

# The "Double-Edged Sword" Effect of High Job Performance on Work-Family Relationships: From the Perspective of the Work-Home Resource Model

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**Abstract:** Based on the work-home resource model perspective, a dual-path mediation model is constructed, and hypothesis testing is performed through data analysis. Studies have shown that high job performance can directly promote employees' self-efficacy through the resource gain pathway, thereby directly promoting their work-family gain, and can strengthen employees' self-depletion through the resource depletion pathway, thereby indirectly exacerbating their work-family conflict. The theoretical value of the research is that it opens up a new perspective for the research of high-performance employees in the organization and verifies the scientificity of the work-family resource model. In addition, it also provides practical inspiration for the management of high-performance employees in enterprises.

**Keywords:** High performers, Self-efficacy, Ego depletion, Work-family enrichment, Work-family conflict.

## 1. Introduction

High-performance employees refer to individuals who have excellent performance in the organization and can maintain it for a long time. As a key figure in the enterprise talent structure, they have a significant impact on organizational performance (Sturman, 2003), and enjoy a dazzling organizational halo and lofty status. As a result, they tend to exhibit high self-efficacy traits. However, the various traits of high performers also have many negative and negative effects on them, and when high performers perceive the threat of potential or actual loss of resources, self-depletion occurs.

In addition to work, family, as another important area of modern life, interacts with work and is inseparable. Especially at the moment, the boundaries between people's work and family have become very blurred, which undoubtedly brings great challenges to enterprises and employees themselves to maintain work-family balance. At the same time, the previous tendency to study the work-family relationship from a single

perspective has gradually become out of practice.

Especially for the "key minority" who make important contributions to organizational performance, the "double-edged sword" effect brought by high work performance will inevitably change their individual resource stock, which will then affect their work-family relationship. . Therefore, based on the dual nature of high-performance employees, studying the dual mechanism of work-family relationship plays an important role in promoting employees' personal physical and mental health, helping organizations improve performance, and even building a harmonious society for the country.

## 2. Literature Review and Hypothesis

Hobfoll (2001) proposed that individuals will have two action paths of resource loss and gain in different situations, and the gain and loss of individual resources are not limited to the same field, and this resource flow path will also occur in cross fields. Based on this, this paper constructs a dual-path mediation model, as shown in the figure.

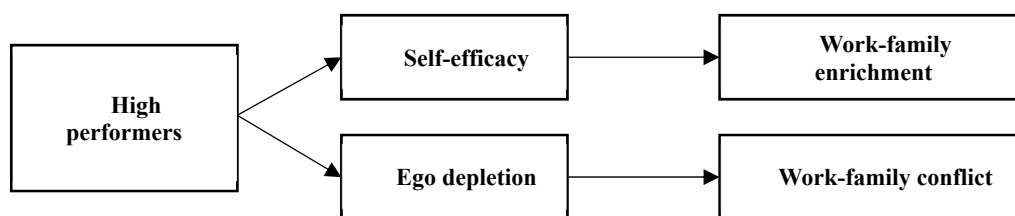


Figure 1. Research Model

### 2.1. High Performers and Self-efficacy

High-performing employees are at the top of the organizational productivity distribution, with super-high abilities, large networks, and strong capital, and naturally enjoy the privilege of preferential access to resources and support, which is more conducive to their consolidation of existing positions and higher performance (Kehoe et al.,

2018). Because of long-term enjoyment of organizational glory and far higher status and treatment than ordinary employees, it is easier to maintain a positive psychological state such as self-confidence and self-esteem, which helps them achieve a high level of self-efficacy. Therefore, this study hypothesizes:

H1: The employee's work performance positively affects their self-efficacy, that is, the higher the employee's work

performance, the stronger the individual's self-efficacy.

## 2.2. The Mediating Role of Self-efficacy

From the perspective of the work-family resource model, the positive spillover effect between work and family originates from the accumulation of resources. As a psychological resource, self-efficacy plays an important role in promoting the positive spillover of the two. The essence of work-family gain is that individuals change from the accumulation and evaluation of work resources to changes in their own psychological factors, to the cross-border flow between the two fields, and finally to the reinvestment of family roles. High-performance employees have their own halo and have a high prestige and status in the organization. The psychological, social support, energy and other resources brought by this can make them experience a spiral increase in the stock of individual resources, and naturally produce a high level of self. Efficacy, when it is transferred to the family domain to play a family role, has the confidence and ability to better handle the relationship between work and family, and enhance work-family gain. Therefore, this study proposes hypotheses:

H2: Self-efficacy has a positive effect on work-family gain.

H3: Self-efficacy mediates the relationship between high-performing employees and work-family gain.

