

# 國家科學及技術委員會補助專題研究計畫報告

## 疆界強度與職家衝突：性別差異、職家要求與資源的整合模型

報告類別：精簡報告  
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執行單位：東吳大學企業管理學系（所）

計畫主持人：吳欣蓓

計畫參與人員：大專生-兼任助理：陳欣  
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報告附件：出席國際學術會議心得報告

本研究具有政策應用參考價值：否 是，建議提供機關  
(勾選「是」者，請列舉建議可提供施政參考之業務主管機關)  
本研究具影響公共利益之重大發現：否 是

中華民國 111 年 10 月 28 日

中文摘要：本研究以邊界理論為基礎，目的在探討工作/家庭要求、疆界強度和職家衝突之間的關係。同時，考慮男女可能在資源運用上有別，檢驗工作/家庭資源（主管的工作與家庭行為正直和配偶支持）與性別的交互作用是否扮演積極緩衝疆界強度和職家衝突關係之角色。本研究以來自雙薪家庭、至少養育一名子女的台灣全職工作者為研究對象，利用人際網絡回收樣本，經採兩階段收案後，回收有效問卷共271份。研究結果顯示，日常使用手機或電腦等設備加班會使工作與家庭邊界都變弱，並分別增加家庭對工作的衝突與工作對家庭的衝突，工作與家庭邊界於模型中皆為部分中介效果。再者，在日常使用手機或電腦等設備加班-家庭邊界-工作對家庭的衝突的中介模型中，家庭邊界、配偶支持與性別於中介模型第二階段的三階交互作用成立，亦即，男性且有高度配偶支持者會隨著家庭邊界漸強，大幅減少來自工作對家庭衝突的壓力。

中文關鍵詞：工作/家庭要求、疆界強度、職家衝突、工作/家庭資源、性別差異、邊界理論

英文摘要：Based on border theory, this study aims to explore the relationship among work/family demands, boundary strength, and work-family conflicts. Meanwhile, the underlying mechanism through which individuals' work/family resources factors (supervisor work and family behavioral integrity and spouse support) moderate the relationship between boundary strength and inter-role conflict and the three-way interaction adding gender difference into it were tested, while men and women might use resources to cope with weakened boundary strength of work and family differently. The current study collected 271 valid responses from Taiwanese full-time employees of dual-earner families with at least one child living within the family and adopted the two-wave survey through personal contacts. The results revealed that daily smartphone/computer use after work weakened the work and family boundary strength and then increased family-to-work conflict and work-to-family conflict later on, respectively. The work and family boundary strength had partially mediating effects in the two processes. Moreover, the three-way interaction of family boundary strength, spouse support, and gender had a significant moderating effect on the work-to-family conflict in the moderated mediation model, depicting the process from daily smartphone/computer use after work to family-to-work conflict. That is, men with high spouse support decreased work-to-family conflict while family boundary strength increased.

英文關鍵詞：work/family demands, boundary strength, work-family conflict, work-family resources gender difference, border theory

# Boundary strength and work-family conflict: an integrated model of gender difference, work-family demands and resources

## 疆界強度與職家衝突：性別差異、職家要求與資源的整合模型

The purpose of this paper is to propose a model to examine how the active management of work-family boundary strength acts as a behavioral mechanism through which role demands influence the conflict experienced by individuals. This study contributes to expand prior research by offering active management of work-family boundary strength to balance the work/family demands and resources and the work-family literature in several ways. Firstly, we investigate the extent to which work and family demand influence inter-role conflict through a process of weakening cross-domain boundaries. We found that the daily smartphone/computer use after work as a work demand did positively affect WIF and weaken the family boundary strength directly (H1a). The work demand from excessive workload not only undermined family boundary strength but increased WIF partially and indirectly via the weak family boundary strength (H2b and H3b). In another way, family demands such as parental demand and filial duty increased WIF but were not related to family boundary strength while we entered both work and family demands into the model of predicting WIF.

Secondly, it seems that filial duty directly weakened the work boundary strength and increased FIW. However, the bootstrap results didn't support the mediating role of work boundary strength in this process. Furthermore, while we took both daily smartphone/computer use after work and family demands into account, the daily smartphone/computer use after work weakened the work boundary strength and increased FIW. Work boundary strength partially mediated the relationship between the daily smartphone/computer use after work and FIW.

