Research on Current Situation and Influencing Factors of Work-Family Conflict of Employees from One-Child Family

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Abstract. This paper summarized the research on the employees’ work-family conflict then determined the employees from one-child family as the target group. Based on the research of the only-child generation employees work-family conflict and family-work conflict situation and influence factors, demonstrates the main factors in order to provide policy advice to businesses. Also through the specific analysis of gender groups explains the different influence factors of male and female only-child generation employees, thus provides clear conclusions and recommendations.

Introduction

Chinese government began to implement “one couple one child” family planning policy in 1980, this unprecedented policy of the Chinese community formed a large number of only child, which was called the “only-child generation”. As the full implementation of “a couple can have two children” policy proposed in the fifth plenary session communique of the 18th Central Committee, thirty-five years of the one-child policy ended, which even more highlighted the specificity of this group. They grow up in China's economy high speed development stage, and they have no brothers and sisters, so they gain more love from elders in home. According to the result of Academy of Social Sciences population prediction experts through demographic data and computer simulation model estimated, the number of only children around the country was about 145 million in 2010. After entering the society, this group will have to solve such as marriage, childbirth, child rearing, support parents and other issue, so they might have more prominent work and family role conflict. So at present, how the conflict situation acts? What factors caused the conflict? Answer these questions will help us maintain the physical and mental health of the only-child generation employees and promote the accumulation of human resources in enterprises.

Literature Review

In the study of individual factors on work-family conflict, the researchers focus primarily on whether or not women's work-family conflict is higher than men. Higgins et al (1994) argue that the influence of the traditional social culture, it is generally believed that women bear the main responsibility for taking care of the family while men are the main breadwinners shall take the work role. Compared with foreign, domestic research started late on this issue. But there is a surge in 2006 which imply that this problem has a good research prospect. Yaoping Luo (2007) points out the antecedents of work-family conflict mainly include work and family stress and gender. Huafeng Wang et al. (2009) found that gender has an impact on work-family conflict, female employees experience work-family conflict much more than male employees and the conflict pressure is greater. So gender is the direct influence factor of work-family conflict, which is also the moderator of the individual's treatment to the role conflict.

As to the family influencing factors, Greenhaus et al. (1985) argue that individuals need to assume the role of family members, which requires the individual to meet the needs and expectations of the family. It also influences the individual to take the time and energy into the work role and even leads to conflict between two characters on behavior. Anderson et al. (2002) considered that family
characteristics such as marital status, children, the elderly and the work of spouse could be the influence factors of work-family conflict. Chinese scholars Yuxin Liu, etc. (2009) found that the sense of respect from spouse will affect the conflict from family to work through empirical studies. From the point of organizational factors, Thompson et al. (1999) think managers affect employees' family friendly welfare policy and then affect the retention rate of them. Eby et al. (2005) think that based on the individual need, developing schedules and providing a flexible work hour can help reduce the employees' work-family conflict. Jianmin Sun et al. (2011) through the empirical study of 207 employees found that the work-family conflict decreases when the individuals feel the sense of organization support.

The particular research on the only-child groups' work-family conflict is barely none. Only Haitao Sun and Hongfei Xing (2014) analyzed the work-family conflict situation of adult from only-child group in Nanjing and they concluded that this group has higher work-family conflict and lower family-work conflict than others.

Although there are many researches on employees' work-family conflict both domestic and foreign, researches on one-child group are almost blank. Therefore, this paper suggests the current situation of work-family conflict and the influencing factors, which based on the survey data sampled from only-child generation employees in Beijing.

Research Method

Research Method Design

In this paper, we use the way of questionnaire investigation, the questionnaire includes two parts. The first part is the demographic data of target samples. The second part includes six Likert scales questionnaire, managers' support questionnaire, career development questionnaire, work-family conflict questionnaire, family-work conflict questionnaire, job satisfaction questionnaire and stress questionnaire. The questionnaires of the project mainly translated from Anderson, Coffey & Byerly (2002) and revised many times. The dependent variable in this paper is the role conflict of only-child employees, the explanatory variable mainly includes the following parts:

**Individual Characteristic Variables.** Individual characteristic variables include the gender, age, education level and other projects of the only-child employees.

**Organizational Characteristic Variables.** Mainly includes the position type, the monthly income, the possibility of leaving, the frequency of working hours, the working hours of the week, the manager support, etc. The questionnaire also added work pressure and work resources.

