

東海大學餐旅管理學系碩士論文

餐旅業女性主管工作資源與家庭支持對其工作
/家庭需求、工作與家庭的衝突、工作倦怠調節
效果之研究

The Effect of Work and family conflict on Burnout - A Study of Taiwanese
Hospitality Female Managers

碩士班研究生 王懿萱

指導教授 汪淑台 博士

陳錚中 博士

中華民國一百零一年六月

東海大學碩士學位論文

口試委員會審定書

餐旅管理 研究所 王懿萱 君所提之論文

The Effect of Work and Family Conflicts on Burnout- A Study
of Taiwanese Hospitality Female Managers

餐旅業女性主管工作資源與家庭支持對其工作/家庭需求、

工作與家庭的衝突、工作倦怠調節效果之研究 (題目)

係本委員會審議，認為符合碩士資格標準。

論文口試委員會

召集人 游明鳳 (簽名)

委員 游明鳳

鄭淑勻

汪淑台

陳錚中

朱惠玲

所長 汪淑台

游明鳳

鄭淑勻

汪淑台

陳錚中

朱惠玲

中華民國 101 年 6 月 18 日

ACKNOWLEDGEMENTS

During the two-year period of this master's degree has really taught me a number of lessons. At the beginning, I was frequently asked why I did not enter the hospitality industry directly to gain the practical experience. After two years, I can proudly and loudly say that I learnt lots of things which I would never have been otherwise able to have learnt.

Sincere thanks go to my advisor Dr. Wang and Dr. Chen for their patient guidance. My life as a master's student would not have been so valuable without their support. Especially, Dr. Wang, who attentively corrected every sentence in my thesis and I am more thankful than I can express.

Also, I would like to express my gratitude to the supervisors from the hotels and restaurants who participated in the survey. Due to their assistance, my research was not only completed on time, but also gave the hospitality industry a further understanding of burnout among female managers. Last but not the least, my dearest 99 master's classmates, I really love all of you guys: without your company my time would not have been as happy and wonderful. I believe one day all of us will be bright stars in this industry.

The Effect of Work and family conflict on Burnout - A Study of Taiwanese Hospitality Female Managers

ABSTRACT

The demands of family and work cause a conflict in role and time for female managers, which often led to emotional and physical problems. Burnout is the outcome of long term physical and emotional labor, and has become one of the reasons for a high turnover rate in hospitality industry. The aim of this study was to explore the possible solution to ease the work-family conflict of married female managers from the point of view of providing job resources and family support. Male counterparts were surveyed as a contrast to testify to the influence of work and family load on work-family conflict and the following burnout in female managers. More specifically, the moderating effects of work and family resources on relationships were compared between the two genders.

The results from 196 surveyed participants indicated that female supervisors presented a higher perception of family demands, work disruption to family and exhaustion. Dual-income families had a higher perception of the disruption of work on family and exhaustion than a single-income family. Different age groups experienced different levels of job demands and burnout. Work and family conflicts are partially mediated the relationship between family demands in burnout for male managers, yet was the complete mediator for female managers. Finally, benefits of job resources could buffer the demands of work and family conflicts for female managers. These findings provided solid suggestions to

hospitality industry in assisting female supervisors to ease their work-family conflict through providing better job benefits.

Keywords: married hospitality supervisors, work and family conflict, burnout, job resource, family support.

餐旅業女性主管工作資源與家庭支持對其工作/家庭需求、工作與家庭的衝突、工作倦怠調節效果之研究

中文摘要

女性主管因家庭和工作的雙重需求而產生角色與時間分配的衝突，導致女性主管的生理與心理產生負擔，長久下來造成女性主管倦怠，成為餐旅產業高離職率的其中一項原因。本研究的目標為從工作資源與家庭支持中，發掘能減低已婚女性主管工作與家庭衝突的因素，進而降低其倦怠感。在本研究中男性主管也列入調查，藉此比較不同性別在工作與家庭衝突的負荷與隨之而來的倦怠；更進一步比較兩性對工作資源與家庭支持等因子對工作與家庭衝突的調節效果。

在調查的 196 位餐旅業的已婚主管中，女性所感受的家庭需求、工作影響家庭與情緒耗竭明顯地高於男性；雙薪家庭所感受的工作影響家庭和情緒耗竭顯著高於單薪家庭；年輕主管感受到的工作需求較年長主管高；對男性主管而言，工作與家庭衝突在家庭需求與倦怠間扮演部分中介角色，反觀對女性主管則產生完全中介效果。工作資源中的福利，對於女性管理者而言，能有效減輕其工作需求產生的工作與家庭衝突。研

究結果能提供給餐旅產業具體的建議為：給予女性主管更好的工作福利，能有效減緩他們的工作與家庭衝突，進而降低其倦怠。

關鍵詞：已婚餐旅業主管，工作與家庭衝突，工作倦怠，工作資源，家庭支持

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	I
ABSTRACT	II
TABLE OF CONTENTS	VI
LIST OF FIGURES	VIII
LIST OF TABLES	IX
CHAPTER 1 INTRODUCTION	1
1.1 BACKGROUND TO THE STUDY	1
1.2 SIGNIFICANCE OF THE STUDY	2
1.3 PURPOSES OF THE STUDY	3
CHAPTER 2 LITERATURE REVIEW	4
2.1 WORK DEMANDS IN HOSPITALITY INDUSTRY	4
2.2 FAMILY DEMANDS	5
2.3 WORK AND FAMILY CONFLICTS	6
2.3.1 <i>Types of Work and Family Conflicts</i>	7
2.3.2 <i>The Effect of Work and Family Conflicts</i>	8
2.3.3 <i>Gender Differences in Work and Family Conflicts</i>	8
2.3.4 <i>Job Demands Cause Work and Family Conflicts</i>	10
2.3.5 <i>Family Demands Cause Work and Family Conflicts</i>	11
2.4 BURNOUT	11
2.4.1 <i>Relationship Between Work and Family Conflict and Burnout</i>	12
2.5 JOB RESOURCES	13
2.6 FAMILY SUPPORT	16
CHAPTER 3 METODOLOGY	19
3.1 RESEARCH FRAMEWORK.....	19
3.2 METHOD	20
3.2.1 <i>Sampling and Survey</i>	20
3.2.2 <i>Instrumentation</i>	20
3.2.3 <i>Statistical Analysis</i>	22

3.3 PILOT STUDY	23
3.3.1 Reliability.....	23
3.4 OPERATIONAL DEFINITION.....	28
CHAPTER 4 FINDINGS AND DISCUSSION.....	30
4.1 DESCRIPTIVE STATISTICS	30
4.2 EXPLORATORY FACTOR ANALYSIS.....	32
4.3 THE EFFECT OF GENDER ON THE CONSTRUCT DIMENSIONS	37
4.4 THE EFFECT OF FAMILY INCOME STATUS ON THE CONSTRUCT DIMENSIONS	39
4.5 THE INFLUENCE OF FAMILY INCOME LEVEL ON THE CONSTRUCT DIMENSIONS	41
4.6 THE INFLUENCE OF AGE GROUP ON THE CONSTRUCT DIMENSIONS	44
4.7 EXAMINATION OF THE MEDIATION EFFECT OF WORK AND FAMILY CONFLICTS ON BURNOUT.....	46
4.8 PATH ANALYSIS OF FRAMEWORKS.....	49
4.8.1 Path analysis of overall framework.....	49
4.8.2 Comparing the Path Analysis between Male and Female Supervisors	51
4.9 EXAMINED MODERATING EFFECT OF JOB RESOURCES AND FAMILY SUPPORTS.....	54
CHAPTER 5 CONCLUSION, IMPLICATIONS, LIMITATION AND FURTHER RESEARCH.....	58
5.1 CONCLUSION AND IMPLICATIONS	58
5.2 LIMITATIONS AND FURTHER RESEARCH OPPORTUNITIES	59
REFERENCES	60
APPENDIX A- QUESTIONNAIRE OF PILOT TEST.....	69
APPENDIX B- QUESTIONNAIRE	75

LIST OF FIGURES

FIGURE 1. RESEARCH FRAMEWORK.....	19
FIGURE 2 THREE STEPS OF MEDIATION EFFECT	46
FIGURE 3. PATH ANALYSIS- OVERALL FRAMEWORK	50
FIGURE 4. PATH ANALYSIS- MALE	53
FIGURE 5. PATH ANALYSIS- FEMALE	53
FIGURE 6. ESTIMATED MARGINAL MEANS OF WORK AND FAMILY CONFLICTS	54

LIST OF TABLES

TABLE 1 RELIABILITY TEST	24
TABLE 2 DESCRIPTIVE PROFILE OF THE PARTICIPANTS (N=196)	31
TABLE 3 EXPLORATORY FACTOR ANALYSIS OF THE DIMENSIONS OF JOB DEMANDS, WORK AND FAMILY CONFLICT, BURNOUT AND JOB RESOURCES AND FAMILY SUPPORT	33
TABLE 4 THE INFLUENCE OF GENDER ON CONSTRUCT DIMENSIONS- BY T TEST ANALYSIS	37
TABLE 5 THE COMPARISON BETWEEN FAMILY INCOME STATUS ON CONSTRUCT DIMENSIONS- BY T TEST ANALYSIS	39
TABLE 6 THE INFLUENCE OF FAMILY INCOME LEVEL ON THE CONSTRUCT DIMENSIONS- BY ANOVA	42
TABLE 7 COMPARISONS AMONG DIFFERENT AGE GROUP ON JOB DEMANDS, FAMILY DEMANDS, WORK AND FAMILY CONFLICT AND BURNOUT BY ONE-WAY ANOVA	44
TABLE 8 THREE STEPS TO TESTIFY THE MEDIATION EFFECT	48
TABLE 9 HYPOTHESES VERIFICATION- H1, H2, H3	49
TABLE 10 PATH ANALYSIS AMONG OVERALL FRAMEWORK.....	50
TABLE 11 PATH ANALYSIS FOR MALE AND FEMALE SUPERVISORS.....	52
TABLE 12 HYPOTHESES VERIFICATION- H4, H5.....	55
TABLE 13 HIERARCHICAL MULTIPLE REGRESSION ANALYSIS OF BENEFITS OF JOB RESOURCES, AUTHORITY OF JOB RESOURCES AND FAMILY SUPPORTS ON WORK AND FAMILY CONFLICTS-MALE	56
TABLE 14 HIERARCHICAL MULTIPLE REGRESSION ANALYSIS OF BENEFITS OF JOB RESOURCES, AUTHORITY OF JOB RESOURCES AND FAMILY SUPPORTS ON WORK AND FAMILY CONFLICTS- FEMALE	57

CHAPTER 1 INTRODUCTION

1.1 BACKGROUND TO THE STUDY

There is a growing trend for women to hold a managerial position in the hospitality industry. The phenomenon is manifest worldwide, including Taiwan. However, the responsibility that women have in terms of family does not decrease with the devotion to their job. The demands of family and work often cause the feeling of “burnout”. When work demands are high and resources are limited, this negative emotion often leads to energy depletion and undermines an employee’s motivation (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). If a woman does not get enough support from their family or their work, they may choose to leave the industry for their family. Therefore, burnout often causes the loss of work force or diminishing work quality in a “people oriented” industry.

Although it is still apparent that the hospitality workplace has what are often seen as “male- value systems”, such as, overtime, occupational achievement and visibility (Blomme, Rheede & Tromp, 2010), according to the recruitment of management occupation report from the Taiwan Council of Labor Affairs 2010, 96.6% of hospitality companies are willing to hire both males and females in supervisory positions. This can be explained by the outstanding characteristics of females, who are typically seen to be cooperative, supportive, gentle and understanding (Rosner, 1990). These characteristics are important when considering a leader. Moreover, when women assist someone, they may feel a sense of self-esteem and satisfaction. Those characteristics may explain why women can be extraordinary leaders in their positions.

These characteristics may help females to gain a managerial position; however, there is another concern, which is the demand from work and family. In most of families, the household still largely

relies on women; moreover, the hospitality industry is highly demanding in physical labor, emotional labor, and time (Berta, 2002). Under these circumstances, women and men may not experience the same conflicts and stress.

Social expectations of both genders are often different depending on cultural background (Namasivayam & Mount, 2004). In the respect of hospitality female managers, the question raised is “do they receive reasonable support from work to reduce burnout or increase job satisfaction when they spend most of their time and energy at work?” Moreover, what kind of family support will efficiently ease their pressure?

1.2 SIGNIFICANCE OF THE STUDY

There have been a number of studies that document a positive relationship between work demands; work and family conflict; and burnout (Lingard & Francis, 2005; Firth, Mellor, Moore & Loquet 2004). In most companies, one of the problems remains is the burnout of supervisors, and which will have several serious impacts on companies when they intend to resign, and the worst condition is to work for a company’s competitors.

This study attempts to explore the impact of supporting work resources and how family support influences work and family conflict and burnout. In addition, women suffer a higher degree of burnout than men, as do single (unmarried) managers (Buick & Thomas, 2001); however, there is limited research focusing on this group of outstanding talent in a fast growing “people service” industry.

The Research was conducted on married supervisors to understand their unique requirements. The opinions of supervisors in hotels and restaurants about job demands, family demands, job resources

in the work environment and family support were collected to examine what job resources and family support will significantly decrease the work and family conflicts.

1.3 PURPOSES OF THE STUDY

The research aims to explore the possible resources that can help female managers to resolve work and family conflicts and help prevent emotional burnout. Work resources and family support will both be assessed for their possible moderating role between the job/ family demands, work and family conflict and burnout. The following aims of this study are:

1. To explore the relationship between work demands; family demands; work and family conflict; work resources; family support; and burnout.
2. To examine the moderating role of work resources on the relationship between the demands of work and family conflicts.
3. To examine the moderating role of family support in the relationship between family demands, and work and family conflicts.

CHAPTER 2 LITERATURE REVIEW

2.1 WORK DEMANDS IN HOSPITALITY INDUSTRY

The demands of work can be defined as the physical, psychological, social, or organizational aspects of a job that require sustained physical and/or psychological effort (Bakker, Demerouti & Schaufeli, 2003); therefore, it is often associated with several physical and/or psychological costs. In line with two general demands, Thomas and Hersen (2002) further suggest that psychological demands cause significant stress and burnout, including role-based stress, and stress related to career development, promotion and job insecurity, the changing nature of interpersonal relationships and work-family conflict. In addition to that, long hours of working and work overload result in physical exhaustion. Both aspects correspond to the distinct characteristics of hospitality jobs.

There are several vital physical demands in the hospitality industry. Long and inflexible working hours, low entry-level pay, heavy workload, not only causes physical pressure for employees but there is also a possibility of emotional stress (Cleveland, O'Neill, Himmelright, Harrison, Crouter, Drago, 2007). Therefore, when job demands consume intrinsic effort, such as emotional demand, staffing problems, supervisory challenges (Bakker et al. 2003), it is directly linked to the psychological stress of employees. These job-related requests often make people leave their career in hospitality because their personal agenda is not aligned with the company's mission.

Supervisors in the hospitality industry have to communicate efficiently with customers, front line staff and senior management in different ways. As Meier (1991) pointed out, when hotel employees move into management levels, he or she will experience a number of difficulties, including long hours, staffing problems, supervisory challenges and perishable inventory. As far as the management level is concerned, the characteristics of their role are more involved with

decision-making, both task and people oriented. Generally speaking, when a person moves from entry level to managerial job he/she will face more psychological demands rather than physical demand, due to the shift in the nature of the tasks.

