty-nine suggest that the subjects may be over-qualified for the position. The third variable, Role Ambiguity (RA), represents the degree to which the subjects understand job expectations and evaluation criteria. Scores above twenty-seven suggest that the subjects have a poor understanding of what is expected of them and may experience conflicts with their supervisors. The fourth variable, Role Boundary (RB), indicates the possibility that subjects experience conflicts with role demands and work loyalties. Scores above twenty-seven imply that subjects may be unclear about authority lines, and are caught between job demands and supervisory demands. The fifth variable, Responsibility (R), represents the degree to which subjects experience numerous job responsibilities. Scores above thirty-four indicate that subjects are heavily burdened by responsibility for the actions of their subordinates. The sixth variable, Physical Environment (PE),

represents the degree to which subjects are exposed to high levels of unpleasant physical conditions. Scores above twenty-five usually indicate the presence of this condition.

Table 8 contains the descriptive statistics for the five dependent variables from the Marital Satisfaction Inventory (MSI).

Table 8
Descriptive Statistics For
Dependent Variables

| VARIABLE NAME | \bar{X} | SD |
|-------------------------------|-----------|--------|
| GLOBAL DISTRESS (GD) | 4.8421 | 7.0078 |
| AFFECTIVE COMMUNICATION (AC) | 4.3684 | 3.8654 |
| TIME TOGETHER (TT) | 5.3947 | 3.9629 |
| DISAGREEMENT ON FINANCES (DF) | 3.9211 | 4.4744 |
| SEXUAL DISSATISFACTION (SD) | 7.6579 | 6.4064 |

With the second instrument, the MSI, there were five scored variables. The raw scores of each variable attempts to determine the presence of marital dissatisfaction. The first variable, Global Distress (GD), represents the subjects general dissatisfaction with their marriage. Raw scores of nine or above represent an overall dissatisfaction with the marriage. The

second variable, Affective Communication (AC), indicates dissatisfaction with the amount of affection given by a spouse. Raw scores above eight implies lack of affection from the spouse. The third variable, Time Together (TT) represents dissatisfaction with lack of leisure time spent with the subjects spouse. Scores of six or above indicate a need for more leisure activity with spouse. The fourth variable, Disagreement on Finances (DF), indicates frequent arguments about family finances. This condition is prevalent with scores of five or above. The fifth variable, Sexual Dissatisfaction (SD), indicates that the subjects are increasingly dissatisfied with the sexual relationship experienced with their spouse. Scores of ten or more are indicative of this condition.

Table 9 represents a regression analysis of the dependent variable Global Distress (GD) to the six predictor variables of the ORQ.

Table 9
 Regression of Global
 Distress to Six
 Predictor Variables

Dependent Variable: GD

| VARIABLE | REG. COEF. | STD. ERROR | T(DF=31) | PROB. | PARTIAL r ² |
|----------|---------------|---------------|----------|--------|---------------------------|
| RO | .2000 | .2330 | .858 | .39727 | .0232 |
| RI | .1684 | .2599 | .648 | .5217 | .0134 |
| RA | .2275 | .3152 | .722 | .4759 | .0165 |
| RB | -.4356 | .3570 | -1.220 | .2316 | .0458 |
| R | -.5438 | .2721 | -1.998 | .0545 | .1141 |
| PE | .3052 | .3140 | .972 | .3386 | .0296 |

CONSTANT 9.5553

STD. ERROR OF EST. = 7.0335

ADJUSTED R SQUARED = -.0073

R SQUARED = .1560

MULTIPLE R = .3950

Table 10 represents a regression analysis of the dependent variable Affective Communication to the six predictor variables of the ORQ.

Table 10

Regression of Affective
Communication to Six
Predictor Variables

DEPENDENT VARIABLE: AC

| VARIABLE | REG. COEF. | STD. ERROR | T(DF=31) | PROB. | PARTIAL r ² |
|----------|---------------|---------------|----------|-------|---------------------------|
| RO | .0538 | .1349 | .399 | .6929 | .0051 |
| RI | .0622 | .1505 | .413 | .6822 | .0055 |
| RA | -.1675 | .1825 | -.913 | .3658 | .0265 |
| RB | .1498 | .2067 | .725 | .4740 | .0167 |
| R | -.0768 | .1576 | -.487 | .6294 | .0076 |
| PE | .0742 | .1818 | .408 | .6861 | .0053 |

CONSTANT 2.6135

STD. ERROR OF EST. = 4.0724

ADJUSTED R SQUARED = -.1099

R SQUARED = .0700

MULTIPLE R = .2647

Table 11 represents a regression analysis of the dependent variable Time Together to the six predictor variables of the ORQ.