**Family Characteristic Variables.** This variable includes the marital status, whether husband and wife both have jobs, the number of children and elderly, household labor demand, etc. In the family-work questionnaire we added the family support as an explaining variable.

**Social Characteristic Variables.** This variable is mainly about the research of social support factors.

Cronbach Alpha of the six questionnaires are 0.83, 0.68, 0.87, 0.79, 0.80 and 0.89, which all reached the requirements of the surveying.

Data Collection and Sample

The sample of this research is positioning in one-child generation employees, so we distributed 280 questionnaires to employees from different industries through the internet. 233 questionnaires were recovered, of which 214 valid questionnaires, efficiency was 91.85%. There are 126 males and 88 females, 15.89% of them are under 25 years old, 64.02% of them are 25 to 35 years old and others are over 35 years old. Also, 151 people have already married, accounting for 70.56%.
Data Analysis

Influence Factors of Work-Family Conflict

In this part, individual factors, organizational factors, family factors and social factors are independent variables at the mean time work-family conflict scale scores are dependent variable. The following results were obtained by using the method of stepwise regression analysis.

Table 1 is the result of the full sample regression analysis, from table 1, the impact of only-child generation of work-family conflict should be organizational factors especially career development prospects, job satisfaction and job stress. Also, family factors are important factors to work-family conflict, for example, the most obvious factor is whether both sides of husband and wife are working. It is easy to understand that the work-family conflict of a member from dual earner families is much less than single family workers.

Table 1. Influence factors of work-family conflict coefficienta.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>95% confidence interval of B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Standard error</td>
<td>Trial version</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(constant)</td>
<td>.753</td>
<td>.529</td>
<td>1.421</td>
<td>.158</td>
<td>-295</td>
</tr>
<tr>
<td>Gender</td>
<td>.137</td>
<td>.083</td>
<td>.126</td>
<td>1.652</td>
<td>.101</td>
</tr>
<tr>
<td>Age</td>
<td>.014</td>
<td>.078</td>
<td>.022</td>
<td>.180</td>
<td>.858</td>
</tr>
<tr>
<td>Education</td>
<td>-.074</td>
<td>.043</td>
<td>-.141</td>
<td>-1.708</td>
<td>.090</td>
</tr>
<tr>
<td>Marital status</td>
<td>.115</td>
<td>.127</td>
<td>.105</td>
<td>.904</td>
<td>.367</td>
</tr>
<tr>
<td>Children</td>
<td>.026</td>
<td>.075</td>
<td>.039</td>
<td>.347</td>
<td>.729</td>
</tr>
<tr>
<td>Elderly</td>
<td>-.089</td>
<td>.088</td>
<td>-.086</td>
<td>-1.011</td>
<td>.314</td>
</tr>
<tr>
<td>Both working or not</td>
<td>.193</td>
<td>.127</td>
<td>.158</td>
<td>1.513</td>
<td>.133</td>
</tr>
<tr>
<td>Salary</td>
<td>.037</td>
<td>.056</td>
<td>.069</td>
<td>.661</td>
<td>.510</td>
</tr>
<tr>
<td>Working time</td>
<td>.027</td>
<td>.098</td>
<td>.030</td>
<td>.276</td>
<td>.783</td>
</tr>
<tr>
<td>Overtime</td>
<td>.073</td>
<td>.050</td>
<td>.161</td>
<td>1.469</td>
<td>.144</td>
</tr>
<tr>
<td>Decision-making power</td>
<td>.013</td>
<td>.080</td>
<td>.013</td>
<td>.158</td>
<td>.875</td>
</tr>
<tr>
<td>Lose job</td>
<td>-.002</td>
<td>.043</td>
<td>-004</td>
<td>-.052</td>
<td>.958</td>
</tr>
<tr>
<td>Social support</td>
<td>.008</td>
<td>.045</td>
<td>.013</td>
<td>.168</td>
<td>.866</td>
</tr>
<tr>
<td>Manager support</td>
<td>.028</td>
<td>.072</td>
<td>.032</td>
<td>.383</td>
<td>.703</td>
</tr>
<tr>
<td>Career prospect</td>
<td>.203</td>
<td>.083</td>
<td>.220</td>
<td>2.438</td>
<td>.016</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>.193</td>
<td>.075</td>
<td>.215</td>
<td>2.580</td>
<td>.011</td>
</tr>
<tr>
<td>Work pressure</td>
<td>.156</td>
<td>.072</td>
<td>.178</td>
<td>2.176</td>
<td>.031</td>
</tr>
</tbody>
</table>

a. Dependent variable: work-family conflict
Then we carried out two regression analysis on male and female. The result are different from the full sample coefficient. Male employees pay more attention to family factors, which are also the main influence factors of their work-family conflict, especially the marital status and whether or not dual earner families. So the situation of male' work-family conflict changes a lot after getting married. In addition, organizational factors such as manager support is another notable impact on male only-child generation employees.