In most working environments, female and male employees often suffer similar demands from workloads; however, Chang & Lu (2011) show that women perceived higher stress from job demands than men. Because the society expects males to be successful in their work, in the family domain, they only play supporting roles (Lu and Lin, 1998; Haas, 1999); in other words, they do not have to pay same level of attention to their families. Therefore, female managers in the hospitality industry, who experience heavy work-related psychological demands, will perceive greater pressure than male managers.

Many companies equate the cost of losing one trained manager with the amount of that manager's annual salary; it typically takes about a year for a new manager to become fully productive (Kappa, Nitschke & Schappert, 2008). If an organization cannot provide appropriate assistance to supervisors, this valuable workforce will suffer from high job-related pressure and have a tendency to switch to other careers.

2.2 FAMILY DEMANDS

Family demands fall into two groups of indicators, subjective family demands indicators and objective family indicators (Chang & Lu, 2011). Subjective family demands are related to the devotion time of housework, number of children and children's ages. Objective indicators can test the objective feelings toward housework of people involved in housework.

Fong (1992) investigated the causes of stress among Taiwanese working women, and "having too

much household work to do” topped the list of various role stressors. Today due to societal progression toward gender equality, more and more is now expected of husbands in the sharing of responsibilities for family maintenance.

Research that focuses on working families and work adjustments suggested that women more often than men make work adjustments because of family demands. Becker and Moen (1999) found that women were twice as likely as men to place reasonable limits on work life to shield the family from work obligations, which may take the form of limiting the number of hours worked, refusing to work overtime, refusing jobs that require frequent travel, or turning down promotions that require relocation. Therefore, the strategy of making adjustments at work in response to family demands may negatively affect a woman’s work experience more than a man’s.

Eby, Casper, Lockwood, Bordeaux, and Brinley (2005) stated that subjective indicators couldn’t capture the essence of family roles. For example, if there is someone, such as a paid household worker, dealing with housework, the number of children cannot be high in terms of family demands. Therefore, objective indicators of family demands were used in this study to test family demands of married supervisors.

2.3 WORK AND FAMILY CONFLICTS

Work and family play major roles in human life; however, these two domains clash with each other most of the time. Work and family conflict occurs when one cannot meet the demand of the roles in both domains at the same time (Burke, Greenglass, Cooper, Robertson 1987; Cooke & Rousseau, 1984; Greenhaus & Beutell, 1985). One may experience the conflict when they need to devote time at work for an important project and also become exhausted from childcare at home. Gutek, Searle, and Klepa (1991) examined the way in which hours were spent in the paid-work and family domains,

and further translated it into the *perceived* conflict between employment and family. The study found that female managers spent significantly more time on housework and childcare than male managers. On the other hand, females are reported to have more disruption from work to the family than males in the same condition. Therefore, some companies plan accordingly to meet the family demands for their employees to ease the pressure from the conflict. For instance, child and elderly care may be provided to decrease work and family conflicts (Kossek, Noe & Demarr, 1999).

2.3.1 Types of Work and Family Conflicts

Greenhaus and Beutell (1985) distinguished between three types of work-family conflicts: time-based conflict, behavior-based conflict and strain-based conflict. Time-based conflict occurs when devoting time to achieve the demands of one domain; it sacrifices time to satisfy the demands of another domain. For example, hospitality workers usually have to work during the weekend. That individual may be overwhelmed by fulfilling the need of working at weekends and spending time with the family. Second, behavior-based conflict occurs when a person forms a type of behavior which is not appropriate in the other domain; moreover, a person cannot adjust this behavior in order to fit in the other domain. Third, strain-based conflict occurs when one cannot manage the pressure from two different domains.

Gutek et al. (1991) stated that each of these three forms of work and family conflict has two directions, which are conflicts due to work disrupting family life and conflicts due to family affecting work. Therefore, these three forms and two directions are combined into six dimensions of work and family conflict: (1) time-based Work Impacts on Family (WIF) (2) time-based Family Impacts on Work (FIW) (3) behavior-based WIF (4) behavior-based FIW (5) strain-based conflict WIF (6) strain-based conflict FIW.

Research indicates that work-family conflict and/or family-work conflict have adverse effects psychological (e.g., job satisfaction, organizational commitment, and staff turnover) and behavioral (e.g., job performance) consequences for frontline employees (Karatepe and Kilic 2007; Netemeyer, Maxham & Pulling, 2005). Therefore, it should be tested in two ways to identify which sides influence managers the most.

2.3.2 The Effect of Work and Family Conflicts

Work-family conflict issues arise in many industries due to the intrinsic and extrinsic rewards which results from satisfying the demands of a particular role (French, Caplan & Van, 1982). Work-family conflict causes negative effects on work performance (Aryee, 1992; Goff, Mount & Jamison, 1990; Netemeyer et al., 2005; Thomas & Ganster, 1995). Further, job dissatisfaction is often related to work-family conflict (Frone, Russell & Cooper, 1992; Pleck, Staines & Lang, 1980). Studies by Magnini (2009) and Namasivayam and Mount (2004) showed that work-family conflict can cause loss from the personal level encompass the industry. Coping with the problems and rebuilding relationships between work and family is a critical issue for both domains. Hospitality managers spend much of their time and energy in work. Female managers are asked to maintain the same level of performance, and they will face tremendous pressure and feel worn out if the demands of family are heavy. Given the situation of working women with family, there is a need to identifying demands and balance the work force between genders in hospitality industry.

2.3.3 Gender Differences in Work and Family Conflicts

Women and men might not experience the same conflict and stress. One of the reasons is that social expectations on the genders are often different, depending on the cultural background (Namasivayam & Mount, 2004). Magnini (2009) suggested that different genders might experience different types of work-family conflict. For instance, women have to not only deal with tasks from work but also spend extra energy to handle household tasks; therefore, they suffer more time-based conflicts than men.

With the trend of increasing competition at workplace, work often demands the same resources or often intrudes into the family to create problems, such as overload. Work-family conflicts probably occur when either family or work domains were incompatible in some respect (Magnini, 2009). This situation occurs in different industries, such as the high-tech industry, medical care-related jobs and the hospitality industry (Perlow, 1998; Hsu, Lin & Su, 2009). The common characteristics of these industries are high mental and time costs. Employees often sense higher stress levels compared to other industries. The hospitality industry can be highly demanding in terms of physical labor, emotional labor, and in time (Berta, 2002); moreover, women have to maintain a positive role in the family, which may be an extra psychological burden for them. Netemeyer et al. (2005) further suggested that hospitality workers are highly susceptible to strain-based conflict from the stress associated with their jobs. Under these circumstances, some employees may choose to leave their job for their family, while others may suffer from the stress due to the conflict. It has become an important issue because it either causes a high turnover rate or low productivity in the workplace.

This situation of effectively two workloads might be more serious for the working women in Taiwan due to the expectations of society. Women are considered to be responsible for housework. In the past, most women were housewives who only had to concentrate on housework and care for children. In addition, they were educated to be to complete all the housework regardless of heavy the workload.

Women's roles have changed over the past decade; they have become better educated and more financially independent. However, the expectations from the society on women have not changed as fast. Therefore, they not only have to handle domestic tasks but also have to devote their efforts to their professional job. In contrast, men in Western countries share housework, and women may not be so vulnerable to both the responsibilities of home and work.

2.3.4 Job Demands Cause Work and Family Conflicts

Long working hours are considered to be one of the major job demands in the hospitality industry. Shift work is another issue for hospitality workers, preventing employees from being able to have a flexible personal life. Presser (2000) stated that shift work is directly related to considerable marital disagreements and child-related problems. In wider society, the majority believes that women should take more responsibility for housework than men, and this point of view causes an extra burden for female managers working in the hospitality industry, who may be asked to work at weekends as well as to take care for their family at same time.

Cheng (2007) showed that women felt higher levels of stress from workload compared to men for several reasons. Nearly 70% of women thought they did not get fair treatment at work; moreover, some of the participants believed that they have to pay extra effort at work in order to gain approval (China Times, 2003/03/08). From the respect of role conflict, women have to devote more to their work and family, in order to release the pressure from not performing well in either area, which is rarely the case with male workers. Because of the “glass ceiling,” in some workplaces women are place high demands and expectations on themselves at work in order to break those hidden rules. These factors may cause women to perceive more stress than men from the same workload.

Based on the job demands of the hospitality industry and conflicts between work and family, job demands are often connected with work and family conflicts; moreover female managers experience higher work and family conflicts than male. The following hypothesis is thus proposed:

Hypothesis 1: Job demands positively influence work and family conflicts.

2.3.5 Family Demands Cause Work and Family Conflicts

Research has shown that married employees experience higher family and work conflicts than their single counterparts, and parents experienced higher levels of family and work conflict than nonparents (Herman & Gyllstrom, 1977). Parents with different ages of children experience different levels of conflict. Pleck, et al., (1980) indicated that parents with young children experience higher greater family and work conflict than those with older children (Pleck et al., 1980; Beutell & Greenhaus, 1980).

Keith and Schafer (1980) noted that a husband's working hours was positively related to their wife's family and work conflict. Similarly, husbands of female managers or professionals experienced higher family and work conflict (Greenhaus & Kopelman, 1981), presumably because these women devoted more time to their careers, thus forcing their spouses to share more home care responsibilities.

Based on the family demands and work and family conflict, the influence of family demands on work and family conflict is crucial. The following hypothesis is proposed:

Hypothesis 2: Family demands positively influence work and family conflict.

2.4 BURNOUT

Maslach (1982) defined burnout as a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among people who do "people work". Burnout becomes a major concern for industries requiring heavy workload such as the service industry. Maslach (1982) suggested that burnout consists of three dimensions: emotional exhaustion, depersonalization (meaning the feeling of distance from others), and diminished personal accomplishment. Emotional exhaustion derived from excessive job demands and continuous difficulties that result from a prolonged state of emotional and physical erosion (Shirom, Cooper &

Robertson, 1989; Zohar, 1997). Depersonalization refers to insensitive behavior toward customers by workers, described as "dehumanization" in the social service occupations, where burnout has been frequently investigated. Diminished personal accomplishment refers to individuals who negatively evaluate themselves. A sense of diminished personal accomplishment would be displayed when a worker feels ineffective and incompetent (Wright & Cropanzano, 1998).

2.4.1 Relationship Between Work and Family Conflict and Burnout

Numerous studies have indicated that work and family conflicts and emotional exhaustion have a significantly positive relationship (Greenglass, Pantony & Burke, 1988; Major, Klein & Ehrhart, 2002; Parasuraman, Greenhaus & Granrose, 1992).

Lee and Ashforth (1996) examined the three dimensions of burnout for workers and indicated that three types of burnout were separately related to the different variables. Emotional exhaustion was strongly related to time pressure, whereas depersonalization and reduced personal accomplishment were significantly related to teachers' relations with parents. All three components are potentially important; however, a growing body of research has concluded that emotional exhaustion is the vital dimension of burnout (Cordes & Dougherty, 1993; Gaines & Jermier, 1983; Wright & Bonett, 1997; Zohar, 1997). Jobs in the hospitality industry involve tremendous "people work," and consequently strain from various situational problems, besides a heavy physical workload. All these characteristics contribute to the risk of burnout.

Some studies have pointed to several negative affects strongly related to emotional exhaustion. It has a negative effect on health (Cherniss, 1980; Melamed, Shirom, Toker & Shapira, 2006) and is associated to poor job performance (Cropanzano, Rupp & Byne, 2003). In addition, some researchers found that personal emotional exhaustion may spread to other members of the organization (Bakker, Schaufeli, Sixma, & Bosveld, 2001; Halbesleben & Buckley, 2004). If organizations cannot effectively deal with this issue, it will not only influence an individual's career

path, but also the company cannot achieve their long-term goals due to low morale and a high turnover rate at the workplace.

Nowadays, the family structure has changed to families with a double income or those with single parent; as a result, both genders feel stressed from work and family conflict (Eagle, Icenogle, Maes & Miles, 1998). However, in most of the families, housework still largely relies on women; men are able to keep enough energy to deal with work tactics. Therefore, Burke and Mckeen (1994) identified that working women suffered more stress than men, and the sources of that stress are “related to the expected and actual roles of women in society and to the fact that women still occupy minority status in organizations” (p.18). Therefore, when work and family are incompatible, women suffer stress from both sides. The following hypothesis was predicted:

Hypothesis 3: Work and family conflicts positively influence burnout of female managers.

2.5 JOB RESOURCES

Job resources refer to the physical, psychological, social or organizational assistance from the workplace, which can diminish job pressure from demands or related physiological and psychological costs. It can help one in achieving the targets of work and encourage personal development and growth (Demerouti et al., 2001).

Resources may be located at four levels. The first level is organizational support, such as pay, career opportunities, family-friendly policies and job security.

The second level is at the interpersonal and social relation level; for example, supervisor and co-worker support, while the third level is empowerment from the organization of work, including participation in decision-making.

Finally, the task level includes performance feedback, and autonomy (Goff, Mount & Jamison, 1990; Bakker & Demerouti, 2008; Demerouti et al., 2001). More specifically, people might need various job resources based on the characteristics of their particular job.

Diener and Fujita (1995) asserted that people have different needs and the most importance of resources is likely to vary according to individuals, because it is relevant to their specific goals. In other words, the type of occupation or the level of the job may categorize resources. The resources at the first and second levels might be crucial for front line staff, since the higher pay or tips are the most direct reward of their job performance. In addition, the collaboration and relationship with their colleagues will often determine the atmosphere and flow of their work.

Usually the resources for a well-paid manager will be more at the level of empowerment and organizational support for execution. Management levels often feel frustrated and are at risk of burnout if a certain decision is not supported by the organization, which can explain the resignation of some high profile political officials. Lin (2005) reported that incentive projects provided by an organization can positively influence the retention of internal auditors. In addition, workers holding similar level of jobs, yet with different demographic backgrounds require diverse support to remedy burnout. Tabacchi, Krone and Farber (1990) investigated managerial a worker's sense of job burnout. Their findings indicated that women experienced higher burnout level than men if less subordinate support was provided. Older, married men who have stayed longer with one company perceive more support and less burnout than do their younger, single, counterparts. Obviously, when organizations provide helpful resources, it can positively influence their employees. This has also been seen for other professions, such as dentists and teachers (Hakanen, Bakker & Demerouti, 2005; Santavirta, Solovieva & Theorell, 2007). It has been found that high job demands or

inappropriate job designs without providing enough resources may cause mental and physical exhaustion in employees.

Some researchers stated that in the workplace, particular demands should fit in with the specific resources (Frese, 1999; Van der Doef & Maes, 1999). Van der Doef and Maes (1999) suggested that the support from the moderating influence of job control and social support depends on the demands and control of a job. Providing certain job control corresponding to a specific job demand can moderate the pressure caused from spending time on gaining approval for tedious tasks. For example, Bakker, Demerouti & Euwema (2005) demonstrated that some kinds of job resources could alleviate more than one job demand. The integrated result from these four levels of job resources is “autonomy”. Employees with autonomy will have the social support from their colleagues, knowledge to solve a given problem immediately and the power of execution. Job resources can ease more than one area of the demands of work, yet it may provide support at various levels depending on the relevance of the resources to the specific demand.