Table 11
Regression of Time
Together to Six
Predictor Variables

DEPENDENT VARIABLE: TT

| VARIABLE | REG. COEF. | STD. ERROR | T(DF=31) | PROB. | PARTIAL r ² |
|----------|---------------|---------------|----------|-------|---------------------------|
| RO | .1308 | .1356 | .964 | .3423 | .0291 |
| RI | .1837 | .1512 | 1.214 | .2338 | .0454 |
| RA | -.1823 | .1835 | -.994 | .3281 | .0309 |
| RB | .0205 | .2078 | .099 | .9220 | 3.14185E-04 |
| R | .0165 | .1584 | .104 | .9179 | 3.48069E-04 |
| PE | .0481 | .1828 | .263 | .7940 | .0022 |

CONSTANT -.6526

STD. ERROR OF EST. = 4.0934

ADJUSTED R SQUARED = -.0069

R SQUARED = .1061

MULTIPLE R = .3257

Table 12 represents a regression analysis of the dependent variable Disagreement on Finances to the six predictor variables of the ORQ.

Table 12
Regression of Disagreement
on Finances to
Six Predictor Variables

| DEPENDENT VARIABLE: DF | | | | | |
|-----------------------------|---------------|---------------|----------|-------|---------------------------|
| VARIABLE | REG. COEF. | STD. ERROR | T(DF=31) | PROB. | PARTIAL r ² |
| RO | -.0623 | .1531 | -.407 | .6869 | .0053 |
| RI | .0060 | .1708 | .035 | .9722 | 3.9656E-05 |
| RA | -.0466 | .2072 | -.225 | .8235 | .0016 |
| RB | .2681 | .2347 | 1.143 | .2619 | .0404 |
| R | -.1497 | .1789 | -.837 | .4092 | .0221 |
| PE | .0328 | .2064 | .159 | .8749 | 8.1216E-04 |
| CONSTANT | 4.8054 | | | | |
| STD. ERROR OF EST. = 4.6234 | | | | | |
| ADJUSTED R SQUARED = -.0677 | | | | | |
| R SQUARED = .1055 | | | | | |
| MULTIPLE R = .3247 | | | | | |

Table 13 represents a regression analysis of the dependent variable Sexual Dissatisfaction to six predictor variables of the ORQ.

Table 13
Regression of Sexual
Dissatisfaction to
Six Predictor Variables

DEPENDENT VARIABLE: SD

| VARIABLE | REG. COEF. | STD. ERROR | T(DF=31) | PROB. | PARTIAL r ² |
|----------|---------------|---------------|----------|-------|---------------------------|
| RO | -.1369 | .2055 | -.666 | .5104 | .0141 |
| RI | .2621 | .2293 | 1.143 | .2616 | .0405 |
| RA | .0996 | .2781 | .358 | .7225 | .0041 |
| RB | .0078 | .3149 | .025 | .9804 | 19757E-05 |
| R | .0489 | .2401 | .204 | .8397 | .0013 |
| PE | .4195 | .2771 | 1.514 | .1401 | .0689 |

CONSTANT -3.8039

STD. ERROR OF EST. = 6.2052

ADJUSTED R SQUARED = .0618

R SQUARED = .2140

MULTIPLE R = .4626

Chapter V

DISCUSSION

The data introduced in Chapter IV reveals some interesting information about the subjects in this study. All of the data has been arranged in tables in Chapter IV and is explained as follows: Table 7 contains a list of the six predictor variables used in the ORQ to assess the presence of occupational stress. An examination of the mean scores for each variable reveals that the presence of maladaptive occupational stress for the entire subject pool is nonexistent. For example, the mean score of the ORQ variable, Role Ambiguity (RA) is 19.4211. For the existence of stress in this variable, a mean score of twenty-seven or above would have to be attained (see Page 58). An analysis of the mean scores of the other five predictor variables yielded similar results, whereby the mean scores for each variable did not show the existence of maladaptive occupational stress.