Thirdly, we found that the interaction of FBS, spouse support, and gender had a moderating effect on WIF in the three-way moderated mediation model. Specifically, men suffered more WIF from weak FBS than women. However, the stressful situation dramatically lessened for men with higher spouse support than for those with lower, while increasing FBS. Thus, we validated the inter-role resource of spouse support as a contextual variable interacting with gender ultimately led to an active buffer between boundary strength of a domain (mainly FBS) and inter-role conflict (mainly WIF).

Finally, we also tested for the interactions of the two domain boundary strengths, resources and gender on the possible relationships between boundary strength and both WIF/FIW. However, the interaction of WBS, SS, and gender though had a moderating effect on FIW, the mediating effect of WBS was not significant. The interaction of FBS, SS, and gender though had a moderating effect on FIW, the mediating effect of FBS was

not significant. Therefore, the results cannot support our moderated mediation model whose rationale is to explore the resources compensation when people have to deal with the weak boundary strength of two domains.

From a theory-building perspective, our study has important implications for the management of work-family boundary strength. Firstly, amending the imbalance in existing literature's overemphasis on "workplaces," which overlooks the influence of "family spaces." Work and family studies conducted in the fields of industrial and organizational psychology (IO), and organizational behavior (OB) overemphasize the domain of "work" (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). This study simultaneously includes work and family causal variables and contributes to this field by mitigating this imbalance. We found that the stressful demands from one domain, especially from work, might draw resources from another domain to deal with. There were not only specific resource compensation but specific gender to deal with the weak family boundary strength. It implies that we always have to take a whole picture from two domains despite the salient demands mostly derived from work but the flexible resources could be from family.

Secondly, this study might also benefit gender theory and the compensation of resources theory. Rather than women eager to grab the help from spouses to deal with their weak family boundary strength, men need spouse support more while facing the situation of blur boundary. The fragile group could be the married men. Also, the stressful situation from weak family boundary strength should catch the family resources instead of the resources from work.

Our findings also have implications for both organizational strategies and managerial practice. The results confirmed that the excessive work not only weakened the family boundary strength as our assumption but the work boundary strength. People living in a hard-working culture too much emphasized their work which blurs their work and family boundaries easier than their family duty, even though they still had filial duty which increased the family-to-work conflict. It implies that our sample had less work flexibility and had to respond to their work demands timely. Therefore, organizations and managers should duly adjust task allocation to reduce pressure on employees to adopt excessive work behavior and avoid against the labor law. Moreover, married men needed more help to deal with the stressful work demands which caused weak family boundary strength. Except for the help from spouse support, organizations and managers should reconsider the workload for married men to help them ease their strains and to release their spouses' family loading as a supporter at the same time.

Our study has limitations, though each also brings an opportunity for future research. First, the self-reported measures may suffer from common method variance bias (Podsakoff et al., 2003), despite we adopted a longitudinal research design to minimize the potential impact. In addition, we conducted a post hoc analysis to detect possible effect by comparing our theoretical model with one single-common factor model. However, future research could adopt more than two-wave study design to elaborate the moderated mediation

model and collect real turnover data as an alternative source to cross-validate our findings. Second, the generalization of our findings may be limited by the small amount of sample we recruited. Future studies should recruit larger sample and pursue studies in different industries and countries to capture the generalizability of our research findings in various contexts.

The study aimed to explore the underlying mechanisms through which individuals' work/family resources factors moderate the relationship between boundary strength and inter-role conflict and can offer new insights into how to cope with increasing work-family responsibilities. Our moderated mediation model extends the research domain by testifying a three-way interaction of domain resources and gender-specific. The finding indicated that the daily smartphone/computer use after work weakened both work and family boundary strength and increased work and family conflicts in this post-pandemic period. Moreover, married men who relied on more spouse support perceived more salient actives and ultimately lead to a buffer between the boundary strength of a domain and inter-role conflict. This study addressed the question of how to help individuals deal with demands from both work and family domains and to reduce both work and family conflicts. The contribution of these findings can help organizations actively manage their employees' work-family boundaries in response to fluctuations in their work-family role demands/resources and how these boundary management decisions result in inter-role conflict that retains outstanding talents.

