A Study of the Relationships among Emotional Intelligence, Work - Family Conflict and Satisfaction: An

曾俊溢、楊豐華

E-mail: 322096@mail.dyu.edu.tw

ABSTRACT

This study empirically examines the relationship among the emotional intelligence, work-family conflict and satisfaction. And future to explore the impact on staff and provides enterprise reference. A survey questionnaire was used to collect data regarding the perceptions of 318 employees from Taiwanese multinationals in Xiamen. The results show that: (1) Emotional intelligence is negatively correlated to work-family conflict. (2) Emotional intelligence is positively correlated to satisfaction. (3) Work-family conflict is negatively correlated to satisfaction. (4) Work-family conflict partially mediating the effects on the relationship between emotional intelligence and satisfaction. Based on the findings, employees with emotional intelligence can reduce work-family conflict, and enhance staff satisfaction in work and family.

Keywords: emotional intelligence, work-family conflict, satisfaction

Table of Contents

中文摘要 iii 英文摘要
. iv 誌謝辭
vi 表目錄
ix 第一章 緒論
1 第二節 研究問題與目的 文獻探討
4 第一節 情緒智商 4 第二節 職家衝突
第三節 滿意度...............15 第四節 情緒智商與職家衝突之關係......17 第五節 職家循
突與滿意度之關係......18 第六節 情緒智商與滿意度之關係......20 第七節 情緒智商、職家衝突
與滿意度之關係...20 第三章 研究方法..............22 第一節 研究架構.....
.....25 第四節 問卷設計.............26 第五節 資料分析方法.............
. 27 第四章 資料分析
第二節 信度分析..............33 第三節 效度分析..............35 第四節 獨立樹
本t檢定.......40 第六節
51 第四節 研究限制與後續研究建議
53 附錄 A 前測問卷
68 附錄 C 研究問券(簡體版)