Table 8 shows a list of the five dependent variables used in the MSI to establish the presence of marital dissatisfaction. A similar examination of the mean scores for each variable disclosed an absence of

marital dissatisfaction in the entire subject pool. For example, the MSI variable, Global Distress (GD) has a mean score of 4.8421. For marital dissatisfaction to exist with this variable, a mean score of nine or above would have to be attained (see Page 59). An examination of the mean scores of the four other dependent variables revealed similar findings in which the mean scores for the variables did not show signs of marital dissatisfaction.

However, a regression analysis performed on each of the dependent variables of the MSI to the six predictor variables of the ORQ revealed some interesting results about the correlation of occupational stress to marital dissatisfaction. With respect to the dependent variable, Global Distress (GD), Table 9 reveals that a statistically significant correlation exists between Global Distress and the six predictor variables of the ORQ ($R = .3950$, $DF = 31$). Dissimilar results are listed in Table 10, wherein regression of the dependent variable Affective Communication (AC) to the six predictor variables revealed a correlation that was not statistically significant ($r = .2647$, $DF = 31$). In Table 11, the regression of the dependent variable Time Together (TT)

to the six predictor variables also revealed a correlation that was not statistically significant ($R = .3257$, $DF = 31$). Similar results were obtained in Table 12, where the dependent variable Disagreement on Finances (DF) was regressed to the six predictor variables. The R-score in this regression determined that the correlation was, once again, not statistically significant ($R = .3247$, $DF = 31$). On the other hand, the regression of the dependent variable Sexual Dissatisfaction (SD) to the six predictor variables in Table 13 revealed the existence of a correlation that was statistically significant ($R = .4626$, $DF = 31$). Thus, of the five dependent variables of the MSI that were examined, the two variables, Global Distress and Sexual Dissatisfaction were predicted by the independent variables of the ORQ.

Summary

This study has examined a number of different aspects of occupational stress that are suffered by today's managers including, stress defined, sources of stress that effect managers, and the potential effects of distress that managers suffer have all been cited throughout this study. In addition, the belief that a

relationship exists between occupational stress suffered by managers and their non-work lives has also been discussed. Specifically, the possibility that maladaptive occupational stress suffered by managers has an effect on the marital satisfaction of these managers. Empirical evidence both for and against the issue of occupational stress and its effect on marital satisfaction were presented leading to the hypothesis that the effect of unmanaged stress encountered in the workplace by married managers is correlated to the amount of marital distress suffered by these managers.

The intent of this study was to measure the maladaptive occupational stress suffered by male managers and the marital distress of these managers to determine the existence of a correlation between them. An examination of statistical analysis presented in the preceding chapter determined that the subject pool showed no signs of maladaptive occupational stress nor marital dissatisfaction. With respect to a correlation existing between occupational stress and marital distress, only two of the five dependent variables of the MSI could be predicted with statistical significance by the independent variables of the ORQ. Thus, it is this evidence that suggests that the

hypothesis be rejected and to conclude that, within this sample pool, that marital distress is not correlated to the amount of occupational stress suffered by these managers.

Limitations

The limitations of this study should be carefully considered when attempting to discuss the research results. First, the subjects used in this study were thirty-eight managers occupying the same management position with the same company. While this subject pool may seem ideal for this type of research, it must be brought to mind that the small sample size may have effected results of the study. It is worthy to note, that if the same R-scores were obtained in the regression analysis for a sample size of 100, the correlation examined for all the dependent variables would have been statistically significant. Second, it is thought that the management position occupied by the subjects may not be a highly stressful position. This may have accounted for the mean scores that were below the range categorized as maladaptive stress. Third, it is thought that the highly personal nature of the MSI questionnaire may have caused inconsistencies in the

subject's answers, leading to less than accurate results.

Suggestions for Future Research

For future research, a replication of this study would be appropriate; however, certain modifications in research methodology may be necessary to achieve more conclusive results. It is suggested that the subject pool be drawn from a much larger sample of corporate managers occupying similar positions. A greater representative sample size may best be found in the population of a professional sales or managerial organizations. In addition, it may be advisable to examine middle management positions that are known to possess highly stressful work roles. And finally, it may be advisable to examine an alternative research instrument to the MSI. An instrument that could measure marital satisfaction in a less personal way, thus allowing for more consistent results.

APPENDIX A

OSI ITEM BOOKLET

This booklet is divided into three sections which contain statements about work situations and individual habits. You may be asked to complete one, two, or all three of the sections. Be sure to respond to all of the statements for each section you are asked to complete.

