

The Mechanism of Work-Family Conflict on Emotional Work of Women

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Abstract: Emotional work can help women use visible facial expressions and body movements to improve service quality. Based on cognitive dissonance theory, individual-environment matching theory, and resource preservation theory, this article uses qualitative research methods and analyzes the effects of work-family conflicts of women on emotional work based on questionnaire data from five hundred women mechanism. The research results show that when women experience work-family conflict, they will have a sense of work pressure. Individuals will consume emotional resources in order to relieve the sense of work pressure. When excessive consumption occurs, individuals will perform emotional work in order to prevent the continued loss of resources; when women experience work-family conflict, the higher their perceived organizational support is, the easier it is to reduce emotional work.

Keywords: work-family conflict, women, emotional work

1. Introduction

The division of labor in society has become increasingly obvious, and the status of men and women in society has become increasingly balanced. With the significant improvement of their status, more women get rid of the shackles of daily housework and enter the workplace. Data show that in 2020, the number of employed women in urban and rural areas in China has reached about 49.8% of the total employed population, and this data has increased in recent years [1]. As a special group, women play a very important role in both work and family. With the continuous increase of workload, the role requirements of women in work and family are also constantly changing. With limited personal time and energy, it is difficult for women to take care of both work and family, thus encountering serious role conflicts.

Emotional work refers to the behavior of employees to manage their own emotions to meet the organization's prescribed emotions, including surface performance and deep performance. Both surface and deep performance can reduce the sadness that has been induced [2]. For organizations, advocating women to carry out emotional work is helpful to the formation of the concept of love and dedication and customer first, and promotes the improvement of organizational performance and the realization of organizational goals. Therefore, it is of practical significance to explore the impact of work-family conflict on the emotional work of women. However, existing related research mainly focuses on the direct impact of work-family conflict on employee behavior. The internal mechanism of work-family conflict affecting employee attitudes and behavior is still in an unpredictable state. This research takes this as a starting point and hopes to provide help.

2. The theoretical basis and literature review of the research

2.1 Work-family conflict and emotional work of women

Work-family conflict refers to a kind of role interaction conflict. This role interaction conflict is caused by the pressure of work and family. In some aspects, there are conflicts that are difficult to mediate. It includes two directions: that is, work that interferes with family life due to work-level needs Family conflicts and family work conflicts that affect work tasks due to family needs [3]. Emotional work refers to a way in which employees are committed to managing their own emotions, creating visible facial expressions and body movements to service objects to obtain labor compensation [4].

For women, when they cannot balance the dual roles of work and family, work-family conflicts

arise. Work-family conflicts promote the generation of negative emotions such as individual tension and depression, which can easily lead to emotional exhaustion of women and reduce their work and life satisfaction. When women bear excessive job role pressure, they are prone to psychological depression. According to the theory of cognitive dissonance, women produce negative emotions due to work-family conflicts, which does not conform to the rules of organizational emotional performance, and these two cognitive factors are maladjusted. When cognitive dissonance occurs, women will take actions to alleviate the dissonance. That is to say, when women face work-family conflicts and produce negative emotions, they may not directly express themselves at work, but may follow the emotions prescribed by the organization. Performance rules to control and regulate oneself, that is, use emotional work to give the client satisfactory service. In order to meet the requirements of work, as the degree of work-family conflicts rises, the degree of restraint of women on their own emotions will inevitably rise.

2.2 Work-family conflict and work pressure of women

Work stress is an adaptive response produced when individuals perceive that their internal and external coping resources cannot meet the needs of the work level. It is the result of the interaction between the individual and the work environment. This interaction can make the individual's physiology, psychological and behavioral changes. According to the theory of individual environment matching proposed by French and Caplan, when the individual and the environment work together, the individual's failure to meet the work requirements will result in work pressure[4]. The characteristics of women playing important roles between work and family determine that they must switch roles between work and family. When she cannot meet the requirements of work and family at the same time, work pressure will arise.

The fuzzy roles, role conflicts, unsatisfied expectations, overwork, and interpersonal conflicts among members are all sources of work pressure. When people consume more resources in order to meet the increasing role requirements from work or family, if they cannot get the support of another defender, they will have a corresponding sense of tension and role pressure will increase. Some studies believe that work-family conflict can better predict the work pressure of employees, and the work-family conflict encountered by female employees is more likely to produce work pressure than male employees [5].

2.3 The mediating role of work stress

Work pressure will affect the working status of women to a certain extent, and even cause them to produce negative emotions. However, in order to cope with work needs, individuals need to consume a lot of ability and resources to control emotions. According to Hobfoll's resource conservation theory, when faced with a large amount of resource loss, individuals will tend to take actions to prevent the continued loss of resources [6]. Therefore, he may not release his negative emotions excessively at work, but restrain himself and show emotional work behaviors. Individuals will make coping strategies to alleviate the stress and tension caused by internal and external work and life events beyond their own resources. That is, when faced with pressure from work-family conflict, the company's regulations prevent employees from venting their true inner emotions, and individuals will adopt corresponding emotional work strategies to deal with them. The research of Grandey found that employees' perception of work pressure significantly positively affects their surface performance behavior [7]; research by Yang et al. also confirmed that work pressure generated by irrational customer behavior significantly positively affects employees' surface performance behavior, and significantly negatively affected their surface performance behavior to affect its deep performance behavior [8]. Based on the above analysis, this study believes that work stress may act as a bridge between work-family conflict and emotional labor of women.