## 2.3. High performers and self-depletion

In order to complete work tasks quickly and efficiently and improve team performance, leaders usually assign high-challenging work to high-performance employees. When high-performance employees mobilize their additional resources to cope with heavy work tasks, they will strongly feel the threat of potential or actual resource loss is perceived, followed by a series of negative responses (Rich et al., 2010). Self-depletion is one of them. It is a state of resource depletion caused by the continuous consumption of personal psychological and physiological resources when individuals overcome their current enjoyment and control their own behavioral cognition (Baumeister et al., 1998). Specifically, under the attack of many stressors, high-performing employees are likely to be overwhelmed and self-depleted. Therefore, this study puts forward the hypothesis:

H4: The employee's job performance positively affects their self-depletion, that is, the higher the employee's work performance, the stronger the individual's self-depletion.

## 2.4. The Mediating Role of Self-depletion

Based on the perspective of the work-family resource model, the negative spillover effect between work and family originates from the depletion of resources. In the state of self-depletion, employees will experience a spiral loss of individual resource stock, which will aggravate the negative spillover of work to the family. Behind the dazzling light of high work performance, employees face more social inhibitions and potential risks. Phenomenons such as "mandatory organizational citizenship behavior", "escalation of civic behavior", and "kidnapping altruism" seem to shackle high-performance employees firmly, making them incapable of being independent, only sacrificing the interests of family members and causing family damage. The shortage of resources in the field leads to work-family conflict. Therefore, this study puts forward the hypothesis:

H5: Self-depletion has a positive impact on work-family conflict.

H6: Self-depletion mediates the relationship between high-performing employees and work-family conflict.

# 3. Research Design

## 3.1. Sample Collection

This research focuses on the employees of many enterprises and their superiors in Shanghai, Zhejiang, and Jiangsu, covering industries such as the Internet, finance, and manufacturing. A total of 451 employees participated in the questionnaire survey. After excluding invalid questionnaires, there were 392 valid questionnaires, and the recovery rate of valid questionnaires was 86.91%.

## 3.2. Variable Measurement

The scale is from foreign mainstream literature. In order to ensure the local applicability, two-way translation is adopted, and relevant experts are invited to evaluate the appropriateness of the items and the rigor of the questionnaire. A small sample test is performed before the formal study.

High-performing employees, the task performance scale proposed by Welbourne et al. (1998) was used to measure high-performing employees. And adopt the method that the superior evaluates the work performance of the subordinate employees, so as to reduce the common method deviation.

Self-efficacy, using the authoritative general self-efficacy concept and scale published by Schwarzer et al. (1981).

Ego depletion, using the scale compiled by Lin et al. (2015) containing 5 items about employees' self-depletion in the work process.

Work-family enrichment, using the work-family gain scale compiled by Carlson (2006) containing 18 items, select the first 9 items in the original scale to measure work-family gain.

Work-family conflict, using the work-family conflict scale composed of 18 items compiled by Carlson (2000), according to the research purpose of this paper, select the first 9 items in the original scale to measure work-family conflict.

## 3.3. Research Methods

This study mainly used SPSS26.0, AMOS22.0 and other statistical analysis software to analyze the acquired survey data. Firstly, the reliability and validity analysis is carried out. Secondly, the descriptive statistical analysis and correlation analysis are carried out on the key variables involved in this study. Finally, the hierarchical linear regression analysis is carried out to verify the authenticity and rationality of the hypothesis. Then, based on the results of data analysis, the conclusions of this study are drawn.

## 3.4. Reliability and Validity of Research Data

Confirmatory factor analysis was used to test the discriminant validity of variables, and the five-step method suggested by Hall (2005) was used to evaluate: one-factor model, two-factor model, three-factor model, four-factor model, five-factor model, and six-factor model. The results show (see Table 1) that the fitting index of the six-factor model is closer to the standard value ( $\chi^2/df < 3$ , CFI > 0.9, IFI > 0.9, TLI > 0.9, RMSEA < 0.08), which can best fit the model shows that the scale and data structure of this study have good discriminant validity.

**Table 1.** Factor Pattern Overall Fitting Table (N=392)

measurement model	$\chi^2$	df	$\chi^2/df$	RMSEA	CFI	IFI	TLI
one-factor model	8640.924	780	11.078	0.161	0.368	0.370	0.336
two-factor model	6177.954	780	7.920	0.133	0.566	0.568	0.544
three-factor model	5023.483	779	6.449	0.118	0.659	0.660	0.641
four-factor model	4550.510	777	5.857	0.111	0.697	0.698	0.680
five-factor model	3992.350	774	5.158	0.103	0.741	0.742	0.726
six-factor model	2281.882	768	2.971	0.058	0.921	0.921	0.914

### 3.5. Research Result

Table 2 reports the descriptive statistics of the variables as well as the correlation coefficients. From the correlation coefficient, high-performance employees have a significant positive correlation with self-efficacy and a significant positive correlation with self-depletion. Self-efficacy was significantly positively correlated with work-family gain, and self-depletion was significantly positively correlated with work-family conflict.