出國會議報告(因疫情取消)

**參加第十屆亞洲心理學與行為科學會議  
The 10th Asian Conference on Psychology  
& the Behavioral Sciences (ACP2020)**

服務機關：亞洲大學 經營管理學系

姓名職稱：吳欣蓓 助理教授

派赴國家：日本 東京

出國期間：2020/03/26~2020/03/29

## 出席國際學術會議心得報告

|        |  |
|--------|--|
| 會議時間地點 | 26-29 March 2020, Tokyo, Japan   |
| 會議名稱   | <p>The 10<sup>th</sup> Asian Conference on Psychology &amp; the Behavioral Sciences</p> <p>第 10 屆的「亞洲心理學與行為科學國際會議(ACP)」與大阪大學大阪國際公共政策學院 (OSIPP) 的 IAFOR 研究中心合作舉行，本次參加亞洲心理學與行為科學國際會議，主要在體驗多元文化心理學研究議題的發展。</p>  |
| 發表論文題目 | <ol style="list-style-type: none"> <li>1. Love Conquers Everything? The Work-Family Conflict and Intimacy of a Dual-career Family Who Live Apart</li> <li>2. The Antecedents of Overseas Work Intention: Self-efficacy Mechanism</li> <li>3. The Effects of Hindrance and Challenge Stressors Among Taiwanese Respiratory Therapists: Doctor Support as a Moderator</li> </ol> |
| 取消原因   | <p>本人原定赴約參加 ACP2020，且於 2019 年 12 月已繳交研討會註冊費。但因受嚴重特殊傳染性肺炎(COVID-19)疫情影響致無法成行。過程中考量到因為 ACP2020 屬於大型研討會活動，無法避免人潮擁擠、長時間近距離接觸，可能具有高度傳播風險，加以本人有孕在身，故為避免疫情感染且本人為高度傳染風險者，故決定不克前往參與，期待日後再有機會參與以達學術交流之效。</p>   |

# Love Conquers Everything ? The Work-Family Conflict and Intimacy of a Dual-Career Family Who Live Apart

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## Abstract

The aim of this study is based on a spillover perspective and investigates the main effects of work-family conflict on job/family satisfaction for the dual-career couples who live apart. Work-family conflict is including work-to-family conflict (WFC, work interfaces with family life) and family-to-work conflict (FWC, family interfered with work life). Moreover, marital intimacy from the leaved spouses might play a moderator role and implies a physiological resource of family based on conservation of resources theory. This study used a questionnaire and purposive sampling (couples with at least one child) for collecting data. Both the husband and wife filled out a hard copy and be defined as a leaver (work and live in different places far away from his/her family members) or left-behind (stay behind to take care of their child with his/her family). We collected 164 couples (n=328) from various companies and industries. The valid respond's rate was 83.53%. The respondents were half female and male. Their average age was 40.22 (SD= 9.12), and the average year of marriage was 11.06. The results show that WFC negatively affected job satisfaction for leavers whereas FWC negatively affected job satisfaction and family satisfaction for left-behind. Moreover, the leavers expressed their gratitude more, which made the left-behind spouses deal with FWC and job dissatisfaction better. The implications may serve as a reference for a dual-career family who are living apart to help them be more satisfied and happier in the family and work domains. HR should pay more attention to employees' family support.

**Keywords:** Work-family conflict, intimacy, job satisfaction, family satisfaction dual-career couples, conservation of resources theory



## **The Antecedents of Overseas Work Intention: Self-efficacy Mechanism**

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### **Abstract**

The purpose of this study was to assess the relationship between competition attitude, cultural intelligence (CQ), self-efficacy, and overseas work intention. According to self-efficacy theory, the authors proposed competition and cultural intelligence as the antecedents of self-efficacy. Meanwhile, we adopted self-determination theory to build the self-efficacy mechanism in which belief in oneself with competence might imply the fulfillment of competence need and the mechanism might lead to encourage students to pursue a challenging goal, like work overseas. The study collected data from 370 senior students in both public and private universities in Taiwan. A total of 306 participants returned valid responses making the valid response rate 82.7%. The results revealed that students possessing more competition attitude lead to having higher overseas work intention. The more cultural intelligence they have, the more self-efficacy and overseas work intention they showed. Self-efficacy had a partial mediating effect on the CQ- intention relation. Furthermore, metacognitive CQ was positively related to both self-efficacy and overseas job intention. Self-efficacy thus had a partial mediating effect on the path from metacognitive CQ to overseas work intention.

