



Is work-family conflict not just a Western world phenomenon?

Work demands, work resources, and their impact on work-family conflict: A two-country comparative study (The Netherlands versus Taiwan)

Master thesis Human Resource Studies

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Abstract

The purpose of this present study is to explore to what extent work demands (work load, working hours) and work resources (organizational family support policies availability, supervisor support) have an impact on work-family conflict and to what extent culture will moderate this relation. Is work-family conflict only a Western society specific or it can be cut across cultural boundaries. For both Dutch and Taiwanese employees, it was found that work demands such as workload and working hours are strong contributors to the perception of work-family conflict. In addition, two work resources such as organizational family support policies and supervisory support were found essential to alleviate the feeling of work-family conflict. Evidence was found that there are country differences on work-family conflict. However, the collected data did not portray significant interaction between culture and work-family conflict. The data collected for this research showed dissimilarities in terms of employment types and industries. Therefore, it is suggested to conduct future research on more equivalent data.

Keywords: *working hours, workload, work demands, organizational family support policy, supervisory support, work resources, work-family conflict, cross culture*

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Introduction

The contemporary development of information technology enables people to work at any time, in any place in the world. This possibility makes the boundaries between work and family life less clear to individuals (Hoobler, Hu, & Wilson, 2010). For instance, some particular jobs may require employees to keep in contact with their work at all times, such requirements potentially blur the boundary between employees' work and non-work domains. In the past few years, increasing female participation in the workforce forces dual-earner families to share the workload of family household responsibilities. Such changes expose both female and male employees to deal with work-family balance issues. This also contributes to reduce the boundaries between work and private activities as both partners are working. It implies that more and more employees are struggling to combine the demands from work and family (Byron, 2005). As Greenhaus and Beutell (1985) state, when people need to combine work and family responsibilities, it often leads to a certain degree of work-family conflict (hereafter called WFC). WFC is a type of inter-role conflict. It occurs when individuals perceive that pressures from their work demands and responsibilities interfere with their family life, or vice versa (Byron, 2005).

These profound changes have heightened interest of numerous researchers in understanding the potential impact that work-family issues have on employees, family members, and organizations (i.e. Kossek, Noe, & DeMarr, 1999; Yang, Chen, Choi & Zou, 2000; Lu et al. 2010). However, most of this literature has focused on developed Western countries, such as countries in North America and Western Europe (Spector et al. 2007). There is hardly any research beyond the Western World where changes in family patterns tend to be more remarkable. Thus, it leads to the question whether WFC is uniquely a Western society phenomenon, or whether more global than expected.

In the Netherlands, a typical Western European country, it is estimated that at least 40% of all employees are faced with difficulties combining work and family life (Geurts, Kompier, Roxburgh, & Houtman, 2003). However, work and family issues are just beginning to receive widespread attention in Asia. In the last few decades, Taiwan has experienced a rapid transformation from a labour-intensive manufacturing economy to one which is primary focused on high-tech industries (Lu, Cooper, Kao, & Zhou, 2003; Lu et al., 2010). With an emphasis on work ethics and job responsibility, hardworking culture is ingrained in Taiwanese society. According to IMD's annual report (2012), working hours of Taiwanese employees are

among the highest in the world. On average, Taiwanese employees work around 2200 hours annually. These past few years, a number of cases were reported as several Taiwanese employees were found dead from overworking. The lengthy working hours suggest considerable work demands for Taiwanese employees and potentially interfere with their family life. Moreover, due to the change in business environment and social structure, the male majority in the workforce has been gradually decreasing, while female labour participation is steadily rising (Directorate-General of Budget, 2012). Thus, an increasing amount of Taiwanese employees, especially dual-earner families are, now facing the issues of balancing demands of work and family (Hsu, Chou, & Wu, 2001; Lu, Huang, & Kao, 2005; Lu et al., 2010). They are in need of solutions to reduce WFC.

Nevertheless, it is not just work demands that have effects on WFC, Byron (2005) finds that work resources also affect WFC, and buffer the perceptions of WFC. According to Anderson, Coffey, and Byerly (2002), work resources can be divided into formal and informal resources. Formal work resources are formal organizational family support policies, such as flexible work time and parental leave. While informal work resources are supervisor support and a family friendly organizational culture. Many Western organizations have introduced work-family policies and arrangements that assist employees in combining their work and family responsibilities (Dikkers et al. 2007). In Taiwan, both formal and informal work resources are deficient. Only in recent years, increasing number of organizations has begun providing these benefits to their employees.

Additionally, there is a significant power distance between supervisor and subordinates, for instance, the centralization of authority and the degree of autocratic leadership (Hofstede, 2001) cause that the supervisor has the power to control and determine subordinates' welfare. Given a significant degree of power distance, employees tend to respect and accept their supervisor's decisions. As a result, even if formal work resources exist, employees still cannot fully utilize those benefits. Since there is a lack of formal resources and work climate is characterized by power distance, Lu et al. (2010) suggest that it might be helpful for Taiwanese employees to receive support from their supervisor to diminish WFC. Moreover, the research of Behson (2005) also demonstrates that informal work resources (i.e. supervisory support) better predict a reduction in WFC than formal work resources (i.e. flexible work time). Hence, the focus is on informal work resources, particularly the support from supervisors, as a mean to reduce WFC.

With regard to previous discussions, the research question is formulated as follows:

To what extent do work demands (workload, working hours) and work resources (organizational family support policies availability, supervisory support) impact WFC and to what extent does culture moderate this relation?

The present study attempts to examine the relations between work demands, work resources, and WFC. Detailed explanation of variables will be presented in the theoretical framework. As mentioned previously, most of the research in this area is mainly focused on Western developed countries which share similar economic conditions and individualistic cultural society (Korabik, Lero, & Ayman, 2003; Lu et al., 2010). We would like to choose one of them and compare it with an Asian counterpart. The Netherlands is chosen because the Dutch culture is one of the countries with strong individualism. Furthermore, the present study is able to utilize available data from the research group. The Netherlands have been part of the country comparison in WFC filed earlier (Geurts, Kompier, Roxburgh, & Houtman, 2003), but it has not yet been compared to an Asian economy like Taiwan. Thus, another focus for this study is to use a comparative cross-cultural context involving Dutch and Taiwanese employees to investigate whether Western assumptions and findings are culture specific, and whether no significant differences between both countries exist.