In this paper, the hierarchical regression analysis method is used to test the hypothesis of the mediating effect in turn. The specific results are shown in Table 3. First, after adding control variables such as employee gender, age, marital status, education, working years, and position, the regression coefficient of high-performance employees on self-efficacy is (Model 2,  $\beta=0.487^{***}$ ,  $p<0.001$ ), Suppose H1 holds; the regression coefficient of self-efficacy on work-family gain is (Model 6,  $\beta=0.725^{***}$ ,  $p<0.001$ ), and suppose H2 holds; the regression coefficient of high-performance employees on self-depletion is (Model 4,  $\beta=0.212^{**}$ ,  $p<0.01$ ), assuming H4 holds; the regression coefficient of self-depletion on work-family conflict is (Model 8,  $\beta=0.377^{***}$ ,  $p<0.001$ ), assuming H5 holds.

Second, based on the method proposed by Baron et al. (1986), in the resource gain path, high-performing employees were significantly positively correlated with work-family gain (Model 5,  $\beta=0.414^{***}$ ,  $p<0.001$ ), and significantly correlated with self-efficacy. There was a positive correlation (Model 2,  $\beta=0.487^{***}$ ,  $p<0.001$ ), and self-efficacy was significantly positively correlated with work-family gain ( $\beta=0.764^{***}$ ,  $p<0.001$ ). After adding the mediating variable (self-efficacy), the effect of high-performing employees on

work-family gain disappeared (Model 6,  $\beta = 0.061$ ,  $p>0.05$ ), while there was still a significant positive correlation between self-efficacy and work-family gain (Model 6,  $\beta = 0.725^{***}$ ,  $p < 0.001$ ), therefore, self-efficacy is fully mediating between high-performing employees and work-family gain, assuming H3 is supported.

In the resource depletion pathway, high performers were significantly positively correlated with work-family conflict (Model 7,  $\beta=0.342^{***}$ ,  $p<0.001$ ) and significantly positively correlated with self-depletion (Model 4,  $\beta=0.212^{**}$ ,  $p < 0.01$ ), ego depletion was significantly positively correlated with work-family conflict (Model 8,  $\beta=0.404^{***}$ ,  $p<0.001$ ). After adding the mediating variable (self-depletion), the impact of high-performing employees on work-family conflict was still significant, but the influencing factor became smaller (Model 8,  $\beta = 0.262^{***}$ ,  $p<0.001$ ), while self-depletion and work-family conflict (Model 8,  $\beta = 0.377^{***}$ ,  $p<0.001$ ), thus, ego depletion was partially mediating between high-performing employees and work-family conflict, hypothesis H6 was supported.

This study uses the Process macro to conduct Bootstrap analysis to further test the mediating effect. The test results show that the Bootstrap 95% confidence interval of the mediating effect of self-efficacy is [0.2512, 0.4709], excluding 0, indicating that the mediating effect of self-efficacy is significant, and the effect size is 0.3531 (SE=0.0562). The Bootstrap 95% confidence interval of the mediating effect of self-depletion is [0.0176, 0.1511], excluding 0, indicating that the mediating effect of self-depletion is significant, with an effect value of 0.0801 (SE=0.0334). The above results further support hypotheses H3 and H6.

**Table 2.** The mean, standard deviation and correlation coefficient of the main variables

variable	mean	standard deviation	1	2	3	4	5	6	7	8	9	10
1. Gender	1.476	0.500	—									
2. Age	3.278	1.428	0.031	—								
3. Marital status	1.422	0.491	0.002	0.337**	—							
4. Education	2.911	1.297	0.053	0.067	0.023	—						
5. Working years	2.893	1.348	-0.094	0.498***	0.412**	0.068	—					
6. Position	3.430	1.254	-0.056	0.321**	0.117*	0.127*	0.201**	—				
7. High performers	3.858	0.709	0.065	0.284***	0.244**	0.012	0.258**	-0.017	—			
8. Self-efficacy	3.661	0.598	0.131**	0.069	0.042	-0.032	0.025	0.015	0.547***	—		
9. Ego depletion	3.125	1.003	0.002	-0.076	-0.042	0.164*	-0.052	0.032	0.204**	0.138**	—	
10. Work-family enrichment	3.756	0.759	0.044	0.141**	0.122*	-0.022	0.074	-0.013	0.392***	0.605***	-0.021	—
11. Work-family conflict	3.515	0.834	0.027	-0.018	0.007	-0.092	-0.012	0.051	0.254**	-0.301	0.487***	-0.180