Begin by completing the information on the front page of your OSI Rating Sheet. Enter your name, age, sex, job title, and today's date. Now turn to page 1 for directions for completing your ratings.

Directions

Read each statement carefully. For each statement, fill in the circle with the number which fits you best.

Fill in 1 if the statement is rarely or never true.

Fill in 2 if the statement is occasionally true.

Fill in 3 if the statement is often true.

Fill in 4 if the statement is usually true.

Fill in 5 if the statement is true most of the time.

For example, if you believe that a statement is often true about you, you would fill in the 3 circle for that statement on your rating sheet.

Example

1. 1 2 3 4 5

Fill in only one circle for each statement. Be sure to rate ALL of the statements for each section you are asked to complete.

Section One (ORQ)

Make your ratings in Section
One of the Rating Sheet

1. At work I am expected to do too many different tasks in too little time.
2. I feel that my job responsibilities are increasing.
3. I am expected to perform tasks on my job for which I have never been trained.
4. I have to take work home with me.
5. I have the resources I need to get my job done.
6. I feel competent in what I do.
7. I work under tight time deadlines.
8. I wish that I had more help to deal with the demands placed upon me at work.
9. My job requires me to work in several equally important areas at once.
10. I am expected to do more work than is reasonable.
11. I feel that my career is progressing about as I hoped it would.
12. I feel that my job fits my skills and interests.
13. I am bored with my job.
14. I feel I have enough responsibility on my job.
15. I feel my talents are being used on my job.
16. I feel my job has a good future.
17. I am able to satisfy my needs for success and recognition in my job.
18. I feel overqualified for my job.
19. I learn new skills in my work.
20. I have to perform tasks that are beneath my ability.
21. My supervisor provides me with useful feedback about my performance.
22. It is clear to me what I have to do to get ahead.
23. I am uncertain about what I am supposed to accomplish in my work.
24. When faced with several tasks I know which should be done first.
25. I know where to begin a new project when it is assigned to me.
26. My supervisor asks for one thing, but really wants another.
27. I understand what is acceptable personal behavior on my job (e.g., dress, interpersonal relations, etc.).

28. The priorities of my job are clear to me.
29. I have a clear understanding of how my boss wants me to spend my time.
30. I know the basis on which I am evaluated.
31. I feel conflict between what my employer expects me to do and what I think is right or proper.
32. I feel caught between factions at work.
33. I have more than one person telling me what to do.
34. I feel I have a stake in the success of my employer (or enterprise).
35. I feel good about the work I do.
36. My supervisors have conflicting ideas about what I should be doing.
37. I am proud of what I do for a living.
38. It is clear who really runs things where I work.
39. I have divided loyalties on my job.
40. The work I do has as much payoff for me as for my employer.
41. I feel I deal with more people during the day than I prefer.
42. I spend time concerned with the problems others at work bring to me.
43. I am responsible for the welfare of subordinates.
44. People on the job look to me for leadership.
45. I have on the job responsibility for the activities of others.
46. I worry about whether the people who work for/with me will get things done properly.
47. People who work for/with me are really hard to deal with.
48. If I make a mistake in my work, the consequences for others can be pretty bad.
49. My job demands that I handle an angry public.
50. I like the people I work with.
51. On my job I am exposed to high levels of noise
52. On my job I am exposed to high levels of wetness.
53. On my job I am exposed to high levels of dust.
54. On my job I am exposed to high temperatures.
55. On my job I am exposed to bright light.
56. On my job I am exposed to low temperatures.
57. I have an erratic work schedule.
58. On my job I am exposed to personal isolation.
59. On my job I am exposed to unpleasant odors.
60. On my job I am exposed to poisonous substances.

APPENDIX B

Marital Satisfaction
Inventory (MSI)

Administration Booklet

Douglas K. Snyder, Ph.D.

Published by

Western Psychological Services
Publishers and Distributors
12031 Wilshire Boulevard
Los Angeles, California 90025

Directions

This inventory consists of numbered statements. Read each statement and decide whether it is TRUE as applied to you or FALSE as applied to you.

Mark your answers on the special Answer Sheet provided. Look at the example of the Answer Sheet shown below. If a statement is TRUE or MOSTLY TRUE as applied to you, blacken the circle marked T (see 10 in the example). If a statement is FALSE or NOT USUALLY TRUE as applied to you, blacken the circle marked F (see 11 in the example). Answer each item to the best of your ability.