Management levels facing different pressures may require more specific resources to relieve the burnout associated with their positions. Limited research has focused on the buffer effect at the management level work-related stress in the hospitality industry, although a recent study has pointed shown that some strain can almost certainly cause stress-related illnesses in managers (Johanson, Youn & Woods, 2008). It should not be underestimated by any organization because this group of employees is an invaluable resource for company performance. The company will be at risk of losing important accumulated knowledge and experience from these senior managers, if the appropriate resources are not allocated to relieve their stress and to motivate them.

The buffering theory was proposed by Caplan, Cobb, French, Van Harrison & Pinneau, 1975; Hakanen et al., (2005) which suggested that when employees were given an enough resources, it

effectively eased the strain of work. From the manager's point of view, they had to experienced psychological demands, which caused serious emotional exhaustion and burnout. Therefore, if practitioners are devoted to decreasing the turnover rate caused by burnout, it is necessary to bestow beneficial resources on needed employees. There were few studies to indicate which kinds of job resources can meet the demands at the managerial levels. In order to fill in the gap in finding the appropriate job resources to ease emotional burnout, this study included different levels of job resources, in order to prevent emotional exhaustion at the managerial level as the buffering component. In light of the aforementioned findings, the following hypothesis is proposed:

Hypothesis 4: Job resources moderate the relationship between job demands and work and family conflict.

2.6 FAMILY SUPPORT

Family may be defined as persons related by biological ties, marriage, or adoption, and there can be little doubt that family plays an important role in most people's lives (Burke & Greenglass, 1987; Piotrkowski, Rapoport, Rapoport, Sussman & Steinmetz, 1987). Due to the affective connection between family members, when people make a serious decision at different stages of their life, family support becomes an important part of their motivation in pursuing the goal. As far as work-related decisions are concerned, because individuals spend on average more than one third of their lifetimes at work, they need family support to be fully devoted to their job. In terms of family support, family members can provide two different types of support, emotional and instrumental (King, Mattimore, King & Adams, 1995).

Lee and Zhao (2009) used interviews and open-ended questionnaires to investigate these two kinds of support. The results indicated that emotional support occurs when family members offer encouragement, listen to their concerns and communicate with them about the stress suffering from

their work, which is directly relevant to an individual's psychological demands. In contrast, instrumental support includes lessening the burden of housework and giving them more time to deal with their work. When employees received greater family support, they would perceive less family interference with their work (Adams, King & King, 1996).

Kim, David & Taylor (2008) presents evidence that Asians and Asian Americans were more reluctant to explicitly ask for support from close others than Europeans and Americans, because they are more concerned about the potentially negative relational consequences of such behavior. Asians and Asian Americans are more likely to use and take advantage from support that does not involve explicit disclosure of personal stressful events and feelings of distress. From this respect, because of the cultural difference, there are different perspectives on family support. If the family can provide support spontaneously, it might significantly ease the pressure of female managers who often prioritize their family. For example, the husband's help with childcare will release the guilt of working women not being able to take care of their children, which can be seen as instrumental support. Consequently, the alleviated mood may motivate them and create a positive attitude in facing either their jobs or family.

Work-family conflict is a form of inter-role conflict in which work and family role demands are mutually incompatible, so that meeting the demands of one domain makes it difficult to meet demands in the other (Burke et al., 1987; Cooke & Rousseau, 1984; Greenhaus & Beutell, 1985). The enrichment approach, which has a number of advocates, illustrates that links between family and work can be positively influenced and enriched by both sides (Edwards & Rothbard, 2000; Greenhaus & Powell, 2006). Buick and Thomas (2001) reported that single employees suffered greater burnout than married staff and perceive less supervisory and family support. Several studies suggest that when employees have a satisfying family life, workload causes less hazardous effects on well-being (Barnett, Marshall & Pleck, 1992; Greenhaus & Powell, 2006; Rothbard, 2001).

Lautenbach (2006) showed that burnout levels are lower among women who have a partner and children than among single or childless women. Aryee, Luk, Leung & Lo (1997) further indicated that spouse support could efficiently moderate the tension from family having on impact on work. From this point of view, female managers will suffer less work and family conflicts from workload than when the family gives full support. It indicates that family can have a crucial role in easing an employee's work and family conflicts. Family can positively or negatively influence job strain for everyone. When they understand and support individuals, it is not only an effective relief channel, but it can also assist employees to be successful at their job. This suggests that when women suffer from emotional stress, family members can be a vital moderating factor to ease their pressure.

The study focused on the moderating role of family support between family demands, work and family conflicts and burnout. The following hypothesis is proposed:

Hypothesis 5: Family support will moderate the relationship between family demands and work and family conflicts.

CHAPTER 3 METODOLOGY

3.1 RESEARCH FRAMEWORK

This study aimed to explore the demands of work causing conflicts between work and family and subsequent burnout with respect to female managers. In addition to the main scheme, the moderating effect of job resources and family support were assessed to provide suggestions to practitioners for a better understanding on reducing work and family conflicts. Figure 1 was established from the literature review to show the causal relationship of each domain.

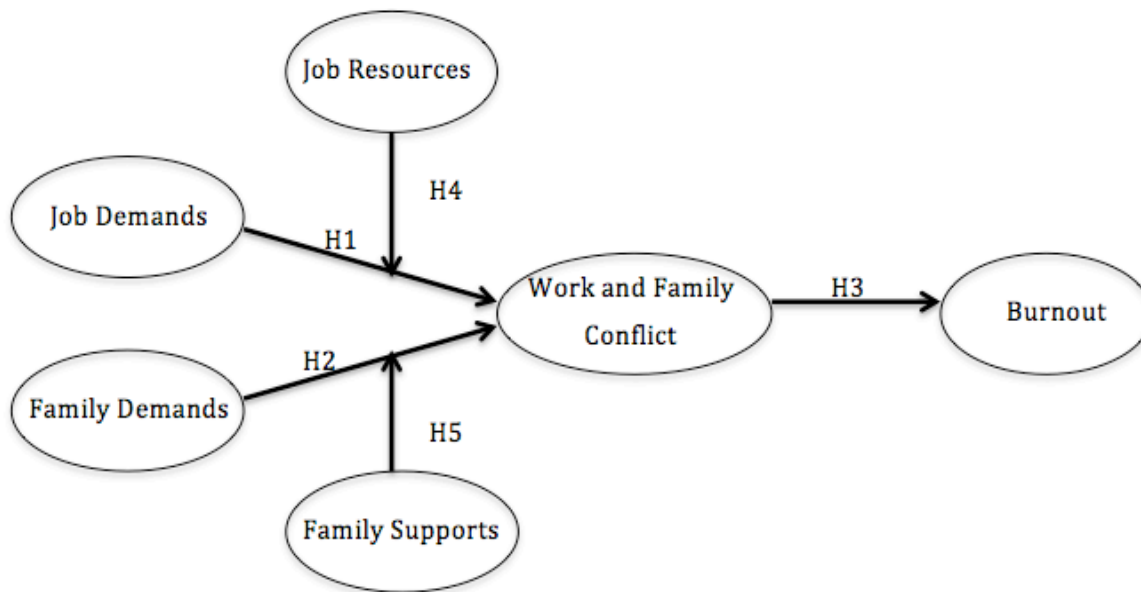


FIGURE 1. RESEARCH FRAMEWORK

3.2 METHOD

3.2.1 Sampling and Survey

A convenience sampling of hospitality managers in Taiwan was conducted using a self-administrated questionnaire among six international hotels, a local hotel, and six types of restaurants, including Chinese, private clubs and western styles of restaurant. All the enterprises represent the typical characteristics of Taiwanese hospitality industry, which are highly demanding in physical labor, emotional labor, and time. Phone calls to the human resources departments were made to initiate the contact regarding the survey. A formal letter or personal visit following the initial phone familiarized the participants with the survey. The two-staged survey included a pre-test and a follow up formal test.

3.2.2 Instrumentation

Questionnaire development was based on the interpretation of the extensive literature review on the theories and research on emotional labor. The questionnaire consisted of 4 sections with items assessing: (1) job demands (Cheng, Luh & Guo, 2003; Cleveland et al., 2007), family demands (Allen, 2001), work and family conflict (Carlson, Kacmar & Williams, 2000) burnout (Maslach & Jackson, 1996), (2) job resources (Goff et al., 1990; Bakker & Demerouti, 2007; Demerouti et al., 2001), (3) family support (Li & Chao, 2009), and (4) demographic information. The first three sections were measured on a five-point Likert scale, with 1 representing “strongly disagree”, 2 representing “disagree”, 3 representing “no comment”, 4 representing “agree”, 5 representing “strongly agree”, respectively.

Job demands were assessed with seven items: No time to take a break; spending lots of energy; excessive amount of work; constraints on time to get the job done; conflicting demands from others; long working hours; and inflexible working hours (Cleveland et al., 2007; Cheng et al., 2003).

Family demands consisted of three items: requests from family; family matters; and the burden of family (Allen, 2001). Work and family conflict consisted of fourteen items: pressure from family influences my job; paying too much attention to family; missing work activities; exhaustion caused by family; building work relationships; feeling guilty about spending time with family; behavior at work that is inappropriate with family; behavior with family that is inappropriate for work; problem solving methods, presenting different problem solving skills, in order to work presenting different behavior; missing family activities; spending too much time on work; pressure duty distribution (Carlson et al., 2000). The measurement of burnout was adopted by the revised version of the MBI (Maslach & Jackson, 1996). There were ten items: Tired of serving people; feeling depressed about work; impatient about guests' requirements; running out of energy; loss of enthusiasm about work; doubt about the meaning of work; only personal duty; unable to the satisfy demands of work and family; unable to take care of family; exhausted by showing positive emotion at home after a heavy workload at work. Following this was the section that related to job resources (Michaels et al., 1982). Job resources included nine items: Satisfying salary; opportunities for promotion; job security; support from colleagues; authority in decision-making; role at work; thinking and acting independently; able to take decisions on work schedule; able to take decisions on job process (Goff et al., 1990; Bakker & Demerouti, 2007; Demerouti et al., 2001). Family supports were assessed with six items: Work suggestions from family; understanding from family; sharing difficulties; talking about work problems; comforted by family; feeling comfortable in talking about work (Li & Chao, 2009). The demographic information was composed of personal and organizational dimensions. The demographic profile was featured with eight items: Gender, age, marriage, educational background, income, family income status, position, seniority and working hour. In addition, the characteristics of the organization were asked as one item : Type of organization.

3.2.3 Statistical Analysis

Descriptive Analysis

Descriptive statistics will be applied to describe the basic information of the sampling and confirm the representativeness of the pool in this study. It will demonstrate the distribution of samples.

Factor Analysis

Exploratory factor analysis was used to extract the common factors for dimensions. Principal component analysis was applied to concentrate a large number of initial variables into a small number of factors (Jolliffe, 2002).

t-Test

A t-test was used to examine whether there was a significant difference in every dimension between male and female, and between single-income and dual-income families.

ANOVA

One-way ANOVA was conducted to examine whether there was a significant difference in every dimension between family income level and different age group.

Multiple Regression Analysis

Regression analysis was conducted to understand how the change to the dependent variables influenced the independent variables. Moreover, the study used hierarchical regression analyses to examine if the interactions between job resources and job demands, and family support and family demands would significantly decrease work and family conflicts.

3.3 PILOT STUDY

3.3.1 Reliability

Reliability was measured by Cronbach's alpha value to assess the internal consistency of the factors (Table1). Nunnally and Bernstein (1994) illustrated that if α is greater than 0.7, it has a high reliability and if α is less than 0.3, then it implies that there is low reliability. The results shown in Table1 indicate good reliability for each dimension.

Table 1 shows the results for the reliability analysis of each dimension. The question of "heavy workload" of the job demands dimension was deleted, making Cronbach's α 0.740. Moreover, the question of "work efficiently" was corrected as "time to take a break", and the question of "hard working" was corrected into "spending lots of energy on work", in order that participants fully understood the questions.

The dimensions of family demands (Cronbach's $\alpha=0.80$), work and family conflicts (Cronbach's $\alpha=0.88$), burnout (Cronbach's $\alpha=0.87$), job resources (Cronbach's $\alpha=0.80$) and family support (Cronbach's $\alpha=0.83$) possess reasonable Cronbach's α ; therefore, questions relating to these dimensions were retained.

Table 1 Reliability Test

Dimensions	Items	Cronbach's α	α If Item deleted	Cronbach's α after item deleted
Job Demands	1.Work efficiently \longrightarrow (No time to take a break)	.728	.775	.740
	2.Hard working \longrightarrow (Spending lots of energy on work)		.735	
	3.Excessive amount of work		.618	
	4.Constraints on time to get the job done		.606	
	5.Conflicting demands from others		.678	
	6.Long working hours		.696	
	7.Inflexible working hours		.688	
	8.Heavy workload (Deleted)		.740	
Family Demands	9. Requests from family	.808	.716	.808
	10. Family matters		.801	
	11. Burden of family		.698	

Table 1 Reliability Test (Continued)

Dimensions	Items	Cronbach's α	α If Item deleted	Cronbach's α after item deleted
	12. Spending too much time on work		.880	
	13. Missing family activities		.881	
	14. Problem solving methods		.870	
	15. Behavior at work is inappropriate for family		.870	
	16. Presenting different problem solving skills		.881	
Work and Family Conflicts	17. Behavior with family that is inappropriate for work	.882	.866	.882
	18. In order to work, presenting different behavior		.877	
	19. Pressure duty distribution		.873	
	20. Building work relationships		.871	
	21. Missing work activities		.876	
	22. Feeling guilty about spending time with family		.876	
	23. Exhaustion caused by family		.874	
	24. Paying too much attention to family		.878	
	25. Pressure from family influences my job		.875	

Table 1 Reliability Test (**Continued**)

Dimensions	Items	Cronbach's α	α If Item deleted	Cronbach's α after item deleted
	26.Tired of serving people		.854	
	27.Feeling depressed about work		.855	
	28.Impatient about guests' requirement		.859	
	29.Running out of energy		.866	
Burnout	30.Loss of enthusiasm for work		.864	
	31.Doubts about the meaning of Work		.865	
	32.Only personal duty	.874	.862	.874
	33.Unable to satisfy the demands of work and family		.869	
	34.Unable to take care of family		.868	
	35.Exhausted by showing positive emotion at home after a heavy workload at work		.855	

Table 1 Reliability Test (Continued)

Dimensions	Items	Cronbach's α	α If Item deleted	Cronbach's α after item deleted
	36.Satisfying Salary		.777	
	37. Opportunities for promotion		.765	
	38.Job security		.801	
Job Resources	39.Support from colleagues	.808	.789	.808
	40.Authority in decision making		.769	
	41.Role at Work		.773	
	42.Thinking and performing independently		.796	
	43.Able to take decisions on work schedule		.801	
	44.Able to take decisions on work process		.808	
	45.Work suggestions from family		.830	
	46.Understanding from family		.816	
	47.Sharing difficulties		.822	
Family Support	48.Talking about work problems	.830	.798	.830
	49.Comforted by family		.799	
	50.Personal space		.810	
	51.Sharing housework		.827	
	52.Feeling comfortable in talking about work		.790	
	53.Interested in my work		.820	

3.4 OPERATIONAL DEFINITION

Family Demands

Family demands can be categorized into two indicators, subjective family demands and objective family indicators (Chang & Lu, 2011).