Theoretical Framework

Work Demands and Work-Family Conflict

One of the primary causes of WFC is associated with individuals having insufficient time to handle both work and family demands (Greenhaus & Beutell, 1985). Numerous Western studies have consistently indicated that work demands are antecedents of WFC (Frone, Russel, & Cooper, 1997; Hammer, Neal, Newsom, Brockwood, & Houtman, 2005). Work demands can be recognized as the number of working hours and perceived workload. Working hours represent the objective amount of time that employees spend performing paid occupational labor (Yang et al. 2000). Bruck, Allen, and Spector (2002) note that, those employees, who devote themselves more to their work, are more likely to have conflict between work and family (as cited in Lu et al. 2009). As mentioned in the introduction, Taiwanese employees in general work beyond the standard number of working hours as industriousness is ingrained in society. Hence, in the present study, working hours are considered by the actual working hours instead of contract working hours.

In the same vein, workload is also identified as an antecedent of WFC. There are two forms of work load, one is quantitative, and the other one is qualitative. Quantitative work overload occurs when employees perceive that they have too much work that needs to be done within a specific period of time. Thus, employees could perceive their workload as high (Greenglass, Burke, & Moore, 2003). Qualitative work overload relates to the complexity of the work tasks (Maslach, Schaufeli, & Leiter, 2001), or the emotional demands (Van Veldhoven, Meijman, Broersen, & Fortuin, 2002).

Compared to the linkage between working hours and WFC, Byron (2005) indicates that perceived workload has a stronger relationship with WFC than the number of working hours. Such finding is in line with Karasek's (1979) research, indicating that workload is one of the important indicators of work demand. Consequently, it is expected that both working hours and workload have an influence on the perceptions of WFC (Allen, Herst, Bruck, & Sutton, 2000; Byron, 2005).

In modern industrialized societies, work and family can be seen as two important aspects in most people's life. Work and family occupy most of time in a day and thus become the most active domains for individuals. As Taylor (2002) stated, work and family domains overlap and interact. Sometimes work even gives substantial meaning to individual's life.

WFC is the most studied concept in work-family literature and much of the research on this topic has been conducted within the perspectives of role theory (Katz & Kahn, 1978). Role theory suggests that within social settings, various social structures are formed; individuals are required to fulfil various roles, such as family or work roles (Parsons & Shils, 1951). Therefore, it can be argued that the involvement in multiple incompatible roles will engender conflicts (Katz & Kahn, 1978). Greenhaus and Beutell (1985) define work-family conflict as "a norm of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respects" (p.77). Based on the study of Frone, Russel, and Cooper (1992), WFC is a bidirectional conceptualization: work interferes with family and family interferences work. WFC occurs when work interferes with family life. For instance, an individual might want to spend more time on his/her personal life or fulfil family responsibilities, yet perceiving work demand hinders the intention. On the other hand, conflicts occur when family life interferes with work (Byron, 2005). For instance, an individual might experience lack of sleep when they have a new born baby. Hence, he/she could be lacking energy to deal with work.

Since several studies suggest that WFC has more influence on employees compared to family-

work conflict, only WFC is considered in the present study.

However, conflicts can be either objective or subjective. Not every individual who experiences these situations will view this as a conflict that interferes with their life. Several studies (Frone & Yardley, 1997; Kalliath & Brough, 2008) indicate that WFC is a subjective construct that is perceived by individuals if increased conflicts lead to negative outcomes. In this study, WFC is mainly considered as a subjective perception of pressures from work and family that are hard to balance. Based on the above theories, the following hypothesis is formed for testing:

Hypothesis 1: The more work demands, (a) working hours and (b) workload, are experienced by employees, the higher their level of perceived work-family conflict.

Work resources to Work-Family Conflict

When there is conflict between work and family roles, it diminishes individuals' perceptions of both the quality of work life and the quality of family life. This, in turn, increases the WFC (Higgins, Duxbury, & Irving, 1992). Lu et al. (2009, 2010) suggest substantial measures to reduce WFC by identifying and cultivating resources from work. According to Warren and Johnson (1995), there are three types of work resources aimed at promoting work-family balance: family oriented benefits, family friendly organizational culture, and supportive supervisor practices. Consistent with Warren and Johnson (1995), Eby et al. (2005) found that family oriented benefits and supportive supervisors are two main mechanisms at work that help employees easing the perception of WFC.

According to Allen (2001); Bardoel, Tharenou, and Moss (1998); Lewis (1997), organizational family-oriented benefits refer to benefits and working situations provided by organizations assist employees balancing their work and family needs (as cited in Sabil, Marican, & Lim, 2011). In other words, it means that organizational support policies are implemented to reduce the employees' WFC. Hence, in the present study, the term organizational family support policies will be used.

However, Perlow (1995) indicate that the implementation of those organizational family support policies needs to be accompanied by other policies that create a perceived supportive organizational culture. For instance, some organizations provide work from home arrangement as one of the organizational family support polices, but during the evaluation period, the supervisor might not be able to evaluate employees properly if they are not in the office. Under

these circumstances, the organizational family support policies may not be so beneficial for employees.

In order to establish a supportive family-friendly organizational culture, supervisory support is essential. Thomas and Ganster (1995) find that supervisory support could indeed reduce WFC. In addition, Hughes and Galinsky (1988) propose that supervisors need to be sensitive and understanding to employees' family needs and willing to assist them in handling WFC. Therefore, in order to make organizational family support policies tangible to employees, it should encompass organizations' sensitivity and acceptance of employees' family commitments together with supervisors' emotional support for the employees' family needs (Lu et al., 2009).