N=392, \* $p<0.05$ , \*\* $p<0.01$ , \*\*\* $p<0.001$

**Table 3. Mediation effect regression analysis results**

变量	Self-efficacy		Ego depletion				Work-family enrichment				Work-family conflict					
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6		Model 7		Model 8	
	$\beta$	s.e	$\beta$	s.e	$\beta$	s.e	$\beta$	s.e	$\beta$	s.e	$\beta$	s.e	$\beta$	s.e	$\beta$	s.e
Constant	3.486	0.209	1.937	0.210	4.088	0.349	3.413	0.417	2.187	0.298	0.781	0.283	2.717	0.341	1.429	0.328
Gender	0.178	0.070	0.127	0.058	-0.009	0.117	-0.031	0.116	0.032	0.083	0.060	0.072	0.000	0.095	0.012	0.084
Age	0.079	0.056	0.012	0.047	-0.114	0.093	-0.143	0.093	0.086	0.066	0.078	0.057	-0.089	0.076	-0.035	0.067
Marital status	-0.005	0.115	-0.046	0.095	0.077	0.191	0.059	0.189	0.095	0.135	0.128	0.116	0.064	0.155	0.042	0.137
Education	-0.024	0.048	-0.054	0.040	-0.276	0.080	-0.289	0.079	-0.038	0.056	0.001	0.049	-0.144	0.065	-0.035	0.058
Working years	-0.038	0.040	-0.059	0.033	-0.012	0.067	-0.022	0.066	-0.092	0.047	-0.049	0.041	-0.030	0.054	-0.022	0.048
Position	-0.002	0.012	0.004	0.010	0.011	0.020	0.014	0.020	-0.004	0.014	-0.007	0.012	0.019	0.016	0.014	0.014
independent variable			0.487***	0.037			0.212**	0.074	0.414***	0.052	0.061	0.054	0.342***	0.060	0.262***	0.328
mediating variable											0.725***	0.062				
															0.377***	0.037
R2	0.024		0.327		0.038		0.058		0.164		0.384		0.090		0.284	
$\Delta R^2$	0.024		0.302		0.038		0.020		0.136		0.220		0.077		0.194	
F	1.603		26.631***		2.521		3.391**		10.759***		29.797***		5.414***		18.995***	

N=392, \* represents P< 0.05, \*\* represents P< 0.01, \*\*\* represents P< 0.001

## 4. Conclusion

### 4.1. Theoretical Inspiration

First, this paper adopts the viewpoint of systems theory to incorporate the two-sided characteristics of high-performance employees into the same theoretical framework, studies the different influencing mechanisms between high-performance employees in different states and work-family-related variables, and empirically tests high-performance employees in the work environment. The "double-edged sword" effect of job performance.

Second, this study confirms that changes in individual resource stock caused by employees in the work domain will have an impact on their home domain, which is consistent with the work-family resource model.

Third, based on the work-family resource model, this paper verifies the positive impact of self-efficacy on employees' work-family relationship and the negative impact of self-efficacy on employees' work-family relationship from resource depletion and resource gain paths, respectively. Performance has made more attempts at the "black box" of the role of work-family relationships.

### 4.2. Management Inspiration

First, the organization should adopt a high-level and balanced incentive system to reasonably motivate high-performance employees. The use of moderately balanced incentives can restrain the unhealthy social comparisons

caused by salary, avoid excessive monetary incentives to dispel the "autonomy" of high-performance employees, and reduce the salary gap and negative emotions of other employees.

Second, managers should weigh the pros and cons, grasp the core focus of the organization's work, reduce reliance on high-performing employees, create a reasonable, relaxed, supportive work environment for them, and protect them from excessive extra tasks and ineffective relationships. , to focus work on key issues.

Third, organizations should take relevant measures to activate the motivation-driven process of high-performing employees, tap their potential and empower them. At the same time, organizations should attach great importance to the psychological needs of high-performing employees, understand their work pressures and burdens, avoid the continuous consumption of their psychological energy, and help them adjust their poor working conditions in time to prevent them from falling into self-depletion.

### 4.3. Limitations

First, the collection of data samples has limitations. In future research, we can continue to expand the sample size and scope of investigation, conduct multi-regional and multi-industry research on the basis of effective classification, and enhance the universality and representativeness of the conclusions.

Second, the research methods are relatively single, and there may be common method biases. In future research, more

research methods can be explored to reduce errors. For example, the interview method, the experimental method, etc. are combined with the questionnaire survey method, and the hypothesis is verified in multiple aspects.

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