**Keywords:** competition, cultural intelligence, self-efficacy, overseas work intention

# **The Effects of Hindrance and Challenge Stressors among Taiwanese Respiratory Therapists: Doctor Support as a moderator**

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## **Abstract**

The respiratory therapists as a nursing group in the hospital also work under high pressure. Researchers should pay attention to how to facilitate their working well-being. This study aims to explore the effects of workload as a hindrance stressor and job on call as a challenge stressor on their job consequences such as emotional exhaustion, professional efficacy, job satisfaction, and physical health, as well as to examine the moderating effect of doctor support as a job resource. We collected data from 207 respiratory therapists from various hospitals in Taiwan. A total of 200 participants returned valid responses making the valid response rate 97%. The results revealed that the workload is positively related to emotional exhaustion and negatively related to physical health. On the contrary, the job on call has a positive effect on professional efficacy and job satisfaction. Furthermore, Respiratory therapists who perceived doctor support have more professional efficacy and job satisfaction, meanwhile feel less emotional exhaustion. Finally, doctor support buffers the negative relationships between workload and emotional exhaustion. This study provides on-call work deriving from the organizational policy is not necessary to be an obstacle and it can help respiratory therapists respond to their job requires (saving lives) quickly and well. Also, doctor support as a job resource merely a buffer but not a foster between challenges and the consequences.

**Keywords:** workload, job on call, doctor support, job consequences

108年度專題研究計畫成果彙整表

|                                  |       |                          |    |   |  |
|----------------------------------|-------|--------------------------|----|---|--|
| 計畫主持人：吳欣蓓                        |       | 計畫編號：108-2629-H-031-001- |    |   |  |
| 計畫名稱：疆界強度與職家衝突：性別差異、職家要求與資源的整合模型 |       |                          |    |   |  |
| 成果項目                             |       | 量化                       | 單位 | 質化<br>(說明：各成果項目請附佐證資料或細項說明，如期刊名稱、年份、卷期、起訖頁數、證號...等) |  |
| 國內                               | 學術性論文 | 期刊論文                     | 1  | 篇   | 本計畫培養之大專生(陳欣)與本人共同發表此一著作，並於使用計畫經費支出審稿與刊登費用；<br>陳欣、吳欣蓓*(2021)。〈競爭性、文化智商與出國工作意圖之關聯-自我效能的中介作用〉。《商管科技季刊》，第22卷第3期，頁299-324。(Supported by MOST 108-2813-C-468-148-H)   |
|                                  |       | 研討會論文                    | 0  |   |  |
|                                  |       | 專書                       | 0  | 本   |  |
|                                  |       | 專書論文                     | 0  | 章   |  |
|                                  |       | 技術報告                     | 0  | 篇   |  |
|                                  |       | 其他                       | 0  | 篇   |  |
| 國外                               | 學術性論文 | 期刊論文                     | 2  | 篇   | 本人與共同作者發表此一著作，並於使用計畫經費支出潤稿與刊登費用；<br>Wu, H. P. & Wang, Y. M. * (2022). Work-family conflict and family commitment among commuter marriages: A dyad analysis. Frontiers in Psychology, 13:860717. doi: 10.3389/fpsyg.2022.860717 (SSCI)<br>Wu, H. -P., & Lu, L. * (2022). The protecting effect of team support for hospital nurses working while ill: A cross-level moderated mediation model. International Journal of Stress Management. Advance online publication. https://doi.org/10.1037/str0000271 |
|                                  |       | 研討會論文                    | 0  |   |  |
|                                  |       | 專書                       | 0  | 本   |  |
|                                  |       | 專書論文                     | 0  | 章   |  |
|                                  |       | 技術報告                     | 0  | 篇   |  |
|                                  |       | 其他                       | 0  | 篇   |  |
| 參與計畫                             | 本國籍   | 大專生                      | 3  | 人次  | 本計畫培養之大專生有陳欣、胡傳翊與許舒婷三人，陳欣與許舒婷於計畫執行期間皆取得大專生科技部計畫；<br>1. 許舒婷 (2020)。《大學生使用社群   |

|  |      |         |   |  |
|--|------|---------|---|--|
| 人力   |      |         |   | 媒體經驗與正負情緒之關聯》，109-2813-C-468-067-H。<br>2. 陳欣(2019)。《競爭性、文化智商、自我效能與出國工作意圖之關聯》，108-2813-C-468-148-H。 |
|  |      | 碩士生     | 0 |  |
|  |      | 博士生     | 0 |  |
|  |      | 博士級研究人員 | 0 |  |
|  |      | 專任人員    | 0 |  |
|  | 非本國籍 | 大專生     | 0 |  |
|  |      | 碩士生     | 0 |  |
|  |      | 博士生     | 0 |  |
|  |      | 博士級研究人員 | 0 |  |
|  |      | 專任人員    | 0 |  |
| 其他成果<br>(無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。) |      |         |   |  |