The conservation of resource theory (hereafter called COR) serves as a framework for the relationship of supervisory support in WFC (Westman, Hobfoll, Chen, Davidson, & Laski, 2004). The COR theory posits that employees who receive support from supervisors or colleagues may be able to establish a balance between work and family responsibilities and may experience less WFC (Jansen, Kant, Kristensen, & Nijhuis, 2003). In the same vein, research by Frye and Breugh (2004), suggests that supervisory support can be seen as a resource to diminish WFC.

In the present study, it is suggested that organizational family support policies and supervisory support act as work resources in reducing WFC. Arguments supporting the beneficial effects of assorted work resources in balancing work and family life are apparent. Thus, the following hypothesis is formulated.

Hypothesis 2: The more (a) organizational family support policies and (b) supervisory support exists, the lower is the employees' level of perceived work-family conflict.

Individualism – Collectivism

The literature review on WFC issues was largely based on studies conducted in the developed Western countries. As pointed out by Spector et al. (2004) those countries share a number of important characteristics in terms of economic conditions, family structure and cultural values held by a large share of these societies and that are measured in various cultural dimensions. For instance, Hofstede (1984) introduced cultural dimensions such as individualism as opposed to collectivism, and small power distance as opposed to larger power distances. According to Hofstede (2001)'s research on cross-cultural comparison, Taiwan is a society with relatively large power distance, while the Netherlands is a society with smaller power distance. These

cultural differences are likely to influence how WFC is perceived in different countries (Aycan, 2008).

Individualism-Collectivism (hereafter called I-C) is a construct that is commonly adopted in cross-cultural studies. Research findings support that I-C moderates the relationship between work demands, such as working hours, workload and WFC (Lu et al., 2009; Lu, Gilmour, Kao, & Huang, 2006; Spector et al., 2004, 2007; Yang, Chen, Choi & Zhou, 2000). As noted by Hofstede, 2001; Markus and Kitayama, 1991; Triandis, 1995, I-C is a quantitative measure of national culture suggesting that being self-construal should follow socially independent or interdependent criteria (as cited in Lu et al., 2009).

The core of individualism is that people view work and family as separate domains, which, in turn, focuses on individual goals and independence (Spector et al., 2007; Triandis, 1995; Markus & Kitayama, 1998; Yang, 2005). Hofstede (1984) suggests that Western Europe (i.e. the Netherlands) is considered as individualistic.

The core of cultural collectivism is that people keep work and family as integrated domains (Yang, 2005), that family interests are placed above the individual preference, and to structure the social relationship (Spector et al., 2007; Markus & Kitayama, 1991). In collectivist societies, people focus on the family's welfare (Spector et al., 2007; Triandis, 1995). Putting extra effort into work can be seen as neglecting family commitment (Yang et al., 2000). Hofstede (2001) has suggested that East Asian (i.e. Taiwan) culture is considered as collectivist.

In a comparison study involving Taiwan and United Kingdom, Lu et al. (2006, 2010) note that Taiwanese people tend to emphasize work more than personal life. However, they view work as a means to support the family's financial security instead of a way to achieve individual goals. Thus, one may still say that Taiwanese people work to live (Lu & Gilmour, 2004).

Prior research has examined the relationship of work demands with WFC, and revealed a positive link between perceived workload and working hours for various countries such as the United Kingdom, United States, China, Taiwan and the Netherlands (Lu, Gilmour, Kao & Huang, 2006; Lu, Kao, Chang, Wu & Cooper, 2008; Yang et al., 2000; Cousin & Tang, 2004; Janssen, Peeters, de Jonge, Houkes & Tummers, 2004). Yang and her colleagues find support in the linkage of working hours and WFC, and indicated that the relationship is stronger in China than in the United States. Compared to the study of Yang et al. (2000), Spector et al. (2004) find a contrary result that working hours are related more strongly to WFC in the individualistic than in the collectivistic countries. In light of these inconsistent findings, numerous of authors find

support to explain these inconsistency that I-C indeed moderates the relationship between work demands and WFC (Lu, Gilmour, Kao, & Huang, 2006; Spector et al., 2004, 2007; Yang, Chen, Choi & Zhou, 2000).

Based on the study of Yang et al. (2012) individualists tend to prefer a clear boundary between work and non-work life domains, which matches with their independent self-construal characteristic (Triandis, 1995). Thus, people from individualistic countries may perceive long working hours as threatening to their possibilities to spend time on non-work domains (Lu et al., 2006; Spector et al., 2004, 2007).

In contrast, employees in collectivistic countries might consider long working hours less threatening and are thus immune to WFC. They also tend to live together with parents and relatives or live near them, hence employed individuals can rely on the extended family (i.e. grandparents or other relatives) to take care of some of their non-work-related obligations (i.e. child care; Spector et al., 2007; household responsibilities; Aycan & Eskin, 2005). Furthermore, employees in collectivistic countries are used to blurring the boundary between their work and non-work domains, and their job involvement with their lives (Yang et al., 2012). Thus, long working hours may be perceived as a natural extension of their interdependent self-construal (Triandis, 1995).

Due to the fact that collectivistic individuals view work as a means to support their family, they are willing to work overtime for the organization and are not likely to experience a work overload. In summary, employees in collectivistic countries may perceive lower workload than employees in individualistic countries. Hence the following hypotheses are formed:

Hypothesis 3a: National I-C moderates the relation between working hours and WFC, such that the effect of working hours on WFC will be greater for employees in the Netherlands (an individualistic country) than for employees in Taiwan (a collectivistic country).

Hypothesis 3b: National I-C moderates the relation between workload and WFC, such that the effect of workload on WFC will be greater for employees in the Netherlands (an individualistic country) than for employees in Taiwan (a collectivistic country).

As mentioned before, supervisory support could be recognized as a resource to mitigate WFC. Yet, most findings were based on Western countries with individualist cultures. Low power distance is classified with individualistic culture and characterized by relatively equal power

sharing, and attention to ranking difference is not appreciated (Hofstede, 1984). It instead encourages a reduction of power differences between supervisors and subordinates thus that supervisors should be resourceful democrats and organization hierarchy is seen as exploitive. Therefore, it may be assumed that supervisors in individualistic cultures might be more compassionate and supportive when employees need help dealing with both their work and home responsibilities.