Example

10 T F

11 T F

In marking your answers on the Answer Sheet, be sure that the number of the statement agrees with the number on the Answer Sheet. Make your marks heavy and black. Erase completely any answer you wish to change. Do not make any marks in this booklet.

1. I believe our marriage is reasonably happy.
2. My spouse almost always responds with understanding to my mood at a given moment.
3. Our marriage has never been in difficulty because of financial concerns.
4. The husband should be the head of the family.
5. I had a very happy home life.
6. There are some things my spouse and I just can't talk about.
7. Our sex life is entirely satisfactory.
8. I have never thought of my spouse or me as needing marital counseling.
9. My spouse and I don't have much in common to talk about.
10. It is sometimes easier to confide in a friend than in my spouse.
11. Our income is sufficient to meet necessary expenses.
12. My spouse and I often remain silent for long periods when we are angry with one another.
13. A preschool child is likely to suffer if the mother works.
14. I am quite happily married.
15. My spouse has never been sexually unfaithful.
16. My spouse and I enjoy doing things together.
17. The members of my family were always very close to each other.
18. My spouse and I need to improve the way we settle our differences.
19. My spouse has no common sense when it comes to money.
20. I have never felt better in my marriage than I do now.
21. Sometimes my spouse just can't understand the way I feel.
22. A husband should take equal responsibility for feeding and clothing the children.
23. The one thing my spouse and I don't really fully discuss is sex.
24. My spouse does not take criticism as a personal attack.
25. Every new thing I have learned about my mate has pleased me.
26. All the marriages on my side of the family appear to be quite successful.
27. My mate rarely does things which make me angry.
28. My spouse is forever checking up on how I spend our money.

29. Our arguments often end with an exchange of insults.
30. Most women are better off in their own home than in a job or profession.
31. My spouse occasionally is unable to become sufficiently aroused for us to have satisfactory intercourse.
32. I wish my spouse would confide in me more.
33. There are some important issues in our marriage which need to be resolved.
34. My spouse and I spend a good deal of time together in many different kinds of play and recreation.
35. There are times when my mate does things that make me unhappy.
36. My spouse frequently misinterprets the way I really feel when we are arguing.
37. Serious financial concerns are not likely to destroy our marriage.
38. Some things are too upsetting to discuss even with my spouse.
39. Two married persons should be able to get along better than my mate and I.
40. My spouse sometimes likes to engage in sexual practices to which I object.
41. I am quite satisfied with the amount of time my spouse and I spend in leisure.
42. During an argument with my spouse, each of us airs our feelings completely.
43. There are some things about my mate that I do not like.
44. A woman should take her husband's last name after marriage.
45. My spouse and I seem to have little in common when we are not busy with social activities.
46. I've gotten more out of marriage than I expected.
47. When upset, my spouse sometimes does a lot of little things just to annoy me.
48. I have never been sexually unfaithful to my spouse.
49. I feel as though we outlive our financial means.
50. Some equality in marriage is a good thing, but by and large, the husband ought to have the main say-so in family matters.
51. My spouse feels free to express openly strong feelings of sadness.
52. At times I have very much wanted to leave my spouse.

53. My childhood was probably happier than most.
54. My spouse has no difficulty accepting criticism.
55. Our marriage has never been in trouble because of our sexual relationship.
56. My mate and I seldom have major disagreements.
57. My spouse and I frequently sit down and talk about pleasant things that have happened during the day.
58. If a child gets sick and the wife works, the husband should be just as willing as she to stay home from work and take care of the child.
59. My mate completely understands and sympathizes with my every mood.
60. Frequently when we argue, my spouse and I seem to go over and over the same old things.
61. I trust my spouse with our money completely.
62. I have important needs in my marriage that are not being met.
63. My parents' marriage would be a good example to follow for any married couple.
64. My spouse can usually tell what kind of day I've had without even asking.
65. My spouse and I rarely have sexual intercourse.
66. When my spouse and I disagree, my spouse helps us to find alternatives acceptable to both of us.
67. I am fairly satisfied with the way my spouse and I spend our available free time.
68. I have wondered, on several occasions, whether my marriage would end in divorce.
69. If a mother of young children works, it should be only while the family needs the money.
70. There is never a moment that I do not feel "head over heels" in love with my mate.
71. My spouse has never taken pleasure in hurting me personally.
72. My spouse and I rarely argue about money.
73. There are some sexual behaviors I would like but which my spouse doesn't seem to enjoy.
74. My spouse is so touchy on some subjects that I can't even mention them.
75. My marriage has been disappointing in several ways.
76. My spouse and I rarely go for walks together.
77. Basically, most men still desire nurturant and "traditional" women.
78. It is unusual for my spouse to openly express strong feelings of tenderness.
79. There are some things about my mate that I would change if I could.