REFERENCES

英文部份 Aryee, S., Fields, D., & Luk, V. (1999). A cross-cultural test of a model of the work-family interface. Journal of Management, 25(4), 491-511. Aryee, S., Srinivas, E. S., & Tan, H. H. (2005). Rhythms of life: Antecedents and outcomes of work-family balance in employed parents. Journal of Applied Psychology, 90(1), 132-146. Bar-On, R., & Parker, J. D. A. (2000). The handbook of Emotional Intelligence: Theory, Development, Assessment, and Application at Home, School, and in the Workplace. San Francisco: Jossey-Bass. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statictical considerations. Journal of Personality and Social Psychology, 51(6), 1173-1182. Bole, J. S., & Babin, B. J. (1996). On the front lines: Stress, conflict, and the customer service provider. Journal of Business Research, 37(1), 41-50. Bolino, M. C., & Turnley, W. H. (2005). The Personal Costs of Citizenship Behavior: The Relationship Between Individual Initiative and Role Overload, Job Stress, and Work-Family. Journal of Applied Psychology, 90(4), 740-748. Boyar, S. L., & Mosley, D. C. (2007). The relationship between core self-evaluations and work and family satisfaction: The mediating role of work-family conflict and facilitation. Journal of Vocational Behavior, 71(2), 265-281. Boyar, S. L., Pearson, A. W., & Keough, S. (2003).

```
Work-family conflict: A model of linkages between work and family domain variables and turnover intentions. Journal of Managerial Issue, 15(2),
175-192. Brayfield, A. H., & Rothe, H. F. (1951). An index of job satisfaction. Journal of Applied Psychology, 35(5), 307-311. Bruck, C. S., & Allen,
T. D. (2003). The relationship between big five personality traits, negative affectivity, type A behavior, and work-family conflict. Journal Vocational
Behavior, 63(3), 457-472. Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents. Journal of Vocational Behavior,
67(2), 169-198. Carlmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcome. Journal of
Managerial Psychology, 18(8), 788-813. Carlson, D. S. (1999). Personality and role variables as predictors of three forms of work-family conflict.
Journal of Vocational Behavior, 55(2), 236-253. 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(2), 249-276. Cooper, R. K. (1997). Applying emotional
intelligence in the workplace. Training and Development, 51(12), 31-38. Davies, M., Stankov, L., & Roberts, R. D. (1998). Emotional intelligence:
In search of an elusive construct. Journal of Personality and Social Psychology, 75(4), 989-1015. Evans, P., & Bartolome, F. (1981). Must success
cost so much? Avoiding the human toll of corporate life. New York: Basic Book, Inc. Friede, A., & Ryan, A. M. (2005). The importance of the
individual: how self-evaluations influence the work-family interface. Work and life integration: Organizational, cultural, and individual perspectives.
New Jersey: Basic Book, Inc. Frone, M. R., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the
work-family interface. Journal of Applied Psychology, 77(1), 65-78. Frone, M. R., & Rice, R. W. (1987). Work-Family conflict: The effect of job and
family involvement. Journal of Occupational Behavior, 8(1), 45-53. Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an
integrative model of the work-family interface. Journal of Vocational Behavior, 50(2), 145-167. Frye, N. K., & Breaugh, J. A. (2004).
Family-friendly policies, supervisor support, work-family conflict, family-work conflict, and satisfaction: A test of a conceptual model. Journal of
Business and Psychology, 19(2), 197-220. Goleman, D. (1995). Emotional Intelligence: Way It Can Matter More Than IQ. Bantam Books, New
York. Goleman, D. (1998). Working with emotional intelligence. Bantam Books, New York. Grandey, A. A., & Cropanzano, R. (1999). The
conservation of resources model applied to work-family conflict and strain. Journal of Vocational Behavior, 54(2), 350-370. Grandey, A. A.,
Cordeiro, B. L., & Crouter, A. C. (2005). A longitudinal and multi-source test of the work-family conflict and job satisfaction relationship. Journal
of Occupational and Organizational Psychology, 78(3), 305-323. Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and
family roles. Academy of Management Review, 10(1), 76-88. Grzywacz, J. G., Arcury, T. A., & Marin, A. (2007). Work-Family Conflict:
Experiences and Health Implications Among Immigrant Latinos. Journal of Applied Psychology, 92(4), 1119-1130. Gutek, B., Searle, S., & Klepa,
L. (1991). Retional versus gender role-explanations for work-family conflict. Journal of Applied Psychology, 76(4), 560-568. Hartline, M. D., &
Ferrell, O. C. (1996). The management of customer-contact service employees: An empirical investigation. Journal of Marketing, 60(4), 52-70.
Howard, W. G., Donofrio, H. H., & Boles, J. S. (2004). Inter-domain work-family, Family-work conflict and police work satisfaction. International
Journal of Police Strategies & Management, 27(3), 380-395. Ilies, R., & Judge, T. A. (2004). An experience-sampling measure of job satisfaction and
its relationships with affectivity, mood at work, job beliefs, and general job satisfaction. European Journal of Work and Organizational Psychology,
13(3), 367-389. Judge, T. A., Ilies, R., & Scott, B. A. (2006). Work-family conflict and emotions: Effects at work and at home. Personal Psychology,
59(4), 779-814. Karatepe, O. M., & Baddar, L. (2006). An empirical study of the selected consequences of frontline employees 'work-family
conflict and family-work conflict. Tourism Management, 27(5), 1017-1028. Karatepe, O. M., & Bekteshi, L. (2008). Antecedents and outcomes of
work-family facilitation and family-work facilitation among frontline hotel employees. International Journal of Hospitality Management, 27(4).
517-528. Karatepe, O. M., & Sokmen, A. (2006). The effects of work and family role variables on psychological and hehavioral outcomes of
frontline employees. Tourism Management, 27(2), 255-268. Karatepe, O. M., & Uludag, O. (2008). Affectivity, conflict in the work-family
interface, and hotel employee outcomes. International Journal of Hospitality Management, 27(1), 30-41. Katz, D., & Kahn, R. (1978). The cocial
psychology of rganizations. New York: Wiley. Kopelman, R. E., Greenhaus, J. H., & Connolly, T. F. (1983). A model of work, family and interrole
conflict: A construct validation study. Organization Behavior and Human Performance, 32(2), 198-215. Kopelman, R. E., Rovenpor, J. L., &
Millsap, R. E. (1992). Rationale and construct validity evidence for the job search behavior index: Because intentions (and New Year 's
resolutions) often come to naught. Journal of Vocational Behavior, 40(3), 269-287. Law, K. S., Wong, C. S., & Song, L. J. (2004). The construct
and criterion validity of emotional intelligence and its potential utility for management studies. Journal of Applied Psychology, 89(3), 483-496.
Lenaghan, J. A., Buda, R., & Eisner, A. B. (2007). An examination of the emotional intelligence in work and family conflict. Journal of Managerial
Issues, 19(1), 76-94. Lingard, H., & Francis, V. (2004). 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. Locke, E. A. (1976). The
nature and causes of job satisfaction. In Dunnette MD, Handbook of industrial and organizational psychology, 1297-1343. Cgucago: Rand Mc
Nally. Mauno, S., & Kinnunen, U. (1999). The effects of job stressors in marital satisfaction in Finnish dual earner couples. Journal of
Organizational Behavior, 20(6), 879-895. Maunol, S., Kinnunenand, U., & Pyykko, M. (2005). Does work-family conflict mediate the relationship
between work-family culture and self-reported distress? Evidence from five Finnish organizations. Journal of Occupational and Organizational
Psychology, 78(4), 509-530. Mayer, J. D., & Salovey, P. (1997). What is Emotional Intelligence? Implications for Educators, In Salovey, P. and
Sluyter, D.(Eds), Emotional Development, Emotional Literacy, and Emotional Intelligence, Basic Books, New York, 3-32. Michel, J. S., & Hargis,
M. B. (2008). Linking mechanisms of work-family conflict and segmentation. Journal of Vocational Behavior, 73(3), 509-522. Michel, J. S.,
Mitchelson, J. K., Kotrba, L. M., Lebreton, J. M., & Baltes, B. B. (2009). A comparative test of work-family conflict models and critical examination
of work-family linkages. Journal of Vocational Behavior, 74(2), 199-218. Netemeyer, R. G., Boke, J. S., & McMurrian, R. (1996). Development and
```