In collectivistic culture, the common supervisor subordinate relationship is defined as leaders that show authority by giving directions/orders, and expect their subordinates to follow. Hence, supervisors have a major influence on employees' welfare. Even if the organization provides organizational family support policies, there can be unwritten rules in the workplaces, and employees are refrained from using these policies. They are afraid that if they use organizational family support policies too often, this behaviour could be seen as reduced commitment to their work. Lu et al. (2010) suggest that it might alleviate the feelings of WFC if the supervisor is supportive, such as conceding flexibility for subordinates to handle family duties at work (i.e. taking a brief leave of absence). Kamerman and Kahn (1987) found that support at work is beneficial to both employees' work performance and integrating work-family roles. Thompson and Prottas (2005) also confirmed supportive supervisor could bring a positive effect in reducing the WFC of employees. The following hypothesis is formed given the fact that few formal organizational family-friendly policies are provided in Taiwanese firms and substantial power distance exists. Thus the following hypothesis is formulated.

Hypothesis 4: National I-C moderates the relation between supervisory support and WFC such that the effect of supervisory support on WFC will be greater for Taiwanese employees than for the Dutch employees.

We therefore build the conceptual model with all hypotheses as follows.

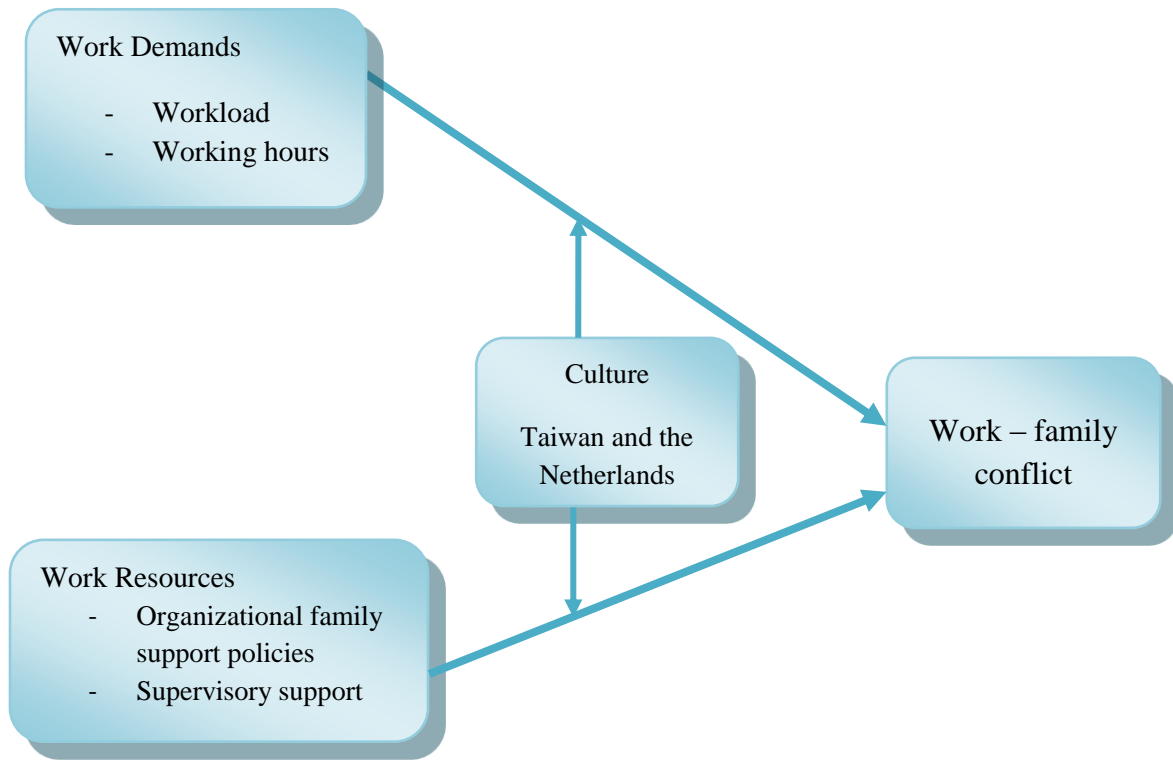


Figure 1. The conceptual model

Method

Design and procedure

The present study is designed as a cross-sectional research. The questionnaires were intended for different research projects, hence there are two different questionnaires. One was designed for employees and another one for their direct managers. Both questionnaires include a variety of variables. Both questionnaires were formulated in several different languages, including Dutch, English, German and Simplified Chinese. Since English is not the native language for Taiwanese and to prevent a selection-bias, questionnaires used for Taiwanese was translated from English to Traditional Chinese and then independently translated back into English, to ensure the order and meaning did not deviate from its original construct, translated questionnaires were checked by another researcher. The Dutch data were distributed by

bachelor and pre-master students of Tilburg University to organizations operating in the Netherlands. The Taiwanese data were collected from the author's personal contacts. Participants were asked by an email invitation to fill out an online questionnaire (Google docs), or an MS Word questionnaire. A possibility to fill in a paper-pencil form was also provided. Questionnaires were sent back by email or post. Participation in the study was voluntary and confidentiality was guaranteed. The data collections in both countries took place between February and March 2013.

Sample

526 respondents filled in the questionnaire completely. For the purpose of this study only employees' questionnaire were used. The Dutch data was collected from a variety of different sectors, such as the health care industry, trade, industrial, finance and commercial services. The Dutch data were in total 349 respondents (N=349). The respondents were 45% male and 55% female, age ranging between 16 to 64 years, the mean age was 37 years (SD=12.6 years). There were 17 % respondents from the health care industry.

The Taiwanese data was collected from 177 respondents and 176 were valid (N=176). There was 1 outlier who reported 400 working hours, which is impossible. Respondents were from a variety of backgrounds and different levels in the organizations, such as from front line employees to management in manufacturing, financial, medical, governmental, education and commercial services. There were 34% male and 66% female, age ranging from 21 to 56 years, the mean age was 34.45, years (SD=6.7 years). There were 24.3% respondents from the health care industry.