80. There are some serious difficulties in our marriage.
81. My spouse often fails to understand my point of view on things.
82. My spouse is sometimes overly modest or prudish in his (her) attitude toward sex.
83. Our financial future seems quite secure.
84. Women who want to remove the word "obey" from the marriage service don't understand what it means to be a wife.
85. Whenever I'm feeling sad, my spouse makes me feel loved and happy again.
86. My marriage could be much happier than it is.
87. My spouse and I seem to get carried away in an argument and say things we don't really mean.
88. I have never regretted my marriage, not even for a moment.
89. My parents' marriage was happier than most.
90. I nearly always gain complete sexual satisfaction from intercourse with my spouse.
91. My spouse keeps most of his (her) feelings inside.
92. The future of our marriage is too uncertain to make any serious plans.
93. Our daily life is full of interesting things to do together.
94. When my spouse and I have differences of opinion, we sit down and discuss them.
95. The most important thing for a woman is to be a good wife and mother.
96. I confide in my mate about everything.
97. I had a very unhappy childhood.
98. My marriage is less happy than the very successful ones.
99. I would like to improve the quality of our sexual relationship.
100. My spouse is pretty good when it comes to saving money.
101. A lot of arguments with my spouse seem to be about trivia.
102. There are some things about my marriage that do not entirely please me.
103. My spouse can always be trusted with everything I tell him (her).
104. Even when I am with my spouse I feel lonely much of the time.
105. My spouse readily admits an error when he (she) has been wrong.

106. My spouse seems to enjoy sex as much as I do.
107. It is often hard for my spouse and me to discuss our finances without getting upset with each other.
108. Only in emergencies should the wife contribute to the financial support of the family.
109. The unhappiest moments of my life are often caused by my marriage.
110. My spouse takes quite seriously my feelings and thoughts about an issue.
111. My spouse doesn't take enough time to do some of the things I'd like to do.
112. There are times when I do not feel a great deal of love and affection for my mate.
113. My spouse and I communicate very little simply through the exchange of glances.
114. I have never felt our marital difficulties were piling up so high that we could not overcome them.
115. I would prefer to have intercourse more frequently than we do now.
116. My spouse often insists on getting his (her) own way regardless of what I may want.
117. My spouse is a very good manager of finances.
118. A woman should be able to choose a career outside the home just as her husband does.
119. It seems that we used to have more fun than we do now.
120. There have been moments of great happiness in my marriage.
121. My mate has all of the qualities I've always wanted in a mate.
122. My parents had very few quarrels.
123. I sometimes am reluctant to express disagreement with my spouse for fear that he (she) will get angry.
124. My spouse has too little regard sometimes for my sexual satisfaction.
125. My spouse and I argue nearly all the time.
126. I wish my spouse shared a few more of my interests.
127. My spouse does many different things to show me that he (she) loves me.
128. A major role of the wife should be that of housekeeper.
129. Minor disagreements with my spouse often end up in big arguments.

130. My spouse and I nearly always agree on how frequently to have intercourse.
131. I might be happier if I weren't married.
132. Sometimes I feel as though my spouse doesn't really need me.
133. My spouse doesn't seem to understand the importance of putting money into savings.
134. A woman's place is in the home.
135. I feel sometimes like my spouse is "lecturing" at me.
136. I get pretty discouraged about my marriage sometimes.
137. We are as well adjusted as any two persons in this world can be.
138. Our sexual relationship does not lack at all in variety.
139. My spouse and I seem able to go for days sometimes without settling our differences.
140. The recreational and leisure life of my spouse and myself appears to be meeting both our needs quite well.
141. My spouse does many things to please me.
142. Sometimes I wonder just how much my spouse really does love me.
143. My parents never really understood me.
144. When arguing, we manage quite well to restrict our focus to the important issues.
145. A wife should not have to give up her job when it interferes with her husband's career.
146. I am somewhat dissatisfied with how my spouse and I talk about better ways of pleasing each other sexually.
147. My spouse and I are happier than most couples I know.
148. Trying to work out a family budget makes more trouble with my spouse than it is worth.
149. I feel free to express openly strong feelings of sadness to my spouse.
150. We get angry with each other sometimes.
151. My spouse sometimes seems intent upon changing some aspect of my personality.
152. I am thoroughly committed to remaining in my present marriage.
153. My spouse likes to share his (her) leisure time with me.
154. I wish sometimes my spouse would take more initiative in our sexual relations.