Job Demands

Job demands are defined as the characteristics of the job that can potentially cause stress in cases where they exceed the employee's adaptive capability (Bakker et al., 2003). It refers to those physical, social, or organizational aspects of the job that require sustained physical and/or psychological effort from the employee and are therefore associated with certain physiological and/or psychological costs (Robert & Hockey, 1997).

Work and Family Conflict

Work and family conflict are defined as occurring when people cannot meet the demands of work and family roles at the same time (Burke et al., 1987; Cooke & Rousseau, 1984; Greenhaus & Beutell, 1985).

Burnout

Burnout indicates a phenomenon featuring emotional exhaustion, depersonalization and diminished personal accomplishment (Maslach, 1981). It often causes poor job performance (Cropanzano et al., 2003).

Family Support

Family support is defined as persons able to seek assistance from relations through biological ties, marriage, or adoption (Burke et al., 1987; Piotrkowski et al, 1987).

Job Resources

Job resources refer to those physical, psychological, social or organizational resources from work that can assist in achieving goals, or stimulating personal growth and development at work (Bakker et al., 2005; Halbesleben & Buckley, 2004).

CHAPTER 4 FINDINGS AND DISCUSSION

4.1 DESCRIPTIVE STATISTICS

A total of 220 questionnaires were collected, 196 of which were valid. The survey was conducted in 7 hotels and 6 restaurants located in the north, middle and south of Taiwan.

Only married supervisors were surveyed in order to testify the effects of work and family conflict on burnout. The demographic profile of the supervisors is shown in Table 3. According to the descriptive analysis, 48.5% of the supervisors were male, while 51.5% of them were female. The age 30s-40s age group accounted for more than 50% of the supervisors. Over 40% of supervisors obtained a bachelor's degree. Most of the supervisors earned NTD28,001~48,000 every month. 64% of the respondents were from dual-income families, and 21% of respondents had been working in the hospitality industry for over 15 years. More than 50% of the participants were at the middle management level, which was often the group most vulnerable to the pressure caused by work-family conflict. 59% of the respondents were hotel employees. Over half of the supervisors (57%) worked over ten hours per day. According to the Council of Labor Affairs (2009), daily working hours cannot exceed 8 hours, which shows that two hours are spent working overtime. The number of hours spent weekly in work activities has been shown to have a positive relationship with work and family conflicts (Fu and Shaffer, 2001). Working overtime was commonplace for supervisors in the hospitality industry, yet it should not be a dilemma that they either accept the fact or leave the industry.

Table 2 Descriptive Profile of the Participants (N=196)

		Frequency			Frequency	
Gender	Male	95(48.5%)		1~3 Years	24(12.2%)	
	Female	101(51.5%)		4~6 Years	39(19.9%)	
Age	Under 25	8(4.1%)	Seniority	7~9 Years	27(13.8%)	
	26~30	35(17.9%)		10~12 Years	28(14.3%)	
	31~35	56(28.6%)		13~15 Years	16(8.2%)	
	36~40	51(26.0%)		Over15 Years	43(21.9%)	
	41~45	27(13.8%)		Position	Entry Level	91(46.4%)
	46~50	12(6.1%)			Middle Level	103(52.6%)
	Over 50	7(3.6%)			Executive	2(1.0%)
Education level	Under High School	2(1.0%)	Type of Company	Restaurant	79(40.3%)	
	High School	33(16.8%)		Hotel	117(59.7%)	
	5-Year-College	70(35.7%)		7	1(0.5%)	
	University	80(40.8%)		8	29(14.8%)	
Salary	Master/Above Master	11(5.6%)	9.5	7(3.6%)		
	Under 22,000	2(1.0%)	9	43(21.9%)		
	22,001~28,000	23(11.7%)	10.5	4(2.0%)		
	28,001~38,000	54(27.6%)	Average Working Hours Per Day	10	56(28.6%)	
	38,001~48,000	48(24.5%)	11.5	2(1.0%)		
	48,001~58,000	31(15.8%)	11	16(8.2%)		
	58,001~68,000	15(7.7%)	12.5	3(1.5%)		
Over 68,000	23(11.7%)	12	24(12.2%)			
Family Income Status	Single	69(35.2%)	13.5	1(0.5%)		
	Dual	127(64.8%)	13	3(1.5%)		
Seniority	Under 1 Year	19(9.7%)	14	3(1.5%)		
			15	3(1.5%)		
			16	1(0.5%)		

4.2 EXPLORATORY FACTOR ANALYSIS

Exploratory factor analysis was conducted to further extract categories from each dimension. The Kaiser–Meyer–Olkin (KMO) measure and Bartlett’s test of sphericity were analyzed to ensure that the data had inherent sufficient correlations to perform explore factor analysis. Kaiser (1974) indicated that a KMO under 0.5 was not appropriate to conduct the factor analysis. The KMO of each dimension in the study were: Job demands: 0.82; family demands: 0.83; work and family conflicts: 0.88; burnout: 0.87; job resources: 0.71; and family support: 0.83, respectively; which indicated they were suitable for factor analysis.

A Varimax rotation was conducted to reduce the number of items, and the principal component factor analysis extracted factors from dimensions. Table 3 shows the results of the factor analysis. The dimensions of job demands and family support demonstrated the characteristics of uni-dimension with explained variances of 53% and 58%. Three factors were extracted from the work and family conflicts dimensions: “Family interfering with work”, “behavior conflicts” and “work interfering with family”, and with the accumulated explained variance of 30%, 55% and 70%. There were two factors extracted from the burnout dimension: “loss of passion” and “exhaustion,” accounting for a total explained variances of 38% and 75%. Two factors were extracted from the job resources dimension: “benefits” and “authority,” accounting for a total explained variances of 35% and 66%. “Doubt about the meaning of work” was a cross-loading factor, and the loading factor was lower than 0.5; therefore, it was deleted. Furthermore, the items “only personal duty”, “authority of decision” and “role at work” were dropped due to cross-loading. The questions of “sharing housework” and “interested in my work” were deleted due to their correct item to total correlations being less than 0.5.

Table 3 Exploratory Factor Analysis of the Dimensions of Job Demands, Work and Family Conflict, Burnout and Job Resources and Family Support

Job Demands	
1. Time to take a break	.665
2. Spending lots of energy on work	.733
3. Excessive amount of work	.856
4. Constraints on time to get the job done	.771
5. Conflicting demands from others	.617
6. Long working hours	.783
7. Inflexible working hours	.672
Variance explained (%)	53.611
Kaiser-Meyer-Olkin measure of sampling adequacy	.829
Bartlett's test of sphericity (significance level)	.000
Family Support	
44. Work suggestions from family	.665
45. Understanding from family	.758
46. Sharing difficulties	.776
47. Talking about work problems	.832
48. Comforted by family	.772
51. Feeling comfortable in talking about work	.771
Variance explained (%)	58.344
Kaiser-Meyer-Olkin measure of sampling adequacy	.832
Bartlett's test of sphericity (significance level)	.000

Table 3 Exploratory Factor Analysis of the Dimensions of Job Demands, Work and Family Conflicts, Burnout and Job Resources and Family Supports (**Continued**)

	Family Interfering Work	Behavior Conflicts	Work Interfering Family
24.Pressure from family influences my job	.877		
23.Paying too much attention to family	.874		
20.Missing work activities	.863		
22.Exhaustion caused by family	.798		
19.Building work relationships	.676		
21.Feeling guilty about spending time with family	.675		
14.Behavior at work is inappropriate with family		.823	
16.Behavior with family is inappropriate at work		.822	
13.Problem solving methods		.801	
15.Presenting different problem solving skills		.795	
17.In order to work, presenting different behavior		.757	
12.Missing family activities			.856
11.Spending too much time on work			.840
18.Pressure duty distribution			.576
Variance explained (%)	30.140	55.428	70.652
Kaiser-Meyer-Olkin measure of sampling adequacy	.889		
Bartlett's test of sphericity (significance level)	.000		

Table 3 Exploratory Factor Analysis of the Dimensions of Job Demands, Work and Family Conflicts, Burnout and Job Resources and Family Supports (**Continued**)

Burnout	Loss of passion	Exhaustion
27.Impatient about guests' requirements	.870	
29.Loss of enthusiasm for work	.813	
26.Feeling depressed about work	.781	
25.Tired of serving people	.740	
33.Could not take care of family		.912
32.Could not satisfy requirements of work and family		.897
34.Exhausted by showing positive emotions at home with a heavy workload at work		.751
28.Running out of energy		.647
31.Only personal duty (Deleted)	.471	.556
30.Doubt about the meaning of work(Deleted)	.479	.414
Variance explained (%)	38.573	75.950
Kaiser-Meyer-Olkin measure of sampling adequacy	.872	
Bartlett's test of sphericity (significance level)	.000	

Table 3 Exploratory Factor Analysis of the Dimensions of Job Demands, Work and Family Conflicts, Burnout and Job Resources and Family Supports **(Continued)**

	Job Resources	Benefit	Authority
35.Satisfying Salary		.835	
36.Opportunities for promotion		.806	
37.Job security		.772	
38.Support from colleagues		.713	
39.Authority of decision making (Deleted)		.552	.528
40.Role at work (Deleted)		.518	.423
42.Able to make decision on work schedule			.871
43.Able to make decision on work process			.824
41.Thinking and performing independently			.792
Variance explained (%)		35.748	66.747
Kaiser-Meyer-Olkin measure of sampling adequacy		.718	
Bartlett's test of sphericity (significance level)		.000	

4.3 THE EFFECT OF GENDER ON THE CONSTRUCT DIMENSIONS

Table 4 indicates that there were significantly different influences on “family demands”, “work interfering with family” and “exhaustion” between male and female managers ($p < 0.05$). Female ($M = 2.37$) presented a higher perception of “family demands” than male ($M = 2.10$). Secondly, gender had a significant different influence on “work interference with family” ($p < 0.05$). Female ($M = 3.17$) perceived higher “work interfering with family” than their Male counterparts ($M = 2.90$). Third, female ($M = 2.71$) managers presented higher “exhaustion” than male managers ($M = 2.33$). Lastly, there were no significant differences on the perception of “job demands”, “behavior conflicts”, “family interfering work” and “loss of passion” between different genders ($p > .05$).

Table 4 The influence of Gender on Construct Dimensions- by t test analysis

	Mean		t	p-value (Sig.)
	Male	Female		
Family Demands	2.101	2.379	-2.753	.006**
Job Demands	3.040	3.149	-1.010	.314
Work Interference with Family	2.901	3.171	-2.035	.043**
Behavior Conflicts	2.949	3.132	-1.511	.133
Family Interfering Work	2.254	2.396	-1.397	.164
Loss of passion	2.373	2.616	-1.839	.068
Exhaustion	2.339	2.717	-3.149	.002**

Note: ** $p < .05$

In general, Chang & Lu (2011) indicated that men would receive more support from their spouse than women when they faced the same level of job and family demands. Fong (1992) further investigated that “Having too many household tasks to do” topped the list of various role stressors for Taiwanese working women. Female supervisors experienced stronger “family demands” and “exhaustion” than male supervisors in Taiwanese society. This suggests that female supervisors took most of the responsibility in their families; moreover, they devoted the same physical and psychological effort in work as male supervisors. The heavier workload of housework and equal responsibility for their jobs made it difficult for women to balance their psychological condition. Burnout was often the consequence of unbalanced emotion. Another explanation could be that women were more sensitive to pressure than men. These reasons might be the crucial factors why women suffer higher “family demands” and “exhaustion” than men.

4.4 THE EFFECT OF FAMILY INCOME STATUS ON THE CONSTRUCT DIMENSIONS

Table 5 indicates that family income status, single-income or dual-income family does not present significantly different influences on “family demands”, “job demands”, “behavior conflicts”, “family interference with work” and “loss of passion”; however, it could make distinct differences in “work interference with family” and “exhaustion” ($p < 0.05$). The results show that supervisors from dual-income families ($M = 3.14$) had a higher perception of “work interference with family” than those from a single-income family ($M = 2.85$). Nonetheless, supervisors from dual-income families ($M = 2.62$) had a higher perception of “exhaustion” than those from single-income families ($M = 2.36$).

Table 5 The Comparison Between Family Income Status on Construct Dimensions- by t test analysis

	Mean		t	p-value (Sig.)
	Single-income family	Dual-income family		
Family Demands	2.154	2.294	-1.301	.195
Job Demands	3.008	3.145	-1.205	.230
Work Interference with Family	2.850	3.144	-2.065	.041**
Behavior Conflicts	2.913	3.115	-1.573	.118
Family Interfering Work	2.225	2.381	-1.410	.161
Loss of Passion	2.402	2.551	-1.080	.282
Exhaustion	2.369	2.624	-2.060	.041**

Note: ** $p < .05$

In conclusion, Chang (1997) asserted that dual-income families were more likely to suffer stress due to the pace of life. When husbands or wives of dual-income families tried to balance the demands of work and family, both felt that they did not have enough time to spend a lot of time (Kao, 2000). This phenomenon was the case with female workers as well as males in dual-income families (Barnett, 1994). Supervisors from dual-income families had to distribute their time between family and work rather than having someone taking care of their family duty as with supervisors from single-income family. Supervisors from dual-income families have to find extra time or manage the time very well to handle housework and responsibilities. It can be seen why supervisors from dual-income families experienced more “work interfering family” and “exhaustion”.

4.5 THE INFLUENCE OF FAMILY INCOME LEVEL ON THE CONSTRUCT DIMENSIONS

Table 6 shows the results from one-way ANOVA on the effects of family income level on the dimensions. There were no significant differences among participants with different family income levels on job demands, family demands, work and family conflict and burnout ($p > 0.05$). Therefore, income might not be the influencing factor on the perception of the antecedents or burnout itself. In another word, a higher salary may not be the cure for burnout caused by work-family conflict. Thus, further exploration is warranted for the analysis on finding the alleviator for the problem.