Since most of the organizations were selected based on the contacts that the students had available, the sample can be characterized as a convenience sample.

Measures

Working hours were chosen from the actual weekly working hours instead of contract working hours, because people often work longer hours than stated in their contract. The actual working hours were retrieved directly from the questionnaire through questions like "How many hours do you actually work per week (including paid and unpaid over hours, excluding commuting time)?"

Workload is measured by the scale of Valentine, Greller and Richtermeyer (2006). The scale contains eight questions, and three questions were selected to measure workload. Example

questions are “I feel I’m working too hard in my job”; “I feel frustrated by my job” and “I feel emotionally drained by my work.” Items were answered on a five-point Likert scale, ranging from 1 (never) to 5 (always). Based on the results of the factor analysis, there is one component with eigenvalue > 1 (eigenvalue = 1.946), the total explained variance was 64.86. In addition, factor analysis on the separate Taiwanese and Dutch samples showed similar results. A reliability analysis for the workload scale concluded a Cronbach’s α of .72 which showed that this scale was reliable.

Work-family conflict is measured by the scale of Netemeyer et al. (1996). There were eight items in total. These items indicated whether work demands influence family responsibilities negatively. An example question is: “The demands of my work interfere with my home and family life”. In order to measure the concept of WFC, a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) is used for answering. Scores are averaged, and a higher score indicates a higher WFC. For the current sample an exploratory factor analyses was executed for WFC to test whether items measure the same construct in the sample. All the items are loaded on one component which had an eigenvalue greater than 1 (eigenvalue = 5.18). These eight items indeed measure one construct. Hence, the WFC scale consists of eight items and the scale for WFC was reliable with Cronbach’s α of .92. The total explained variance was 64.81. In addition, factor analyses on the separate Taiwanese and Dutch samples were carried out and showed similar results.

Supervisory support is measured by the scale of Hammer et al. (2007). The scale contains 12 items with questions like “my supervisor makes me feel comfortable talking to him/her about my conflicts between work and non-work” (see Appendix for all items). Items were answered on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). A factor analysis was carried out to examine whether all items measure the same construct. All items loaded on one component with eigenvalue greater than 1 (eigenvalue = 7.62), the total explained variance was 69.31. Thus it confirmed that these items indeed measure one construct. The reliability of the scale is examined, the result revealed a Cronbach’s α of .95. In general, scales with α greater than .7 are considered to be reliable thus this scale is reliable. Furthermore, factor analyses on the separate Taiwanese and Dutch samples were also showed similar results.

For organizational family support policies, respondents were asked by the question “Does your company offer the following work-life arrangements?” There were nine different arrangements listed in the questionnaire. These arrangements were for instance (a) flexible working hours (b)

working from home (c) on-side childcare. To determine the number of available arrangements, respondents could answer “yes” that their organization offers the arrangement or “no” that their organization does not offer these arrangements or “unknown” that respondents are not certain whether the arrangement is available. Based on the respondents’ answers, responses were coded 0 = no or unknown, and 1 = yes. After recording, responses were computed into one new variable. The score can range from 0 (there are no work home arrangement at all) to 9 (all arrangements are available).

The moderator country was divided into the Netherlands and Taiwan. Employees from the Taiwan were coded as 0, and employees from the Netherlands were coded as 1.

A number of demographic factors were incorporated in this study in order to rule out alternative explanations for the findings. For instance, the following variables were controlled for: gender, a dichotomous variable dummy coded as 0 = male, 1 = female, marital status (0 = married, 1= not married) and age. In line with Byron (2005)’s suggestion, age was used as a control variable. Moreover, due to demographic developments, the younger generations’ workforce standards are different from those of older generations that prefer more work-life balance. In addition to ageing issues, employers have to consider employees’ needs at different stages of their lives and provide flexible work options. It was measured with the open-ended question “What is your age?” Gender was chosen because many studies on WFC have investigated the difference between males and females (Allen et al., 2000). Additionally, since health care employees have different work schedules (i.e. shift work) than employees who work in other sectors, hence it might be interesting to examine whether or not working in the health care sector has an influence on WFC. Both Dutch and Taiwanese employees who work in the health care sector were coded 0 and the rest were coded 1.

Results

Descriptive statistics was conducted including means, standard deviations and correlations of between all variables and control variables included in the research. In order to disclose basic relation between the variables, a Pearson correlation analysis was carried out. Analyses were conducted separately from the Dutch and Taiwanese samples including all research variables, and control variables. Table 1 presents the means, standard deviations and correlations. As it can be depicted from Table 1, for both Dutch and Taiwanese, the higher the workload for employees, the more they suffered ($r = .45, p < .01$; $r = .37, p < .01$). As similarly for the relation between working hours and WFC, the longer hours they worked the more WFC they perceived ($r = .19, p < .01$; $r = .25, p < .01$). Moreover, for both Dutch and Taiwanese employees, work resource was negatively related to WFC which implied that employees who received more resources from work were more likely to perceive less WFC ($r = -.14, p < .01$; $r = -.20, p < .01$).

Additionally, it was revealed that Taiwanese employees who work in the health care sector are inclined to perceive more WFC ($r = -.15, p < .05$). In contrast, Dutch employees who work in the health care sector were inclined to perceive less WFC ($r = .11, p < .05$), which is an interesting finding. The average score on WFC for Dutch was 1.93, and 2.81 for Taiwanese, thus it indicated that Taiwanese employees perceived more WFC than Dutch employees.