155. Whenever he (she) is feeling down, my spouse comes to me for support.
156. My spouse often complains that I don't understand him (her).
157. I usually feel that my marriage is worthwhile.
158. A husband and wife should share responsibility for housework if both work outside the home.
159. My spouse doesn't always appreciate the importance of keeping good financial records.
160. I have never seriously considered having an affair.
161. In most matters, my spouse understands what I'm trying to say.
162. My spouse and I enjoy the same types of amusement.
163. My mate rarely does things which make me unhappy.
164. I'm not sure my spouse have ever really loved me.
165. My parents didn't communicate with each other as well as they should have.
166. My spouse seems committed to settling our differences.
167. I enjoy sexual intercourse with my spouse.
168. I am certain our decision to get married was the right one.
169. I might have been happier had I married somebody else.
170. When I'm upset, my spouse usually understands why even without my telling him (her).
171. Earning the family income is primarily the responsibility of the husband.
172. My spouse sometimes buys too much on credit.
173. My spouse desires intercourse too frequently.
174. I have known very little unhappiness in my marriage.
175. I sometimes am reluctant to discuss certain things with my spouse because I'm afraid I might hurt his (her) feelings.
176. My mate occasionally makes me feel miserable.
177. The responsibilities of motherhood are a full-time job.
178. I sometimes avoid telling my spouse things which put me in a bad light.
179. My marriage is as successful as any I know.
180. I often wonder what it would be like to have intercourse with someone other than my spouse.
181. My spouse and I decide together the manner in which the family income is to be spent.

182. Even when angry with me, my spouse is able to appreciate my viewpoints.
183. I was very anxious as a young person to get away from my family.
184. I spend at least one hour each day in an activity with my spouse.
185. The good things in my marriage seem to far outweigh the bad.
186. I don't think any couple could live together with greater harmony than my mate and I.
187. A lot of our arguments seem to end in depressing stalemates.
188. I am sometimes unhappy with our sexual relationship.
189. A wife's career is of equal importance to her husband's.
190. My spouse has much difficulty keeping our checkbook balanced.
191. My spouse and I have never come close to separation or divorce.
192. My spouse sometimes seems to spend more time with his (her) friends than with me.
193. My marriage could be happier than it is.
194. I often wondered whether my parents' marriage would end in divorce.
195. Our arguments frequently end up with one of us feeling hurt or crying.
196. We seem to do more arguing than a couple should.
197. My spouse sometimes shows too little enthusiasm for sex.
198. Just when I need it the most, my spouse makes me feel important.
199. A woman should expect her husband to help with the housework.
200. My spouse buys too many things without consulting with me first.
201. During our marriage, my spouse and I have always talked things over.
202. About the only time I'm with my spouse is at meals and bedtime.
203. I believe that our marriage is as pleasant as that of most people I know.
204. I certainly hope our marriage turns out better than the marriages of some of my relatives.
205. There are times when I wonder if I made the best of all possible choices.
206. Talking about sexual performance with my spouse is not difficult.

207. My spouse and I are often unable to disagree with one another without losing our tempers.
208. My spouse is often too concerned with financial matters.
209. If it weren't for fear of hurting my mate, I might leave him (her).
210. There should be more daycare centers and nursery schools so that more mothers of young children could work.
211. My mate and I understand each other completely.
212. My spouse and I sometimes enjoy just sitting down and doing things together.
213. We could have many fewer marital difficulties if our family income were larger.
214. My spouse rarely nags me.
215. I would like my spouse to express a little more tenderness during intercourse.
216. I think my marriage is less happy than most marriages.
217. When disagreements arise they are always settled in a peaceful, fair, and democratic manner.
218. I am apt to hide my feelings in some things, to the extent that my spouse may hurt me without his (her) knowing it.
219. Before marrying, I was quite eager to leave home.
220. My spouse's feelings are too easily hurt.
221. My marriage is an unhappy one.
222. Where a family lives should depend mostly on the husband's job.
223. My spouse invests money wisely.
224. My spouse rarely refuses intercourse when I desire it.
225. We sometimes seem unable to settle calmly even our minor difficulties.
226. I have often considered asking my spouse to go with me to seek marital counseling.
227. We just don't get the chance to do as much together any more.
228. My marriage is not a perfect success.
229. It's only natural for a man to be bothered if his wife makes more money than he does.
230. My spouse doesn't take me seriously enough sometimes.
231. Frankly, our marriage has not been successful.
232. My spouse and I almost always discuss things together before making an important decision.
233. There is nothing I would like to change about our sex life.
234. My parents loved each other.