Family factors and organizational factors also influence the work-family conflict of female only-child generation employees according to the result of regression analysis. But unlike male only-child generation staff, the impact on female only-child generation staff is negative, which means that when women get married the work-family conflict of them decrease. There is a traditional thinking in China that husband should take more responsibility on supporting family, which is obviously the result shows. In addition, in the influence factors of female employees, the personal factors of age also has a significant impact than male employees. Only for female only-child generation staff, the work-family conflict is growing with the increasing of age.

Influence Factors of Family-Work Conflict

As same as the previous part, we also put the family-work conflict to the regression analysis of the various factors. In the full sample analysis, organizational factors is still the most obvious influencing factors, especially children, monthly income, overtime frequency and working pressure. The special point is that with the increase of the working hours the family-work conflict is reducing. Which may means that reducing the participation of family activities gives the employees less attention and care about the family members, so the family issues impact little on their work.

When analyzing the gender groups, we found that male and female employees are mainly affected by organizational factors and family factors, and there is a deeper influence on male only-child generation employees. The phenomenon of family affect work first by the influence of work time, another factor is whether the husband and wife both have jobs. Also the influence coefficient of dual earner families impact on male' family-work conflict is 0.477, while on female -0.256. The result totally fits the Chinese traditional view and previous study. So only-child generation employees' family-work conflict and spouse whether work has a great relevance.

Conclusions

This paper roughly evaluated the current work-family conflict and family-work conflict situation of only-child generation employees. And provide a deep analysis on the influencing factors. By the comparison of influencing factors to male and female, we draw the following conclusions:

According to the general situation of the sample, work-family conflict and family-work conflict both exist in the only-child group. And the main influence factor of both two conflicts is organizational factor.

In the organizational factors, career prospects have the greatest impact on the work-family conflict of the only-child employees, and they are positively related. Secondly, job satisfaction and working pressure these two factors influence the work-family conflict on the outcome variables, which consistent with previous studies.

In the organizational factors, working time has the greatest impact on the only-child group employees' family-work conflict, and the two are negatively correlated. The longer you work, fulfill the responsibility of the family roles cause less negative effects on the job. The next factors are job stress manager support and career development. Different from the work-family conflict, career development factors have the least influence on family-work conflict, the better the career development prospects, the less the negative impact on the work.

From the view of gender, male employees most influenced by family factors that marital status and whether husband and wife both have jobs on work-family conflict, followed by organizational factors managers support. Also married men will assume more responsibility and feel more work-family
conflict. For female only-child generation employees, career prospects is the most significantly influencing factor. Good career prospects will promote female employees to devote more energy at work, which leads to work-family conflict.

**Suggestions**

From the point of questionnaire scores, the work-family conflict (3.36) is higher than the family-work conflict (3.07) to only-child generation employees. Which indicates that the enterprise and the leader should pay more attention to the work-family conflict. From the view of the study on the influencing factors, organizational factors and family factors should be the first concern, secondly is the personal factors. According to the research on the influencing factors of the work-family conflict of only-child group employees and the conclusions above, we have three suggestions to the enterprises:

The only-child generation employees, especially the male employees, are under big burden and pressure after getting married. So enterprises should pay more attention to married employees and try to know their job satisfaction. In addition, enterprises can implement the welfare family policy, provide married employees family benefits, such as child care, family business, health insurance and other family welfare, in order to reduce the degree of conflict between employees.

As for female only-child generation employees, enterprises could provide them a clear career prospects planning and relax the age factor. At the same time, corporate and government shall encourage married women to get their job, in order to release the heavy burden on the men.

In term of policy, government should provide financial support for companies to make family benefits to employees. Also government should establish guarantee policy for children and elders at the same time. Public support and welfare policy can help reduce the work-family conflict of only-child generation employees.

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