Table1: Means, Standard deviation and Correlation

	TW		NL		1	2	3	4	5	6	7	8	9
	Mean	SD	Mean	SD									
1 Age	34.45	6.69	36.98	12.65	1	-.06	.10	.02	.05	-.15**	.09	-.43**	-.25**
2 Workload	2.81	.76	2.13	.66	-.09	1	.05	.45**	-.20**	-.06	-.05	.02	.04
3 Working hours	49.80	12.18	32.39	11.82	.13	.02	1	.19**	.00	.13*	-.40**	-.21**	-.40*
4 WFC	2.81	.82	1.93	.66	.07	.37**	.25**	1	-.23**	-.07	-.05	.02	.11*
5 Supervisory support	3.00	.97	3.65	.62	.10	-.35**	.08	-.16*	1	.20**	.17**	-.08	-.08
6 Org family policy availability	1.13	1.49	3.41	1.69	-.28**	-.03	-.13	-.15*	.12	1	-.02	-.05	-.16**
7 Gender (0=Male, 1=Female)	.66	.47	.55	.49	-.09	.13	-.19*	.03	-.10	.01	1	.04	-.22**
8 Marital (0=married, 1=single/divorced)	.48	.50	.30	.46	-.42**	.08	-.13	-.12	.03	.16*	.01	1	.12*
9 sector H	.76	.42	.83	.37	.05	-.27**	-.07	-.15*	.20**	.15*	-.31**	.06	1
<i>t</i>					-2.92	10.50	15.59	12.35	-7.96	-15.90	2.41	3.76	-1.86
df					513.55	522	515	289.91	248.65	389.88	364.86	325.07	310.76
Sig (2-tailed)					.00	.00	.00	.00	.00	.00	.01	.00	.06

Note: The upper triangle is the correlation matrix for the Dutch sample; the lower triangle is the correlation matrix for the Taiwanese sample

TW = Taiwan; NL = the Netherlands

Sector H= Sector health care (0=work in health care; 1= not work in health care)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

In order to further examine the differences between the two countries, an independent *t*-test was conducted to compare the mean for both countries on variables used in the present research (see Table 1). There were some significant differences for respondents between the Netherlands and Taiwan. For instance, the average working hours in the Netherlands was 32.39 hours whereas in Taiwan, Taiwanese employees worked on average 49.80 hours. The Dutch respondents scored lower on workload (2.13) whereas Taiwanese employees scored (2.81). In addition, it revealed that Taiwanese employees received less supervisory support (3.00) than Dutch employees (3.65).

The proposed conceptual model is comprised of four independent variables, one dependent variable and one moderator. Hierarchical multiple regression analyses were carry out to test the Hypotheses 1 to 4. When predicting the dependent variable WFC, all demographic variables selected in the present study were entered in the first step to control for possible contribution. Working hours, workload, organizational family support policies and supervisory support were entered in Step 2. The R^2 equals .41 which implies that 41% of the variation in WFC was explained. Table 2 indicated that working hours ($\beta = .30, p < .001$), workload ($\beta = .39, p < .001$) have a positive effect on WFC. As a result, Hypothesis 1 “The more work demands, (a) working hours and (b) workload, are experienced by employees, the higher their level of perceived work-family conflict” has been confirmed. Moreover, organizational family support policies ($\beta = -.11, p < .001$), and supervisory support ($\beta = -.09, p < .01$) showed a negatively effect on WFC, which implies that, when there are more work resources available, employees are likely to perceive less WFC. Thus, Hypothesis 2 “The more (a) organizational family support policies and (b) supervisory support exists, the lower is the employees’ level of perceived work- family conflict” is confirmed as well.

Furthermore, when adding the interaction terms with culture (see Table 2), the corresponding factors turn out to be statistically insignificant. Hence, this suggests that workload, working hours and supervisory support had the similar effect on WFC for both Dutch and Taiwanese employees. Hypotheses 3a, 3b and 4 are therefore not confirmed.

Since there is a significant difference in working hours between the two countries, additional regression analyses were carried out to see whether a moderation effect is observable in more homogeneous samples. These samples are constructed by excluding extreme respondents (i.e. too high and low working hours). For both samples, respondents who reported working less than 15 hours per week were excluded. Their work did not consume a significant amount of time per week, hence they might have less trouble with WFC. For example, some of these respondents reported their employment type as a part-time job. Alternatively, these few reported hours were a clerical error where daily rather

than weekly hours were reported. However, respondents who reported working more than 90 hours per week were excluded as well. In these cases, those respondents would also need to be deleted. Thus, there were 38 respondents excluded from the Dutch sample and 8 respondents were excluded from Taiwanese sample, in total there were 480 respondents in the second data set.

When we inspect the new analysis (see Table 3), Hypothesis 1 and 2 remain supported, and some moderation effects of culture become significant (see Table 3). A significant moderation effect was found between working hours and WFC ($B = -.01, p < .01$). However, the moderation effect displays Dutch employees experience lower increases in WFC when working hours increase (see Graph 1). Graph 1 displays the moderation effect of culture of the estimated WFC on working hours. Based on the data set, the WFC is estimated for two individuals with 15 and 45 hours in each country. It can be observed that Dutch individuals display more WFC than their Taiwanese counterparts when having only few working hours. However, WFC increases less for Dutch as for Taiwanese employees when working hours increases. At 45 working hours, the WFC experienced by Taiwanese exceeds the WFC experienced by Dutch individuals. This rejects Hypothesis 3a, which explains the opposite.

Hypothesis 3b “National I-C moderates the relation between workload and WFC, such that the effect of workload on WFC will be greater for employees in the Netherlands than for employees in Taiwan” cannot be confirmed, the moderation effect is not significant.

Another significant moderation effect was found between supervisory support and WFC ($B = -.16, p < .05$). Graph 2 demonstrates the moderation effect of culture of the estimated WFC on supervisory support. Based on the data set, the WFC is estimated for two individuals with 1 (least supervisory support) and 5 (most supervisory support), respectively, in each country. It could be detected that a Dutch individual with least supervisory support perceives higher level of WFC. Contrarily, the Taiwanese individual with least supervisory support experiences a much lower level of perceived WFC. However, when the Dutch individual has most supervisory support, the level of perceived WFC is much lower than their Taiwanese counterpart. Supervisory support could lower the level of perceived WFC for both Dutch and Taiwanese individuals, but the effect is much stronger for the Dutch individual and it is not significant for the Taiwanese individual. This is contrary to the effect conjectured in Hypothesis 4. Thus, Hypothesis 4 is rejected.