Table 6 The Influence of Family Income Level on the Construct Dimensions- by ANOVA

Dimensions	Salary Level	Mean	Std. Deviation	ANOVA				
				Sum of Squares	df	Mean Square	F	Sig.
Job Demands	(1)	2.714	.404	4.361	6	.727	1.255	.283
	(2)	3.149	.908					
	(3)	3.164	.877					
	(4)	2.967	.765					
	(5)	3.345	.654					
	(6)	3.047	.530					
	(7)	2.888	.544					
	Total	3.096	.765					
Family Demands	(1)	1.500	.707	6.163	6	1.027	2.059	.060
	(2)	2.536	.857					
	(3)	2.290	.697					
	(4)	2.319	.730					
	(5)	2.086	.596					
	(6)	1.888	.529					
	(7)	2.202	.743					
	Total	2.244	.717					
Work and Family Conflicts	(1)	2.535	.151	1.679	6	.280	.675	.670
	(2)	2.729	.756					
	(3)	2.772	.695					
	(4)	2.629	.694					
	(5)	2.714	.500					
	(6)	2.742	.331					
	(7)	2.941	.616					
	Total	2.738	.640					

Note: (1) Under 22,000 (2) 22,001-28,000 (3) 28,001-38,000 (4) 38,001-48,000 (5) 48,001-58,000
(6) 58,001-68,000 (7) Over 68,000

**Table 6 The Influence of Family Income Level on the Construct Dimensions- by ANOVA
(Continued)**

Dimensions	Salary Level	Mean	Std. Deviation	ANOVA				
				Sum of Squares	df	Mean Square	F	Sig.
Burnout	(1)	3.062	.795	5.573	6	.929	1.404	.215
	(2)	2.815	.770					
	(3)	2.629	.871					
	(4)	2.393	.822					
	(5)	2.427	.775					
	(6)	2.233	.797					
	(7)	2.467	.751					
	Total	2.516	.818					

Note: (1) Under 22,000 (2) 22,001-28,000 (3) 28,001-38,000 (4) 38,001-48,000 (5) 48,001-58,000
(6) 58,001-68,000 (7) Over 68,000

4.6 THE INFLUENCE OF AGE GROUP ON THE CONSTRUCT DIMENSIONS

Age is usually an important determinant in a worker's attitude. One-way ANOVA was conducted to distinguish the effect of different age groups for the participants on the dimensions. The results in table 7 indicate that there were significant differences among different age groups on job demands ($p < 0.05$) and burnout ($p < 0.05$). A further post hoc test indicates that being aged between 26 and 30 had a significantly higher level of job demands level than any other age groups. In the hospitality industry, the 26~30 age group experienced significant "job demands", which can be explained that a company may need to take more care of this group. They may need further support from companies or families.

Table 7 Comparisons Among Different Age Group on Job Demands, Family Demands, Work and Family Conflict and Burnout by One-Way ANOVA

Dimensions	Age	Mean	Std. Deviation	ANOVA					
				Sum of Squares	df	Mean Square	F	Sig.	Post Hoc Test
Job Demands	(1)	3.125	.924	7.475	6	1.246	2.202	.045**	(2)>(6)
	(2)	3.318	.839						(1)=(2)=
	(3)	3.112	.803						(3)=(4)=
	(4)	3.126	.598						(5)=(7)
	(5)	3.026	.546						
	(6)	2.416	.881						
	(7)	3.061	1.099						
	Total	3.096	.765						

Note: (1) Under 25 (2) 26~30 (3) 31~35 (4) 36~40 (5) 41~45 (6) 46~50 (7) Over 50; ** $p < .05$

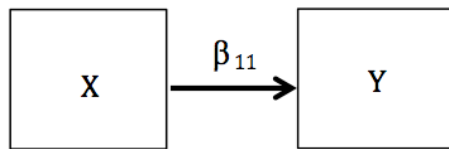
Table 7 Comparisons Among Different Age Group on Job Demands, Family Demands, Work and Family Conflict and Burnout by One-Way ANOVA
(Continued)

Dimensions	Age	Mean	Std. Deviation	ANOVA			Sig.	Post Hoc Test	
				Sum of Squares	df	Mean Square			
Family Demands	(1)	2.458	.688	5.900	6	.983	1.965	.073	a.
	(2)	2.295	.635						
	(3)	2.226	.696						
	(4)	2.366	.718						
	(5)	2.246	.776						
	(6)	1.638	.501						
	(7)	2.047	1.044						
	Total	2.244	.717						
Work and Family Conflicts	(1)	2.723	.746	4.940	6	.823	2.072	.058	a.
	(2)	2.749	.617						
	(3)	2.658	.658						
	(4)	2.795	.522						
	(5)	3.007	.603						
	(6)	2.291	.781						
	(7)	2.653	.866						
	Total	2.738	.640						
Burnout	(1)	2.859	.568	9.343	6	1.557	2.426	.028**	No significant difference
	(2)	2.817	.873						
	(3)	2.305	.696						
	(4)	2.595	.835						
	(5)	2.555	.871						
	(6)	2.229	.682						
	(7)	2.071	1.052						
	Total	2.516	.818						

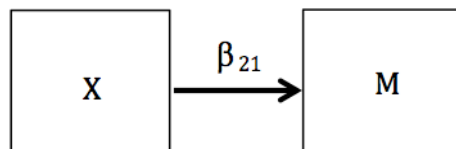
Note: (1) Under 25 (2) 26~30 (3) 31~35 (4) 36~40 (5) 41~45 (6) 46~50 (7) Over 50; **p < .05; a. = N.A.

4.7 EXAMINATION OF THE MEDIATION EFFECT OF WORK AND FAMILY CONFLICTS ON BURNOUT

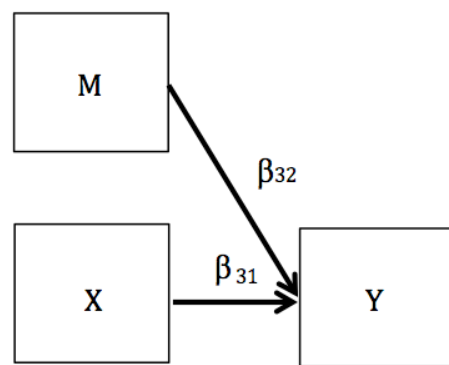
The study followed the suggestion from Baron and Kenny (1986) in examining the mediation effect through three steps as shown in Fig 1. (Xiao, 2009).



Step1: Use X to predict Y; when β_{11} is significant, the second step can be executed , otherwise, should end the mediation effect of analysis



Step2: Use X to predict M; when β_{21} is significant, the third step can be executed ; otherwise, the mediation effect of analysis should end



Step3: Use X and M to predicted Y; if coefficient β_{31} is not significant and close to 0, it is fully mediated. If the coefficient is significant, and lower than the coefficient in step 1(β_{11}), then there is partial mediation

FIGURE 2 THREE STEPS OF MEDIATION EFFECT

At the first step, family demands and job demands were applied as independent variables, and burnout was entered as the dependent variable. Table 8 shows the results from linear regression analysis of the relationship between the family demands, job demands, work and family conflicts and burnout. The results show that family demands ($\beta = 0.33$, $p < 0.01$) and job demands ($\beta = 0.35$, $p < 0.01$) had a significantly positive effect on burnout. The casual relationship between the antecedents and the consequence was confirmed. Further analysis was conducted to test the relationship between the antecedents and proposed mediator (work and family conflicts). Family demands and job demands were applied as independent variables to verify their relationship with, work and family conflicts. Results of the regression analysis indicated that family demands ($\beta = 0.41$, $p < 0.01$) and job demands ($\beta = 0.42$, $p < 0.01$) positively influenced work and family conflicts; therefore, the second step is testified. Finally, at the third step family demands, job demands and work and family conflicts were entered as independent variables and burnout as a dependent variable. The result in step 3 indicates that the beta coefficient from job demands to burnout ($\beta = 0.14$, $p < 0.05$) is significant and lower than step one ($\beta = 0.35$). The beta coefficient from family demands to burnout ($\beta = 0.13$, $p < 0.05$) is significant; moreover, it is lower than in step one ($\beta = 0.33$). A standardized regression coefficient from work and family conflicts to burnout ($\beta = 0.48$, $p < .05$) is significant. In summary, the results demonstrated that as a mediator, work and family conflicts partially mediate the relationship between family demands to burnout and job demands to burnout.

Table 8 Three Steps to testify the mediation effect

	Step1		Step2		Step3	
	DV: Burnout		DV: Work and family conflicts		DV: Burnout	
	Beta	t	Beta	t	Beta	t
Job Demands	.350***	5.526	.423***	7.572	.147**	2.237
Family Demands	.338***	5.331	.415***	7.427	.137**	2.091
Work and Family Conflicts					.486***	6.536

Note: ***p < .01; **p < .05

4.8 PATH ANALYSIS OF FRAMEWORKS

The path analysis was conducted to test the hypotheses of the study. Moreover, path analyses were conducted for all participants together, as well as male and female supervisors separately, in order to examine for disparities between the two genders.

4.8.1 Path analysis of overall framework

In the first step, the independent variables were job demands and family demands, and the dependent variable was work and family conflict. The results of the overall path analysis are shown in Table 10. It indicates that job demands ($\beta = 0.42, p < 0.01$) and family demands ($\beta = 0.41, p < 0.01$) were significant at the first step. Therefore, hypothesis 1 and 2 were confirmed (Table 9).

The second step's independent variables were job demands, family demands, work and family conflict, and the dependent variable was burnout. Based on the results, standardized coefficients of work and family conflicts at the path analysis were significant ($\beta = 6.53, p < 0.01$). Therefore, the hypothesis 3 was corroborated (Table 9). Job demands ($\beta = 0.14, p < 0.05$) and family demands ($\beta = 0.13, p < 0.05$) could therefore directly influence burnout. Figure 3 clearly illustrates this result.

Table 9 Hypotheses Verification- H1, H2, H3

Hypotheses	Path	Results
H1	Job Demands \longrightarrow Work and Family Conflicts	Supported
H2	Family Demands \longrightarrow Work and Family Conflicts	Supported
H3	Work and Family Conflicts \longrightarrow Burnout	Supported

Table 10 Path Analysis among Overall Framework

	Step1		Step2	
	DV: Work and family conflicts		DV: Burnout	
	Beta	t	Beta	t
Overall				
Job Demands	.423***	7.572	.147**	2.237
Family Demands	.415***	7.427	.137**	2.091
Work and Family Conflicts			.486***	6.536

Note: ***p<.01; **p<.05

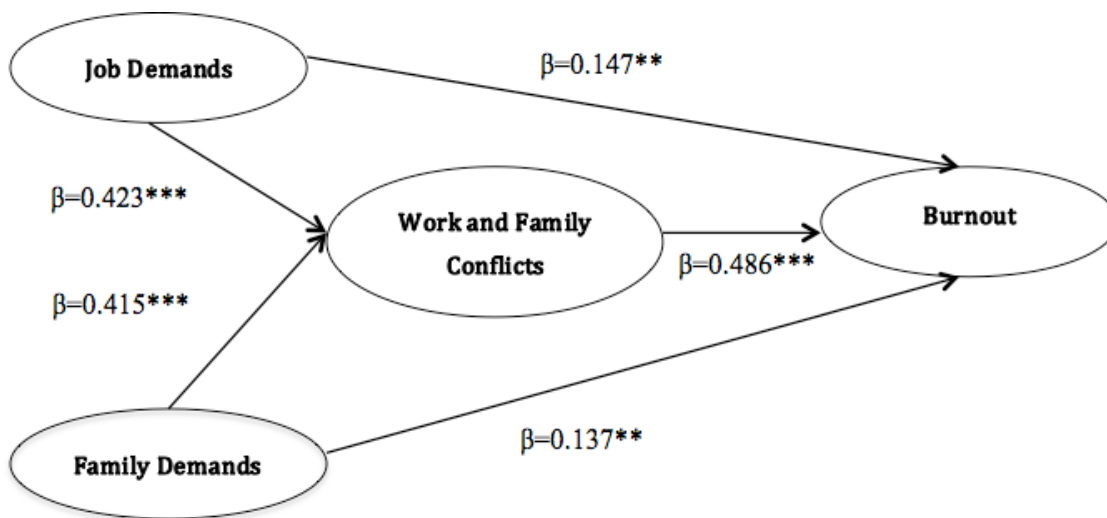


FIGURE 3. PATH ANALYSIS- OVERALL FRAMEWORK

4.8.2 Comparing the Path Analysis between Male and Female Supervisors

The differences on path coefficients between different genders can be compared through path analysis on the relationship between job demands, family demands and work and family conflict and eventually burnout.

At the first step, job demands and family demands were entered as independent variables, and work and family conflicts was entered as dependent variables. The path coefficient from job demands to work and family conflicts shows that male supervisors ($\beta = 0.44$, $p < 0.01$) experienced higher job demands, which could lead to higher levels of work and family conflicts than with female supervisors ($\beta = 0.41$, $p < 0.01$). Conversely, the path coefficients from family demands to work and family conflicts revealed that female supervisors ($\beta = 0.47$, $p < 0.01$) experienced greater family demands than male supervisors ($\beta = 0.31$, $p < 0.01$).

The independent variables in step 2 were job demands, family demands and work and family conflicts; the dependent variable was burnout. Based on the results, work and family conflicts as causing burnout were significant for males ($\beta = 0.39$, $p < 0.01$) and females ($\beta = 0.58$, $p < 0.01$); however, female supervisors still went through greater conflicts than male. Next, the result shows that job demands do not influence burnout directly for males ($\beta = 0.12$, $p > 0.05$) and females ($\beta = 0.14$, $p > .05$); however, from a male supervisor's perspective, family demands could influence burnout directly ($\beta = 0.23$, $p < 0.05$). This result indicates that when male supervisors experienced stronger family demands, they more likely to experience burnout. Perry-Jenkins, Repetti and Crouter (1990) indicated that when men contribute less effort to housework, they would be more satisfied with their marriage. Conversely, female supervisors would experience burnout, if they endured demands from the family, and they might experience burnout following work and family conflicts. The path diagram shown in Figure 5 demonstrates the complete mediation effect through

path analyses.

Table 11 Path Analysis for Male and Female Supervisors

	Step1		Step2	
	DV: Work and family conflicts		DV: Burnout	
	Beta	t	Beta	t
<hr/>				
Male				
Job Demands	.447***	5.165	.121	1.212
Family Demands	.315***	3.646	.233**	2.491
Work and Family Conflicts			.398***	3.764
<hr/>				
Female				
Job Demands	.411***	5.531	.147	1.639
Family Demands	.470***	6.320	.014	.152
Work and Family Conflicts			.588***	5.529
<hr/>				