validation of work-family conflict and family-work conflict scales. Journal of Applied Psychology, 81(4), 400-410. Noor, N. M. (2002). Work-Family Conflict, Locus of Control, and Women 's Well-Being: Tests of Alternative Pathways. Journal of Social Psychology, 142(5), 645-662. Noraini, M. N. (2003). Work- and family-related variables, work-family conflict and women's well-being: some observations. ommunity, Work & Family, 6(3), 297-319. Parasuraman, S., Purohit, Y. S., Godshalk, V. M., & Beutell, N. J. (1996). Work and family variables, entrepreneurial career success, and psychological well-being. Journal of Vocational Behavior, 48(3), 275-300. Parasuraman, S., & Simmers, C. (2001). Type of employment, work-family conflict and well-being: A comparative study. Journal of Organizational Behavior, 22(5), 551-568. Pasewark, W. R., & Viator, R. E. (2006). Sources of work-family conflict in the accounting profession. Behavioral Research In Accounting, 18(1), 147-165. Patricia, V. (1988). Work role characteristics, family structure demands, and work-family conflict. Journal of Marriage and the Family, 50(3), 749-761. Petrides, K. V., Pita, R., & Kokkinaki, F. (2007). The location of trait emotional intelligence in personality factor space. British Journal of Psychology, 98(2), 273-289. Pleck, J. H. (1977). The work-family role system. Social Problems, 24, 417-427. Rusbult, C. E., & Farrell, D. (1983). A longitudinal test of the investment model: The impact of job satisfaction, job commitment, and turnover of variations in rewards, costs, alternatives, and investments. Journal of Applied Psychology, 68(3), 429-438. Salovey, P., & Mayer, J. D. (1990). Emotional Intelligence, Imagination, Cognition, and Personality, 9(3), 185-211, Salovey, P., Lerner, N., Brackett, M. A., Rivers, S. E., & Shiffman, S. (2006), Relating emotional abilities to social functioning: A comparison of self-report and performance measures of emotional intelligence. Journal of Personality and Social Psychology, 91(4), 780-795. Seige, C. P., & Wiese, B. S. (2009). Social support from work and family domains as an antecedent or moderator of work-family conflicts? Journal of Vocational Behavior, 75(1), 26-37. Shaffer, M. A., Harrison, D. A., Gilley, K. M., & Luk, D. M. (2001). Struggling for balance amid turbulence on international assignments: Work-family conflict, support and commitment. Journal of Management, 27(1), 99-121. Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). The measurement of satisfaction in work and retirement: A strategy for the study of attitudes, Chicago: Rand McNally. Stoeva, A. Z., Chiu, R. K., & Greenhaus, J. H. (2002). Negative affectivity, role stress, and work-family conflict. Journal of Vocational Behavior, 60(1), 1-16. Suliman, A. M., & Al-Shaikh, F. N. (2006). Emotional intelligence at work: Links to conflict and innovation. Employee Relatioons, 29(2), 208-220. Vinokur, A. D., Pierce, P. F., & Buck, C. L. (1999). Work-family conflicts of women in the Air Force: Their influence on mental health and functioning. Journal of Organizational Behavior, 20(6), 865-878. Voydanoff, P. (1988). Work role characteristics, family structure demands, and work/family conflict. Journal of Marriage and the Family, 50(3), 749-761. Voydanoff, P. (2005). Consequences of boundary-spanning demands and resources for work-to-family conflict and perceived stress. Journal of Occupational Health Psychology, 10(4), 491-503. Wayne, J. H., Musisca, N., & Fleeson, W. (2004). Considering the role of personality in the work - family experience: Relationship of the big five to work-family conflict and facilitation. Journal of Vocational Behavior, 64(1), 108-130. Wharton, A. S., & Erickson, R. J. (1993). Managing emotions on the job and at home: Understanding the consequences of multiple emotional roles. Academy of Management Review, 18(3), 457-486. Yang, N., Chen, C. C., Choi, J., & Zou, Y. (2000). Sources of work-family conflict: A sino-u.s. comparison of the effects of work and family demands. Academy of Management Journal, 43(1), 113-123. Zeidner, M., Matthews, G., & Roberts, R. D. (2004). Emotional intelligence in the workplace: A critical review. Applied Psychology: An international review, 53(3), 371-399. Zhao, J., Thurman, Q., & He, N. (1999). Source of job satisfaction among police officers: A test of demographic and work environment models. Justice Quarterly, 16(1), 157-173.