Table 2. Regression Analysis with Work-family conflict as Dependent Variable

	Model 1	Model2	Model 1	Model2
	β	β	B	B
Gender	.02	.07*	.03	.09
Age	-.01	.02	-.00	.00
Marital Status	.06	.02	.11	-.01
Sector Health care	-.03	.04	-.08	.08
Workload		.39***		.39***
Working hours		.30***		.01***
OFSP		-.11***		
Supervisory support		-.09**		-.01
Culture				.30
Culture x Working hours				-.00
Culture x Workload				.01
Culture x SS				-.14
R ²	.00	.41	.00	.43
ΔF	.91	88.50***	.91	53.60***
ΔR^2			.00	.42

Note: N = 525

SS = supervisory support ; OFSP = organizational family support policy availability

* $p < .05$ ** $p < .01$ *** $p < .001$

Table 3. Regression Analysis with Work-family conflict as Dependent Variable

	Model 1	Model2	Model 1	Model2
	β	β	B	B
Gender	.04	.08*	.07	.08
Age	-.05	.03	-.00	.00
Marital Status	.10*	.01	.18*	-.01
Sector Health care	-.01	.04	-.02	.10
Workload		.37***		.33***
Working hours		.30***		.03***
OFSP		-.12***		
Supervisory support		-.07**		-.01
Culture				.84
Culture x Working hours				-.01**
Culture x Workload				.07
Culture x SS				-.16*
R ²	.02	.41	.02	.43
ΔF	2.2	75.735***	2.31	47.17***
ΔR^2			.02	.41

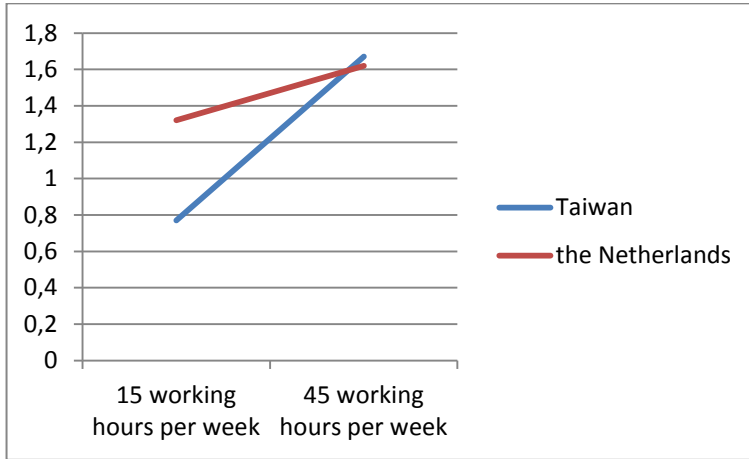
Note: N = 480

SS = supervisory support ; OFSP = organizational family support policy availability

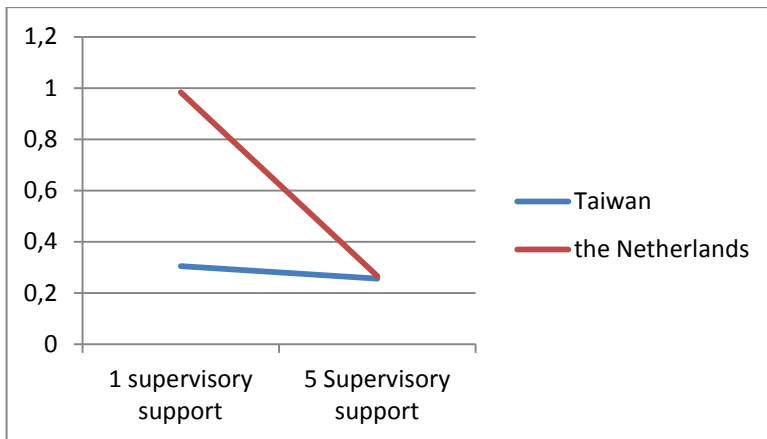
The regression coefficients shown are unstandardized regression coefficients B

* $p < .05$ ** $p < .01$ *** $p < .001$

Graph 1: Moderating effect of country of estimated WFC on working hours between Dutch and Taiwanese employees (N=480)



Graph 2: Moderating effect of country of estimated WFC on supervisory support between Dutch and Taiwanese employees (N=480)



Discussion

In the light of today's global mobility and flexible working systems, workers are facing with problems combining the right balance between work and family. This crucial impact of work-family issues has been recognized in Western countries and resulted in abounded researches. However, the way in which people organize work and family responsibilities in different cultural contexts may differ enormously. Few studies have investigated cross-cultural differences between the Netherlands and other countries, but little or nothing can be found comparing the Netherlands and Taiwan. The focal point of this study was to explore the extent to which work demands (working hours, workload), and work resources (supervisory support, organizational family support policies) impact WFC. The main goal of this study was to investigate the difference and similarities in effects of culture on WFC between the Netherlands (individualistic) and Taiwan (collectivistic). A sample with 526 respondents involving Dutch and Taiwanese employees was used to examine four hypotheses for this study. This study provides evidence that WFC is not only a Western societal phenomenon but a general call for alarm almost everywhere in the world. A growing number of Taiwanese people are facing WFC, in the past people would just work hard, and sacrifice their private life in order to have financial means to support their family. Although working hard is still inevitable for Taiwanese employees, WFC related issues have raising individuals' attention.

The overall results revealed that work demands demonstrate a consistent positive relationship with WFC, which is in line with previous research of Frone et al. (1997) and Hammer et al. (2005) which found that employees with higher work demands (working hours, workload) experienced a higher level of WFC. Particularly, when employees perceive their workload as high, the more WFC they incur, because they may be exhausted from work and thus not have energy to deal with family responsibilities. This is consistent with Spector et al. (2007)'s finding that workload is a sensitive antecedent of WFC. This study also shows that work resources such as organizational family friendly policies and supervisory support can be seen as a protecting effect against WFC. If work resources are available to employees, they can use it when necessary. This can help reducing the conflict between work and family. Thus, Hypotheses 1 and 2 were generally supported.