Note: ***p<.01; **p<.05

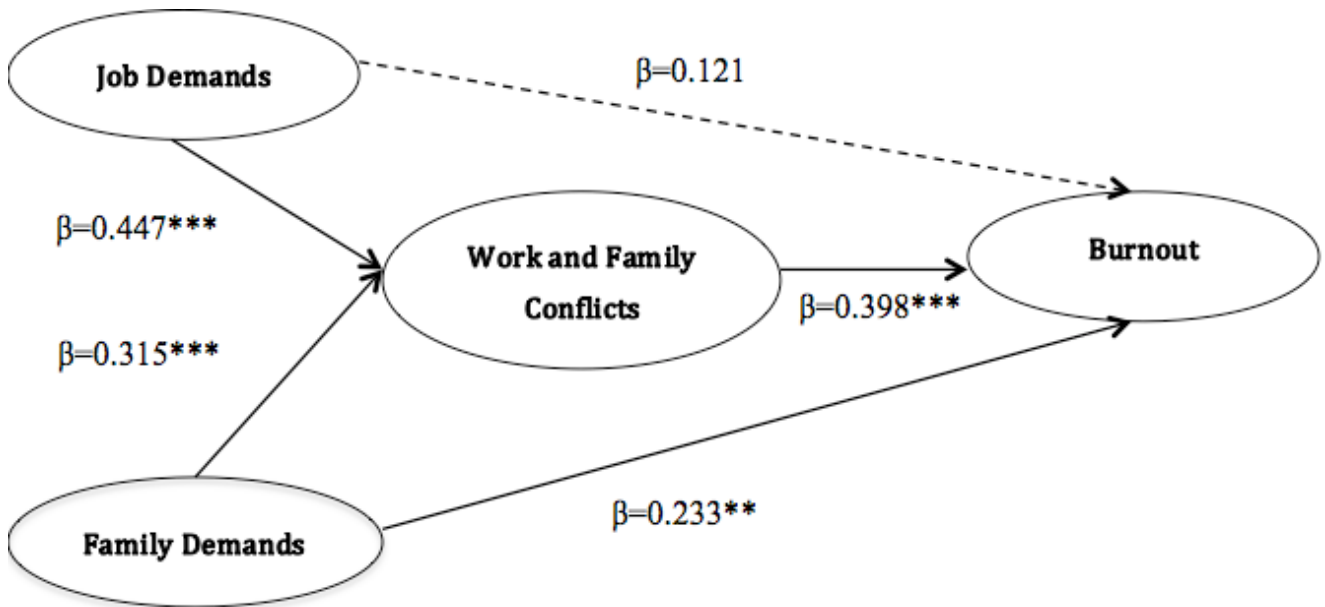


FIGURE 4. PATH ANALYSIS- MALE

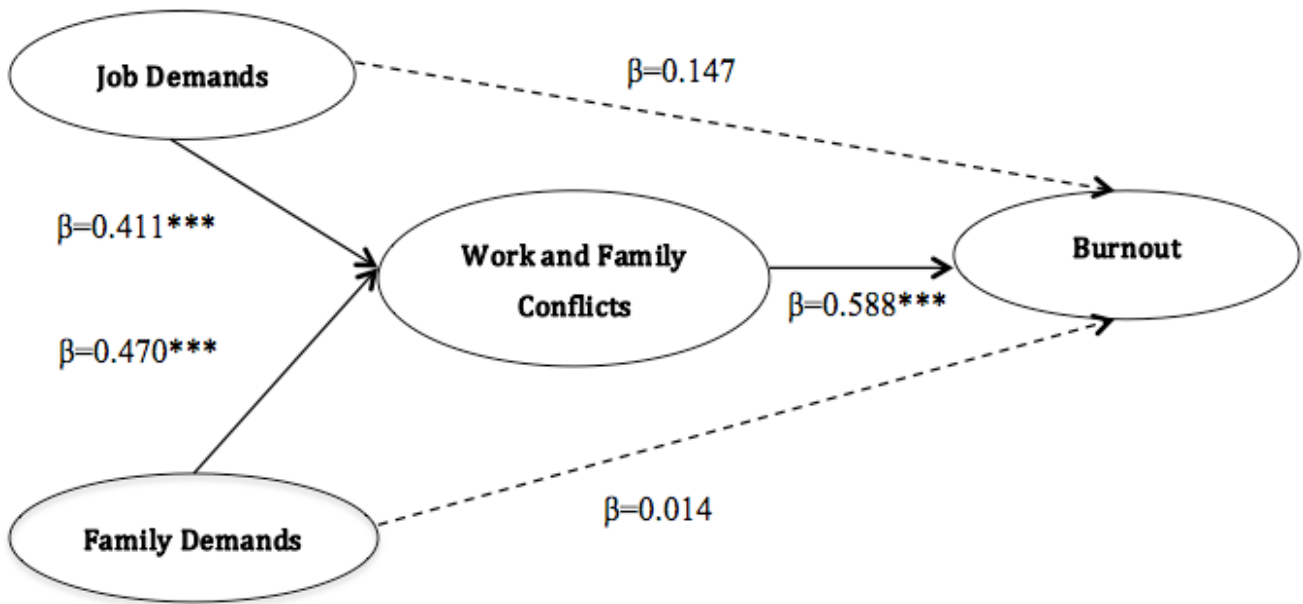


FIGURE 5. PATH ANALYSIS- FEMALE

4.9 EXAMINED MODERATING EFFECT OF JOB RESOURCES AND FAMILY SUPPORTS

A hierarchical regression analysis (Stone & Hollenbeck, 1989) was used to demonstrate statistical significance and form of the main and interactive terms using benefits of job resources, authority of job resources and family support as a moderator, and work and family conflicts as a dependent variable. The study divided data into male and female supervisors, in order to examine different moderating factors between genders. Table 13 shows that neither job resources nor family support had any moderating effect on work and family conflicts for male supervisors. Table 14 illustrates the moderating effect on females, showing that the benefits of job resources ($\beta = 0.66$, $p < 0.05$) was a positive buffer between work and family conflicts. Figure 6 shows that when female supervisors experienced higher job demands, the level of work and family conflicts would rise. If there were some efficient benefits provided to them, the level of work and family conflicts would decline.

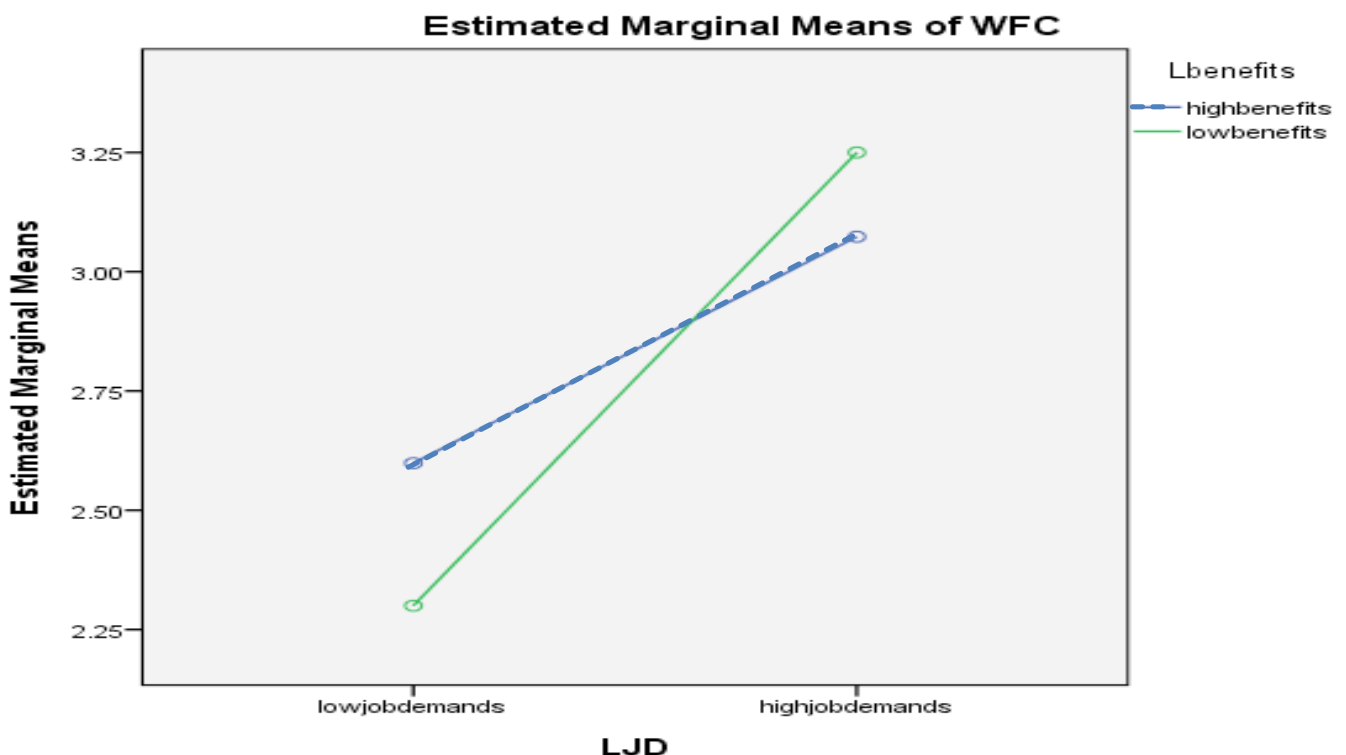


FIGURE 6. ESTIMATED MARGINAL MEANS OF WORK AND FAMILY CONFLICTS

When job resources of authority was applied as the moderator, there were no significant moderating effects on the relationship between “job demand” and “work and family conflicts” ($\beta = -0.27$, $p > .05$). Likewise, family support was not found to be a significant moderator between family demands, and work and family conflict ($\beta = -0.16$, $p > .05$). The results indicated that benefits were capable of buffering the impact of job demands on female supervisors in the hospitality industry, when they perceived high job demands.

Table 12 Hypotheses Verification- H4, H5

Hypotheses	Path	Results
H4	Job Resources' Moderating Effect Between Job Demands and Work and Family Conflicts	Partially Supported
H5	Family Supports' Moderating Effect Between Family Demands and Work and Family Conflicts	Rejected

Table 13 Hierarchical Multiple Regression Analysis of Benefits of Job Resources, Authority of Job Resources and Family Supports on Work and Family Conflicts-Male

Moderator		Unstandardized		Standardized	
		Coefficients		Coefficients	
		B	Std. Error	Beta	t
Benefits of job resources	(Constant)	1.240	.508		2.443
	Job Demands	.532	.094	.532	5.631
	Benefits	-.062	.090	-.065	-.685
	(Constant)	2.065	1.296		1.594
	Job Demands	.260	.404	.260	.645
	Benefits	-.285	.334	-.297	-.851
	Job Demands*benefits	.074	.108	.283	.692
Authority of job resources	(Constant)	.680	.500		1.361
	Job Demands	.575	.091	.575	6.340
	Authority	.056	.089	.057	.626
	(Constant)	.384	1.403		.274
	Job Demands	.674	.445	.674	1.514
	Authority	.135	.359	.137	.375
	Job Demands*authority	-.026	.117	-.108	-.226
Family supports	(Constant)	2.262	.395		5.732
	Family Demands	.385	.084	.435	4.584
	Family Supports	-.122	.086	-.135	-1.423
	(Constant)	2.549	.974		2.617
	Family Demands	.238	.462	.269	.515
	Family Supports	-.207	.276	-.229	-.749
	Family Demands*Family Supports	.044	.136	.168	.323

Note: Dependent Variable- Work and Family Conflicts

Table 14 Hierarchical Multiple Regression Analysis of Benefits of Job Resources, Authority of Job Resources and Family Supports on Work and Family Conflicts- Female

Moderator		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
Benefits of job resources	(Constant)	1.674	.355		4.711
	Job Demands	.416	.064	.559	6.500
	Benefits	-.047	.071	-.056	-.656
	(Constant)	3.055	.715		4.272
	Job Demands	-.020	.207	-.027	-.097
	Benefits	-.447	.194	-.539	-2.304
	Job Demands*benefits	.129	.058	.668	2.212**
Authority of job resources	(Constant)	1.407	.394		3.567
	Job Demands	.432	.064	.581	6.713
	Authority	.016	.075	.019	.221
	(Constant)	.795	.841		.945
	Job Demands	.620	.237	.834	2.616
	Authority	.181	.213	.209	.849
	Job Demands*authority	-.051	.062	-.276	-.824
Family supports	(Constant)	2.006	.403		4.974
	Family Demands	.543	.073	.596	7.444
	Family Supports	-.130	.093	-.112	-1.404
	(Constant)	1.663	1.190		1.397
	Family Demands	.685	.469	.752	1.459
	Family Supports	-.037	.318	-.032	-.116
	Family Demands*Family Supports	-.039	.127	-.165	-.307

Note: Dependent Variable- Work and Family Conflicts; **p<.05

CHAPTER 5 CONCLUSION, IMPLICATIONS, LIMITATION AND FURTHER RESEARCH

5.1 CONCLUSION AND IMPLICATIONS

The research results show the levels of burnout that Taiwanese female managers encountered in the hospitality industry. They further indicated that over half of the participants working average hours exceeded the regulated eight hours by the Taiwan Council of Labor Affairs. Besides working overtime, most of the female managers have to handle numerous housework tasks after they come back home. In the course of time, female managers perceived greater family demands, work disruption to family and higher levels of exhaustion than male managers.

This study also indicated that the most vulnerable group for sensing burnout was aged between 25~30 years old, and coming from the dual-income families. They would suffer higher job demands, work disruption to family and higher levels of burnout compared to other groups. The explanation could be that female managers at this age were facing the busiest period of their life cycle, with young families and childcare obligations. Even though the children were at day care or school, women were usually running the errands in Taiwan. Therefore, the study suggested that practitioners in the hospitality industry should find a way to relieve the tension of the female managers who belong to these two groups.

For female managers, the study shows that the benefits of job resources could efficiently moderate work and family conflicts, which was often caused by the demands of work. Therefore, the study suggests that practitioners could offer benefits, such as fast-track promotion and bonuses, which can boost their motivation. Moreover, daycare will be another efficient benefit to alleviate stress from the disruption of work to family life for female managers, for those that have to young children.

When female managers receive these benefits from companies, they will be more likely to contribute their efforts to the hospitality industry.

5.2 LIMITATIONS AND FURTHER RESEARCH OPPORTUNITIES

This study was targeted at married managers; therefore, due to limited time, data was collected on 220 participants. Future research should collect more data in order to increase the representativeness of sample. Future research could be conducted as cross-cultural research to compare whether there are different work and family conflicts and issues of burnout between different cultures. Children or elderly may influence family demands for married supervisors; therefore, future research can include this information to clarify the relationship between these family members and family demands.

REFERENCES

Chinese References

- 李永鑫，趙娜 (2009)。工作-家庭支持的結構與測量及其調節作用。 *心理學報*， 41(9)， 863-874。
- 高淑清 (2000)。雙薪家庭：角色分擔的開始。 *家庭教育學*， 131-154。台北：師大書苑。
- 張耐 (1997)。加強家庭教育：增進家庭功能。 *師友*， 363， 30-33。
- 許順旺，林瑋婷，蘇紅文 (2009)。職級別對宴會廳內外場員工工作壓力，工作倦怠與離職傾向之差異性研究-以國際觀光旅館為例。 *運動休閒餐旅研究*， 4(4)， 26-37。
- 程芸生 (2007)。職家衝突:工作家庭雙介面之要求、資源與衝突感受之性別差異。國立中央大學人力資源研究所碩士在職專班論文。
- 蕭文龍 (2009)。多變量分析最佳入門實用書。台北：基峰資訊
- 行政院勞工委員會 (民 99 年)。事業單位對管理職類之招募情形。取自：
http://www.cla.gov.tw/cgi-bin/siteMaker/SM_theme?page=41761dc1
- 行政院勞工委員會 (民 100 年)。現行工時制度。取自：
http://www.cla.gov.tw/cgi-bin/siteMaker/SM_theme?page=4333601c

English References

- Allen, T. D. (2001). Family-supportive work environment : The role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414-435.
- Adams, G. A.; King, L. A. & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology*, 81(4), 411-420.
- Aryee, S. (1992). Antecedents and outcomes of work-family conflict among married professional women: evidence from Singapore. *Human Relations*, 45(8), 813-837.