2.4 The moderating role of organizational support

The organizational support is the perception and views of employees about the organization, which is mainly reflected in the organization's recognition and concern for their contributions and interests. In the face of work-family conflict experienced by employees, organizations are not powerless, but can alleviate the negative effects of work-family conflicts by enhancing the organizational support perceived by employees. The organizational support may make women have a mentality of repaying the organization, and this mentality will make them have responsibility and commitment to their work, hoping to repay the organization through more work investment. The organizational support will

enhance women's identification and emotional commitment to the organization. In order to make the clients satisfied with the services they provide, women need to comply with the emotional expression methods prescribed by the organization. Women with high organizational support will consciously abide by the emotional expression rules, even if they have negative emotions, they will express themselves appropriately emotions to achieve emotional labor. According to the theory of resource conservation, when employees perceive higher organizational support, they can supplement the psychological resources consumed by work-family conflicts, and alleviate the negative impact of their own resources continuous consumption.

3. Research design and methods

3.1 Sample selection

This study took women as the research object. A total of 500 questionnaires were sent out and 466 were returned. The effective questionnaire was 427, and the effective response rate was 85.4%. The average age of the study subjects was 35.68 years old, and the average length of service was 7.56. The state-owned enterprises accounted for 12.68%, private enterprises accounted for 72.83%, foreign/joint ventures accounted for 12.76%, and others accounted for 16.8%; ordinary employees accounted for 71.68%, grassroots managers accounted for 19.8%, middle managers accounted for 8.65%, and senior managers accounted for 1.9% .

3.2 Variable measurement

This study mainly used scales commonly used at home and abroad to measure related constructs to ensure the reliability and validity of the measurement tools. All variables are measured using a Likert 5-level scale, where 1 means "completely disagree", 2 means "disagree", 3 means "uncertain", 4 means "agree", and 5 means "totally agree".

Work-family conflict uses the Work-Family Conflict Scale compiled by Netemeyer et al. This scale includes two dimensions, WIF (Work Interfering with Family) and FIW (Family Interfering with Work), with a total of 10 questions. Emotional labor uses the emotional labor scale compiled by Grandy et al., which contains two dimensions: surface performance and deep performance. The overall pressure questionnaire is used for work pressure, which mainly draws on the work pressure measurement indicator system designed by Cooper, Sloan and Williams, which contains 7 indicators. The organizational support uses 9 items in the organizational support perception scale compiled by Ling and others. This study also selected age, working years and the nature of the company as control variables.

4. Data analysis and results

4.1 Reliability and validity analysis

Use SPSS21.0 statistical analysis software for analysis. The analysis results show that the Cronbach's α values of work-family conflict, work stress, organizational support, and emotional labor are 0.896, 0.850, 0.707, and 0.860 respectively, which are all above 0.7, indicating that the reliability of the questionnaire is good. In order to test the construction validity of the scale, this study used the Amos model to fit the data of each variable. The statistical results show that the CFI, IFI, and GFI values of several variables such as work-family conflict, work stress, organizational support, and emotional labor are all greater than 0.9. Except for the RMSEA value of work stress, which is 0.094, the RMSEA values of the remaining variables are all below 0.080, the χ^2/df value of each variable is less than 5. This shows that each variable has good construct validity and can basically fit the sample data.

4.2 Descriptive statistics and correlation analysis

The statistical results in Table 1 show that the average work-family conflict level of the surveyed women sample is 2.629, the average work pressure is 2.838, the average organizational support is 2.929, and the emotional labor average is 3.236. From the data point of view, the scores of all variables are not high.

The Pearson correlation coefficient was used to determine the correlation between the variables. The results of the study showed that the correlation coefficient between work-family conflict and emotional labor was 0.312 ($P < 0.01$), and the correlation coefficient between work-family conflict and work stress was 0.657 ($P < 0.01$), the correlation coefficient between work stress and emotional labor was 0.314 ($P < 0.01$); the correlation coefficient between organizational support and emotional labor was 0.444 ($P < 0.01$). The mean value, standard deviation and correlation coefficient of the variables are shown in Table 1.

Table 1 Mean value, standard deviation of each variable and correlation coefficient between variables

Variable	Mean	Standard deviation	1	2	3	4	5	6	7
Age	32.460	7.832	1						
Working years	7.56	6.312	0.896	1					
Enterprise Nature	2.471	1.207	0.312	0.271	1				
Work-family conflict	2.629	0.825	0.098	0.142	0.131	1			
Work pressure	2.838	0.738	0.121	0.158	0.047	0.128	1		
Organization support	2.929	0.788	0.235	0.126	0.025	0.112	0.139	1	
Emotional work	3.236	0.729	0.123	0.166	0.312	0.657	0.314	0.444	1

5. Conclusion

Based on the data obtained from the questionnaire survey of women, this study confirms that women's work-family conflict positively affects emotional work, and work-family conflict positively affects their work pressure, and work pressure plays a part of the mediating role between work-family conflict and emotional work; organizational support negatively regulates the relationship between work-family conflict and emotional work. This result shows that women will have a sense of work pressure when they experience work-family conflicts. Individuals will consume emotional resources to relieve the sense of work pressure. When excessive consumption occurs, individuals will perform emotional work in order to prevent the continued loss of resources; when women experience work-family conflicts, the higher their perceived organizational support, the easier it is to reduce emotional work.

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