235. Such things as laundry, cleaning, and childcare. are primarily the wife's responsibility.
236. My spouse seems to enjoy just being with me.
237. There are many things about my marriage which please me.
238. There is a great deal of love and affection expressed in our marriage.
239. My marriage has been very satisfying.

APPENDIX C

January 5, 1988

2290 Somerset Drive
Florissant, Missouri 63033

Dear

As I discussed with you by telephone or at our meeting in December, I am pursuing my Masters Degree in Business Administration at Lindenwood College in St. Charles, Missouri. As part of the curriculum to complete my degree I am required to write a thesis on a current business or management topic. The topic I have chosen is "Middle Management Work Stress and its Effect on Marital Life."

I plan to examine this topic by testing persons in middle management positions with the Occupational Stress Inventory Test and the Marital Satisfaction Inventory Test and determine if a correlation exists between the two.

It is in this area that I am in need of your assistance. I would like you to participate in my study by taking both the Occupational Stress Inventory Test and the Marital Satisfaction Inventory Test. Taking these tests would involve sixty to ninety minutes of your time. You would receive the tests with instructions on or about February 8, 1988. I would ask that you complete the test and return it by February 20, 1988.

To insure confidentiality, you will not place your name or address on any of the test forms. I have also made arrangements to have all returned tests opened by a third party to avoid me seeing any post marks. I am not interested in any individual test results, only a correlation between the total results between the two tests. At no time will I know the name of the participant on any individual test result.

I would be extremely grateful for your participation in this study. If you will participate in this study, please mark the appropriate space on the enclosed

post card and sign it and return it as soon as possible.

Respectfully,

Thomas J. Kemper
Division Manager GCO

Enclosure

APPENDIX D

2290 Somerset Drive
Florissant, Missouri 63033
February 19, 1988

Dear

As I discussed with you by telephone or at our meeting in December, enclosed are the Occupational Stress Inventory Questionnaire (OSI) and the Marital Satisfaction Inventory Questionnaire (MSI). Please complete both questionnaires as soon as possible, and return all forms to me in the enclosed self-addressed stamped envelope.

To insure confidentiality, please do not put your name or address on any of these forms. In the upper left-hand corner of the OSI rating sheet and the MSI answer sheet there are a series of six blank boxes entitled "Identification Number". This number will be used for test identification during the statistical analysis. It is important that this number is completed correctly. In boxes 1 and 2 place your age. In boxes 3 and 4 place your years of marriage. And in boxes 5 and 6 place the number of years in your current management position. Please be sure to complete these boxes on both answer sheets.

Please read over the directions in the OSI item booklet and answer only the questions in section one which is the Occupational Roles Questionnaire (ORQ) by filling in the appropriate circle on the OSI rating sheet. Remember to answer all questions in section one, as a blank answer will negate a portion of the scoring procedure. The approximate time for completing the questionnaire is fifteen minutes.

After completing section one of the OSI questionnaire, you may proceed to the MSI questionnaire. Please read the directions in the MSI administration booklet and answer the true-false statements by filling in the appropriate circle on the MSI answer sheet. You should stop answering the statements after item 239. Please be sure to answer all the questions, for a blank answer will negate the scoring procedure. The approximate

time for completing the MSI questionnaire is thirty minutes.

Both the OSI and MSI questionnaires, for the most part, are self-explanatory, however, if you should have a problem, please do not hesitate to call me at 314-838-9107.

I would like to reiterate that to insure confidentiality do not put your name or address on any of these forms. I have made arrangements, upon receiving the returned questionnaires, to have a third party open all envelopes and remove the questionnaires and discard the envelopes. Thus, I will see no identifying postmarks.

I am extremely grateful for your participation in this study. Thanking you in advance and anxiously awaiting your reply.

Tom Kemper

Enclosures

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