- Aryee, S., Luk, V., Leung, A., & Lo, S. (1997). Role stressors, interrole conflict, and well-being: the moderating influence of spousal support and coping behaviors among employed parents in Hong Kong. *Journal of Vocational Behavior*, 54(2), 259-278.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Bakker, A., Demerouti, E., & Schaufeli, W. (2003). Dual processes at work in a call centre: an application of the job demands? *European Journal of Work and Organizational Psychology*, 12(4), 393 - 417.
- Bakker, A. B., & Demerouti, E (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209-223.
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, 10(2), 170-180.
- Bakker, A. B., Schaufeli, W. B., Sixma, H. J., & Bosveld, W. (2001). Burnout contagion among general practitioners. *Journal of Social and Clinical Psychology*, 20(1), 82-98.
- Barnett, R. C. (1994). Home-to-work spillover revisited: a study of full-time women in dual-earner couples. *Journal of Marriage and the Family*, 56(3), 647-656.
- Barnett, R. C., Marshall, N. L., & Pleck, J. H. (1992). Men's multiple roles and their relationship to men's psychological distress. *Journal of Marriage and the Family*, 54, 358-367.
- Becker, P. E. & Moen, P. (1999). Scaling back: dual-earner couples' work-family strategies. *Journal of Marriage and the Family*, 61, 995-1007.
- Berta, D. (2002). Chains give notice, say GM workweek too long. *Nation's Restaurant News*, 36, 1,18.
- Beutell, N. J., & Greenhaus, J. H. (1980). Some sources and consequences of interrole conflict among married women. *Proceedings of the Annual Meeting of the Eastern Academy of Management*, 17, 2-6.

- Blomme, R. J., Tromp, D. M., & Rheede, V. A. (2010). The use of the psychological contract to explain turnover intentions in the hospitality industry: a research study on the impact of age categories and gender on turnover intentions of highly educated employees. *International Journal of Human Resource Management*, 21(1), 144 - 162.
- Buick, I., & Thomas, M. (2001). Why do middle managers in hotels burnout? *International Journal of Contemporary Hospitality Management*, 13(6), 304-309.
- Burke, R. J., & Mackeen, C. A. (1994). *Women in management: current Research Issues*. London: Paul Chapman Publishing.
- Burke, R. J., & Greenglass, E. R. (1987). Work and family. *International Review of Industrial and Organizational Psychology 1987*. Chichester, England: Wiley.
- Burke, R. J., Greenglass, E. R., Cooper, C. L., & Robertson, I. T. (1987). *International review of industrial and organizational psychology 1987*. Oxford, England: John Wiley & Sons.
- Caplan, R. O., Cobb, S., French, J. R. P., Van Harrison, R., & Pinneau, S. R., (1975). *Job demands and worker health: main effects and occupational differences*. Washington, DC: U.S. Government Printing Office.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational Behavior*, 56, 249-276.
- Chang, Y. Y., & Lu, L. (2011). Sex differences in the relationships among work and family demands, resources, and work-family conflict. *International Journal of Commerce and Strategy*, 3(1), 25-38.
- Cheng, Y., Luh, W. M., & Guo, Y. L. (2003). Reliability and validity of the Chinese version of the job content questionnaire in Taiwanese workers. *International Journal of Behavioral Medicine*, 10(1), 15-30.

- Cherniss, C. (1980). *Staff burnout: Job stress in the human services*. Beverly Hills: Sage Publications.
- Cleveland, J. N., O'Neill, J. W., Himelright, J. L., Harrison, M. M., Crouter, A. C., & Drago, R. (2007). Work and family issues in the hospitality industry: perspectives of entrants, managers, and spouses. *Journal of Hospitality & Tourism Research*, 31(3), 275-298.
- Cooke, R. A., & Rousseau, D. M. (1984). Stress and strain from family roles and work-role expectations. *Journal of Applied Psychology*, 69(2), 252-260.
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160-169.
- Cordes, C. L., & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *The Academy of Management Review*, 18(4), 621-656.
- Demerouti, E., Bakker, A. B., Nachreiner, F., Schaufeli, W. B. (2001). The job demands- resources model of burnout. *Journal of Applied Psychology*, 86, 499-512.
- Diener, E., & Fujita, F. (1995). Resources, personal strivings, and subjective well being: a nomothetic and idiographic approach. *Journal of Personality and Social Psychology*, 68, 926-935.
- Eagle, B. W., Icenogle, M. L., Maes, J. D., & Miles, E. W. (1998). The importance of employee demographic profiles for understanding experiences of work-family interrole conflicts. *The Journal of Social Psychology*, 138(6), 690-709.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C. and Brinley, A. (2005). Work and family research in IO/OB: Content Analysis and review of the literature (1980-2002). *Journal of Vocational Behavior*, 66(1), 124-197.
- Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: clarifying the relationship between work and family constructs. *The Academy of Management Review*, 25(1), 178-199.
- Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to Quit. *Journal of Managerial Psychology*, 19(2), 170-187.

- Fong, Y. (1992). Women's life stress perceptions and coping: a feministic view. *Taiwanese Journal of Sociology*, 21, 160-98.
- French, J. R. P., Caplan, R. D., & Van H. R. (1982). *The mechanisms of job stress and strain*. New York: Wiley.
- Frese, M. (1999). Social support as a moderator of the relationship between work stressors and psychological dysfunctioning: a longitudinal study with objective measures. *Journal of Occupational Health Psychology*, 4(3), 179-192.
- Frone, M. R., Russell, M. & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: testing a model of the work-family interface. *Journal of Applied Psychology*, 77, 65-78.
- Fu, C. K., & Shaffer, M. A. (2001). The tug of work and family: Direct and indirect domain-specific determinants of work-family conflict. *Personnel Review*, 30(5), 502-522.
- Gaines, J., & Jermier, J. M. (1983). Emotional exhaustion in a high stress organization. *The Academy of Management Journal*, 26(4), 567-586.
- Goff, S. J., Mount, M. K., & Jamison, R. L. (1990). Employer supported child care, work/family conflict, and absenteeism: a field study. *Personnel Psychology*, 43(4), 793-809.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources and conflict between work and family roles. *The Academy of Management Review*, 10(1), 76-88.
- Greenhaus, J. H., & Kopelman, R. E. (1981). Conflict between work and nonwork roles implications for the career planning process. *Human Resource Planning*, 4(1), 1-10.
- Greenglass, E. R., Pantony, K.L., & Burke, R.J. (1988). A gender-role perspective on role conflict, work stress and social support. *Journal of Social Behavior and Personality*, 3, 317-328.
- Greenhaus, J. H., & Powell, G. N. (2006). When Work and Family are Allies: A theory of work-family enrichment. *The Academy of Management Review ARCHIVE*, 31(1), 72-92.
- Gutek, B. A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology*, 76(4), 560-568.

- Haas, L. (1999). *Handbook of marriage and the families*. New York: Plnum Press.
- Hakanen, J. J., Bakker, A. B., & Demerouti, E. (2005). How dentists cope with their job demands and stay engaged: the moderating role of job resources. *European Journal of Oral Sciences*, 113(6), 479-487.
- Halbesleben, J. R. B., & Buckley, M. R. (2004). Burnout in organizational life. *Journal of Management*, 30(6), 859-879.
- Herman, J. B., & Gyllstrom, K. K. (1977). Working men and women: inter- and intra-role conflict. *Psychology of Women Quarterly*, 1(4), 319-333.
- Jolliffe, I. T. (2002). *Principal Component Analysis (2.ed.)*. New York: Springer-Verlag.
- Johanson, M. M., Youn, H., & Woods, R. H. (2008). A study of stress levels among hotel general managers? *Journal of Human Resources in Hospitality & Tourism*, 10(1), 32 - 44.
- Kappa, M. M., Nitschke, A., & Schappert, P. B. (1997). *Managing housekeeping operations (2.ed.)*. East Lansing: The Educational Institute of the American Hotel & Motel Association.
- Karatepe, O. M., & Kilic, H. (2007). Family interface with the selected job outcomes of frontline employees. *Tourism Management*, 28(1), 238-252.
- Keith, P. M., & Schafer, R. B. (1980). Role strain and depression in two-job families. *Family Relations*, 29(4), 483-488.
- Kim, H. S. S., David K., & Taylor, S. E. (2008). Culture and social support. *American Psychologist*, 63(6), 518-526.
- Kaiser, H. (1974). An index of factorial simplicity. *Psychometrika*, 39, 13-36.
- King, L. A., Mattimore, L. K., King, D. W., & Adams, G. A. (1995). Family support inventory for workers: a new measure of perceived social support from family members. *Journal of Organizational Behavior*, 16, 235-258.
- Kossek, E. E., Noe, R. A., & DeMarr, B. J. (1999). Work-family role synthesis: individual, family and organizational determinants. *International Journal of Conflict Resolution*, 10(2), 102-129.

- Lautenbach, H. (2006). Multiple work burden and burnout among women. *Socialaleconomische Trends*, 2, 11-14.
- Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81(2), 123-133.
- Lin, H. C. (2005). *The study of the influence of motivation on the employee retention- a case study of internal auditors* Master. Retrieved from: <http://ir.lib.ncu.edu.tw/handle/987654321/10685>
- Lingard, H., & Francis, V. (2005). Does work-family conflict mediate the relationship between job schedule demands and burnout in male construction professionals and managers? *Construction Management and Economics*, 23(7), 733-745.
- Lu, L., & Lin, Y. Y. (1998). Family roles and happiness in adulthood. *Personality and Individual Differences*, 25(2), 195-207.
- Magnini, V. P. (2009). Understanding and reducing work-family conflict in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 8(2), 119-136.
- Major, V.S., Klein, K.J., & Ehrhart, M.G. (2002). Work time, work interference with family, and psychological distress. *Journal of Applied Psychology*, 87, 427-436.
- Maslach, C. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, 2(2), 99-113.
- Maslach, C. (1982). *Burnout: the cost of caring*. Englewood Cliffs: Prentice Hall.
- Maslach, C., & Jackson, S. E. (1996). *Maslach burnout inventory manual*. Palo Alto: Consulting Psychologists Press.
- Meier, J. D. (1991). Solutions to the hospitality industry's labor shortage. *FIU Hospitality Review*, 9(2), 78-85.
- Melamed, S., Shirom, A., Toker, S., & Shapira, I. (2006). Burnout and risk of type 2 diabetes: a prospective study of apparently healthy employed persons. *Psychosomatic Medicine*, 68, 863-869.

- Namasivayam, K., & Mount, D. J. (2004). The relationship of work-family conflicts and family-work conflict to job satisfaction. *Journal of Hospitality & Tourism Research*, 28(2), 242-250.
- Netemeyer, R. G., Maxham, J. G., III, & Pullig, C. (2005). Conflicts in the work-family interface: links to job stress, customer service employee performance, and customer purchase intent. *Journal of Marketing*, 69(2), 130-143.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGrawHill.
- Parasuraman, S., Greenhaus, J.H., & Granrose, C.S. (1992). Role stressors, social support, and wellbeing among two-earner couples. *Journal of Organizational Behavior*, 13, 339-356.
- Perry-Jenkins, M., Repetti, R. L., & Crouter, A. C. (2000). Work and family in the 1990s. *Journal of Marriage and Family*, 62(4), 981-998.
- Perlow, L. A. (1998). Boundary control: the social ordering of work and family time in a high-tech corporation. *Administrative Science Quarterly*, 43(2), 328-357.
- Piotrkowski, C. S., Rapoport, R. N., Rapoport, R., Sussman, M. B., & Steinmetz, S. K. (1987). *Families and work handbook of marriage and the family*. New York: Plenum Press.
- Pleck, J. H., Staines, G. L., & Lang, L. (1980). Conflicts between work and family life. *Monthly Labor Review*, 103, 29-32.
- Presser, H. B. (2000). Nonstandard work schedules and marital instability. *Journal of Marriage and Family*, 62(1), 93-110.
- Robert, G., & Hockey, J. (1997). Compensatory control in the regulation of human performance under stress and high workload: a cognitive-energetical framework. *Biological Psychology*, 45(1-3), 73-93.
- Rosner, S. (1990). Why women lead. *Havard Business Review*, 28(6), 119-125.
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Science Quarterly*, 46, 655-684.

- Santavirta, N., Solovieva, S., & Theorell, T. ö. (2007). The association between job strain and emotional exhaustion in a cohort of 1,028 Finnish teachers. *British Journal of Educational Psychology*, 77(1), 213-228.
- Shirom, A., Cooper, C. L., & Robertson, I. T. (1989). Burnout in work organizations. *International Review of Industrial and Organizational Psychology*. Oxford, England: John Wiley & Sons.
- Stone, E. F., & Hollenbeck, John R. (1989). *Journal of Applied Psychology*. 74(1), 3-10.
- Tabacchi, M. H., Krone, C., & Farber, B. (1990). A support system to mitigate manager burnout. *Cornell Hospitality Quarterly*, 31(3), 32-37.
- Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work-family conflict and strain: a control perspective. *Journal of Applied Psychology*, 80(1), 6-15.
- Thomas, J. C., & Hersen, M. (2002). *Handbook of mental health in the workplace*. California: Sage Publications.
- Van der Doef, M., & Maes, S. (1999). The job demand-control (-support) Model and psychological well-being: A review of 20 years of empirical research. *Work & Stress*, 13(2), 87 - 114.
- Wright, T. A., & Bonett, D. G. (1997). The contribution of burnout to work performance. *Journal of Organizational Behavior*, 18, 491-499.
- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, 83(3), 486-493.
- Zohar, D. (1997). Predicting burnout with a hassle-based measure of role demands. *Journal of Organizational Behavior*, 18(2), 101-115.

APPENDIX A- QUESTIONNAIRE OF PILOT TEST

親愛的餐旅業先進:

您好，

這是一份純學術的問卷，您的寶貴意見，不僅將對學術領域有極大的貢獻，更能讓餐旅業了解餐旅業主管所需要的資源與協助，創造友善的工作環境。

敬祝 順心平安

東海大學餐旅管理學系研究所

指導教授：汪淑台 博士

陳錚中 博士

研究生：王懿萱

E-mail: es_0624@hotmail.com

第一部分：請在適當的圈中塗滿

		非 常 不 同 意	不 同 意	沒 意 見	同 意	非 常 同 意
1.	我需要快速執行我的工作 I have to work very fast	①	②	③	④	⑤
2.	我的工作需要我非常努力 I have to work very hard	①	②	③	④	⑤
3.	我的工作時常過量 I often got excessive amount of work	①	②	③	④	⑤
4.	我沒有足夠時間完成工作 I have constraint time to get the job done	①	②	③	④	⑤
5.	主管（們）對我的要求，常相互矛盾 My supervisors always Conflicting demands from others	①	②	③	④	⑤
6.	我覺得工作時間過長 I feel my working hour is too long	①	②	③	④	⑤
7.	我覺得工作缺乏彈性 I feel my work is lock of flexibility	①	②	③	④	⑤
8.	我的工作耗費我很大體力 My work spend lots of my energy	①	②	③	④	⑤
9.	家庭對我的要求太多 Family demands are too much for me	①	②	③	④	⑤

		非常 不同 意	不 同 意	沒 意 見	同 意	非 常 同 意
10.	我有太多家庭的事情要處理 I have to handle lots of family matters	①	②	③	④	⑤
11.	整體而言，家庭責任讓我不堪負荷 Overall, responsibility of family are too heavy for me	①	②	③	④	⑤
12.	我花費在工作時間過多沒時間陪伴家人，讓我對家人感到愧疚 My work keeps me from attending my family activities more than I would like	①	②	③	④	⑤
13.	因為我要花費大量時間在我的職責上，我常錯過家庭的活動 I have to miss family activities due to the amount of time I must spend on work responsibilities	①	②	③	④	⑤
14.	工作中使用的問題解決方法，用於處理家中的問題並沒有效 The problem-solving behaviors I use in my job are not effective in resolving problems at home	①	②	③	④	⑤
15.	我工作中的行為模式在家裡行不通 Behavior that is effective and necessary for me at work would be counterproductive at home	①	②	③	④	⑤
16.	我處理職場人際問題的方式，與家庭中的處理方式不同 The interpersonal problem solving skills are different between work and family	①	②	③	④	⑤
17.	我在家中適用的行為，似乎在職場中並沒有效 The behaviors that work for me at home do not seem to be effective at work	①	②	③	④	⑤
18.	為了要在工作中成功，我必須要呈現與家中不同的行為模式 In order to success at work, I have to present different behavior pattern from home	①	②	③	④	⑤
19.	在工作與家庭生活間，我時常感到在平均分配兩方面職責的壓力 I often suffer stress about distribution of responsibilities between work and family	①	②	③	④	⑤
20.	家庭生活對我的需求，阻止我建立重要的職場關係 The time I spend with my family stop me from being able to spend time in activities at work which could be helpful to my career	①	②	③	④	⑤

		非常不同意	不同意	沒意見	同意	非常同意
21.	因為要花費大量時間在家庭的責任，我必須錯過工作相關活動 I have to miss work activities due to the amount of time I must spend on family responsibilities	①	②	③	④	⑤
22.	我為花費在家庭的時間感到愧疚，因為我應該專注在工作中 I feel guilty about spending too much time on family, instead I should pay more attention on my work	①	②	③	④	⑤
23.	因為家庭事務，讓我時常在工作中感到過度疲勞 I am often exhausted at work because of the family obligation	①	②	③	④	⑤
24.	由於家庭的壓力，在工作中我得時常關注家庭的事情 Due to the stress at home, I am often preoccupied with family matters at work	①	②	③	④	⑤
25.	源自家庭生活的壓力，影響到我的工作 Stress from my family influences my work	①	②	③	④	⑤
26.	從事服務「人」的工作讓我覺得很累 I feel tired about serving people	①	②	③	④	⑤
27.	我每日早上起床想到要上班，便開始情緒低落 I always feel depressed about working everyday when I wake up	①	②	③	④	⑤
28.	我對顧客有額外或過多的要求時會感到不耐煩 I feel impatient about excessive demands from customers	①	②	③	④	⑤
29.	工作一整天後，我感到精疲力盡 I feel worn out at the end of a work day	①	②	③	④	⑤
30.	我對目前工作的狂熱已漸消失 I have less enthusiastic about my work	①	②	③	④	⑤

		非常不同意	不同意	沒意見	同意	非常同意
31.	我常質疑我的工作有何意義 I doubt the significance of my work	①	②	③	④	⑤
32.	我覺得我份內事情做好即可，其它事情盡量不介入 I just want to do my job and not be bothered	①	②	③	④	⑤
33.	無法同時滿足工作及家庭的要求使我感到情緒枯竭 I feel exhausted because I can not satisfy the demand from work and family at the same time	①	②	③	④	⑤
34.	無法兼顧照顧家人的職責讓我覺得情緒低落 I feel depressed about not being able to take care of my family	①	②	③	④	⑤
35.	工作上情緒勞務的付出及家中保持愉悅的情緒讓我感到累 I feel tired about providing emotional labor at work and keeping positive mood in my family	①	②	③	④	⑤
36.	公司提供令我滿意的薪資 I am satisfied about my salary from my company	①	②	③	④	⑤
37.	公司提供我完備的升遷管道與機會 My company provides me satisfactory promotion channel and opportunity	①	②	③	④	⑤
38.	公司給我應有的工作保障 My company offer me certain job security	①	②	③	④	⑤
39.	工作時同事/上司給予我適時協助 My colleagues/supervisor can provide adequate support	①	②	③	④	⑤
40.	我有權利在工作中下決定 My job allows me to make a lot of decisions on my own	①	②	③	④	⑤
41.	我在工作上的角色明確 My role of job is clear	①	②	③	④	⑤
42.	我的工作性質能讓我獨立思考與行動 The characteristic of my work can let me think and act independently.	①	②	③	④	⑤
43.	我能決定自己的工作進度，不受別人影響 I can decide the progress of my work by myself	①	②	③	④	⑤
44.	我有決定工作的方法與執行步驟的彈性 I have the flexibility to decide how to perform my work	①	②	③	④	⑤

		非常不同意	不同意	沒意見	同意	非常同意
45.	對我工作上的問題，家人經常會給我一些建議 My family often give me some suggestion about my work	①	②	③	④	⑤
46.	當工作有煩惱時，家人總是能理解我的心情 My family understand my feeling of work-related worry	①	②	③	④	⑤
47.	當工作上出現困難時，家人總是和我一同分擔 My family always share my work difficulties	①	②	③	④	⑤
48.	當工作上遇到問題時，我總是會跟家人說 I always talk about my work problems with my family	①	②	③	④	⑤
49.	工作上出現問題時，家人總是安慰我 My family always comfort me, when I face problem at work	①	②	③	④	⑤
50.	工作之餘，家人總能給我一些個人空間 Family always give me some personal space after work	①	②	③	④	⑤
51.	當我工作很忙時，家人總是能多做些家事 When my work is busy, family would share more housework for me	①	②	③	④	⑤
52.	我與家人談及有關工作上的事情時覺得很自在 I feel comfortable with talking about work with my family	①	②	③	④	⑤
53.	家人對我所做的工作感興趣 My family is interested in my work	①	②	③	④	⑤

第二部分：基本資料

性別：

- ① 男性 ② 女性

年齡：

- ① 25 歲以下 ② 26-30 歲 ③ 31-35 歲 ④ 36-40 歲 ⑤ 41-45 歲 ⑥ 46-50 歲 ⑦ 50 歲以上

教育程度：

- ① 高中職以下 ② 高中職 ③ 專科 ④ 大學 ⑤ 碩士（含）以上

收入：

- ① 22,000 以下 ② 22,001-28,000 ③ 28,001-38,000 ④ 38,001-48,000 ⑤ 48,001-58,000
⑥ 58,001-68,000 ⑦ 68,000 以上

家庭收入類型：

- ① 單薪家庭 ② 雙薪家庭

餐旅業工作總年資：

- ① 1 年以下 ② 1-3 年 ③ 4-6 年 ④ 7-9 年 ⑤ 10-12 年 ⑥ 13-15 年 ⑦ 15 年以上

職位：

- ① 基層主管（例：領班、主任） ② 中階主管（例：協理、經理、店長） ③ 高階主管（例：總經理、副總經理）

公司類型：

- ① 餐廳 ② 飯店

平均一天花費在工作上的時間：_____ 小時

問卷到此結束，感謝您的參與！

APPENDIX B- QUESTIONNAIRE

親愛的餐旅業先進:

您好，

這是一份純學術的問卷，您的寶貴意見，不僅將對學術領域有極大的貢獻，更能讓餐旅業界了解餐旅業主管所需要的資源與協助，創造友善的工作環境。

敬祝 順心平安

東海大學餐旅管理學系研究所

指導教授：汪淑台 博士

陳錚中 博士

研究生：王懿萱

E-mail: es_0624@hotmail.com

第一部分：請在適當的圈中塗滿

		非常 不同 同意	不 同 意	沒 意 見	同 意	非 常 同 意
1.	我工作忙碌，讓我沒有喘息的時間 I am busy with work; therefore, I do not have time to take a break	①	②	③	④	⑤
2.	我的工作需要花費我極大的心力 I have to spend lots of energy on work	①	②	③	④	⑤
3.	我的工作時常過量 I often got excessive amount of work	①	②	③	④	⑤
4.	我沒有足夠時間完成工作 I have constraint time to get the job done	①	②	③	④	⑤
5.	主管（們）對我的要求，常相互矛盾 My supervisors always Conflicting demands from others	①	②	③	④	⑤
6.	我覺得工作時間過長 I feel my working hour is too long	①	②	③	④	⑤
7.	我覺得工作缺乏彈性 I feel my work is lock of flexibility	①	②	③	④	⑤
8.	家庭對我的要求太多 Family demands are too much for me	①	②	③	④	⑤

		非常 不同 意	不 同 意	沒 意 見	同 意	非 常 同 意
9.	我有太多家庭的事情要處理 I have to handle lots of family matters	①	②	③	④	⑤
10.	整體而言，家庭責任讓我不堪負荷 Overall, responsibility of family are too heavy for me	①	②	③	④	⑤
11.	我花費在工作時間過多沒時間陪伴家人，讓我對家人感到愧疚 My work keeps me from attending my family activities more than I would like	①	②	③	④	⑤
12.	因為我要花費大量時間在我的職責上，我常錯過家庭的活動 I have to miss family activities due to the amount of time I must spend on work responsibilities	①	②	③	④	⑤
13.	工作中使用的問題解決方法，用於處理家中的問題並沒有效 The problem-solving behaviors I use in my job are not effective in resolving problems at home	①	②	③	④	⑤
14.	我工作中的行為模式在家裡行不通 Behavior that is effective and necessary for me at work would be counterproductive at home	①	②	③	④	⑤
15.	我處理職場人際問題的方式，與家庭中的處理方式不同 The interpersonal problem solving skills are different between work and family	①	②	③	④	⑤
16.	我在家中適用的行為，似乎在職場中並沒有效 The behaviors that work for me at home do not seem to be effective at work	①	②	③	④	⑤
17.	為了要在工作中成功，我必須要呈現與家中不同的行為模式 In order to success at work, I have to present different behavior pattern from home	①	②	③	④	⑤
18.	在工作與家庭生活間，我時常感到在平均分配兩方面職責的壓力 I often suffer stress about distribution of responsibilities between work and family	①	②	③	④	⑤
19.	家庭生活對我的需求，阻止我建立重要的職場關係 The time I spend with my family stop me from being able to spend time in activities at work which could be helpful to my career	①	②	③	④	⑤

		非常不同意	不同意	沒意見	同意	非常同意
20.	因為要花費大量時間在家庭的責任，我必須錯過工作相關活動 I have to miss work activities due to the amount of time I must spend on family responsibilities	①	②	③	④	⑤
21.	我為花費在家庭的時間感到愧疚，因為我應該專注在工作中 I feel guilty about spending too much time on family, instead I should pay more attention on my work	①	②	③	④	⑤
22.	因為家庭事務，讓我時常在工作中感到過度疲勞 I am often exhausted at work because of the family obligation	①	②	③	④	⑤
23.	由於家庭的壓力，在工作中我得時常關注家庭的事情 Due to the stress at home, I am often preoccupied with family matters at work	①	②	③	④	⑤
24.	源自家庭生活的壓力，影響到我的工作 Stress from my family influences my work	①	②	③	④	⑤
25.	從事服務「人」的工作讓我覺得很累 I feel tired about serving people	①	②	③	④	⑤
26.	我每日早上起床想到要上班，便開始情緒低落 I always feel depressed about working when I wake up	①	②	③	④	⑤
27.	我對顧客有額外或過多的要求時會感到不耐煩 I feel impatient about excessive demands from customers	①	②	③	④	⑤
28.	工作一整天後，我感到精疲力盡 I feel worn out at the end of a work day	①	②	③	④	⑤
29.	我對目前工作的狂熱已漸消失 I have less enthusiastic about my work	①	②	③	④	⑤

		非常 不同 意	不 同 意	沒 意 見	同 意	非常 同 意
30.	我常質疑我的工作有何意義 I doubt the significance of my work	①	②	③	④	⑤
31.	我覺得我份內事情做好即可，其它事情盡量不介入 I just want to do my job and not be bothered	①	②	③	④	⑤
32.	無法同時滿足工作及家庭的要求使我感到情緒枯竭 I feel exhausted because I can not satisfy the demand from work and family at the same time	①	②	③	④	⑤
33.	無法兼顧照顧家人的職責讓我覺得情緒低落 I feel depressed about not being able to take care of my family	①	②	③	④	⑤
34.	工作上情緒勞務的付出及家中保持愉悅的情緒讓我感到累 I feel tired about providing emotional labor at work and keeping positive mood in my family	①	②	③	④	⑤
35.	公司提供令我滿意的薪資 I am satisfied about my salary from my company	①	②	③	④	⑤
36.	公司提供我完備的升遷管道與機會 My company provides me satisfactory promotion channel and opportunity	①	②	③	④	⑤
37.	公司給我應有的工作保障 My company offer me certain job security	①	②	③	④	⑤
38.	工作時同事/上司給予我適時協助 My colleagues/supervisor can provide adequate support	①	②	③	④	⑤
39.	我有權利在工作中下決定 My job allows me to make a lot of decisions on my own	①	②	③	④	⑤
40.	我在工作上的角色明確 My role of job is clear	①	②	③	④	⑤
41.	我的工作性質能讓我獨立思考與行動 The characteristic of my work can let me think and act independently	①	②	③	④	⑤
42.	我能決定自己的工作進度，不受別人影響 I can decide the progress of my work by myself	①	②	③	④	⑤
43.	我有決定工作的方法與執行步驟的彈性 I have the flexibility to decide how to perform my work	①	②	③	④	⑤

		非常 不同 意	不 同 意	沒 意 見	同 意	非常 同 意
44.	對我工作上的問題，家人經常會給我一些建議 My family often give me some suggestion about my work	①	②	③	④	⑤
45.	當工作有煩惱時，家人總是能理解我的心情 My family understand my feeling of work-related worry	①	②	③	④	⑤
46.	當工作上出現困難時，家人總是和我一同分擔 My family always share my work difficulties	①	②	③	④	⑤
47.	當工作上遇到問題時，我總是會跟家人說 I always talk about my work problems with my family	①	②	③	④	⑤
48.	工作上出現問題時，家人總是安慰我 My family always comfort me, when I face problem at work	①	②	③	④	⑤
49.	工作之餘，家人總能給我一些個人空間 Family always give me some personal space after work	①	②	③	④	⑤
50.	當我工作很忙時，家人總是能多做些家事 When my work is busy, family would share more housework for me	①	②	③	④	⑤
51.	我與家人談及有關工作上的事情時覺得很自在 I feel comfortable with talking about work with my family	①	②	③	④	⑤
52.	家人對我所做的工作感興趣 My family is interested in my work	①	②	③	④	⑤

第二部分：基本資料

性別：

- ① 男性 ② 女性

年齡：

- ① 25 歲以下 ② 26-30 歲 ③ 31-35 歲 ④ 36-40 歲 ⑤ 41-45 歲 ⑥ 46-50 歲 ⑦ 50 歲以上

教育程度：

- ① 高中職以下 ② 高中職 ③ 專科 ④ 大學 ⑤ 碩士（含）以上

收入：

- ① 22,000 以下 ② 22,001-28,000 ③ 28,001-38,000 ④ 38,001-48,000 ⑤ 48,001-58,000
⑥ 58,001-68,000 ⑦ 68,000 以上

家庭收入類型：

- ① 單薪家庭 ② 雙薪家庭

餐旅業工作總年資：

- ① 1 年以下 ② 1-3 年 ③ 4-6 年 ④ 7-9 年 ⑤ 10-12 年 ⑥ 13-15 年 ⑦ 15 年以上

職位：

- ① 基層主管（例：領班、主任） ② 中階主管（例：協理、經理、店長） ③ 高階
主管（例：總經理、副總經理）

公司類型：

- ① 餐廳 ② 飯店

平均一天花費在工作上的時間：_____ 小時

問卷到此結束，感謝您的參與！