In contrary with expectations, no evidence was found for the moderation effect of culture on the relationship between worked hours, workload, supervisory support and WFC. Firstly, the interaction effect was tested to see whether the effect of working hours on WFC will be much greater for Dutch employees than for Taiwanese employees. Hypothesis 3a could not be confirmed, because the moderation effect of country on the relationship between working

hours and WFC was not significant. It could be explained by the fact that in the present sample, Dutch employees spent less time working, which implies they have more time to carry out and fulfil their family obligations and thus less WFC.

However, when we exclude Dutch employees who work less than 15 hours from the data set, the effect was found to be significant. For Dutch employees, working hours did not show higher levels of WFC as compared to Taiwanese. Instead, Dutch employees experienced less increase in WFC per extra working hour relative to Taiwanese employees. Hypothesis 3a is rejected. This could be explained that the Dutch sample has more part-time job holders who spend more time with their families whereas most Taiwanese respondents have full-time jobs and longer working hours which implies insufficient time to deal with their family responsibilities. According to the previously discussed theories, Taiwan as a collectivist country should have employees with lower level of WFC, because families are supportive to their careers and see long working hours as making sacrifice for their family thus family members offer domestic help (Spector et al., 2007). It seems Taiwanese are becoming sensitive about the boundaries between work and family, and increasing prioritize personal life more than work which is in contrast with previous research (Lu & Gilmour, 2004) but consistent with the finding of Yang et al. (2000).

Secondly, it was tested whether effect of workload on WFC will be stronger for Dutch employees than for Taiwanese employees. This interaction effect was found to be insignificant. Hypothesis 3b was therefore not confirmed. In theory, Dutch society as a representative of individualism is assumed to put personal life above work life. However, given the global economic recession, individuals are inclined to work harder in order to preserve the financial security to support a daily life. Thus, it might make the perception of WFC with regard to workload might be more similar between the two countries. In spite of the different cultural context between the Netherlands and Taiwan, they are currently sharing the same economic condition. Contrarily, previous researches were conducted in more prosperous economic conditions, where Western people were wealthier and devoting too much effort into work threatened their private life. Therefore, it is one recommendation for future research to examine this relationship in a longitudinal study in order to identify its economic effects on WFC.

Building on the theoretical propositions of the COR theory, when employees receive support from their supervisor, they are likely to establish a better balance between work and family. The last interaction effect was to examine whether supervisory support could be seen as a tangible work resource to alleviate WFC for Taiwanese employees. The linear regressions showed an insignificant result. Hence Hypothesis 4 cannot be confirmed. It

could be argued that firstly, the current economic condition might cause job holders to face lower job stability, thus workers and their family members might have common views that the main priority would be financial security, thus supervisory support may be less influential. Secondly, since Taiwan is a collectivist country, workers could receive assistance from their extended family members, which implies that supervisory support might not be as much appreciated, because some people might think help from their family members is sufficient. Furthermore, if the supervisors do not provide the same support to their entire subordinates, for those who did not receive the same help may see it as unfair, and for employees who were offered support, might be hesitant to accept extra treatment, because they do not want to destroy the harmonious atmosphere in their work place. Moreover, there might be some concern from the employee side who received help from their supervisors, because it's unwritten and unofficial hence they are uncertain whether supervisors will be critical during the appraisal.

Nevertheless, a significant but opposite result found in the second data set indicates that supervisory support is more helpful for Dutch employees to reduce WFC as compared to their Taiwanese counterparts. This could be explained in two ways. The second data set is smaller than the first one; hence there is an increasing risk of insufficient data and information to be observed. This could lead to conclusions based on coincidental effects rather than true effects that are also observable in the total population.

In addition, questions phrased in the questionnaire (see Appendix English questionnaire number 15, p41) can only indicate whether or not supervisory support is made available to the respondents, but it does not check whether respondents actually utilize supervisory support. In this way, it cannot be observed whether employees are too hesitant to accept support by their supervisors. This is, however, a probable scenario in Taiwanese society. Supervisory support may still not be a part of the organizational climate, thus employees might doubt whether it is positive to accept the help from their supervisor or not. Therefore, the consequence could be that wrong conclusions are drawn from the data set: the results would show a weak effect of supervisory support because it is assumed that all offered supervisory support is always utilized. Another alternative explanation could be the traditional work ethics and high power distance in Taiwan; employees usually have low bargaining power for their own welfare.

Limitations and Recommendations for Future Research

There are several shortcomings in the present study. Firstly, this present study is based on a cross-sectional design, all data collected, were based on observations representing a single point in time, which does not allow the establishment of any inferences on causality. Moreover, the characteristics of the questionnaire distribution can be counted as convenience samples; this might have an influence on the result. To capture more explicit data about the causal direction between variables, a longitudinal research design should be conducted. Thus, recommended for future studies. However, due to the time limitations and complexity, a longitudinal design was beyond the scope of the present study.

Secondly, the data were collected through self-reported questionnaires, which may bring the risk of common method variance, however, respondents' anonymity was guaranteed. In this case it might be difficult to determine whether the respondents interpreted the questions as they were intended to or it might have led to socially desirable answers. In addition, questionnaires used for Taiwanese respondents were translated directly from the English version, despite the use of back-translation method, yet the interpretation bias may still affect the respondents' choice of response and would affect the accuracy of the data. It is therefore recommended for future studies to combine both qualitative and quantitative research in order to reduce respondents' interpretation bias and this multi-method research will offer a broader overview of WFC from the different countries. Another alternative is to develop a questionnaire that is specially designed for the Asian context that fits more towards its cultural background. In addition, as the family structure differs from the Western countries, it might be useful to explore whether variation within family structures can affect the relations between work demands and WFC. For instance, would an extended family structure, such as having three generations living in the same house or nearby, reduce WFC?

Thirdly, there is lack of compatibility between the demography of the Dutch and Taiwanese sample. For instance, the employment type was not consistent, several respondents in the Dutch sample reported part-time jobs as their contract type, which does not result in the same category as a full-time job employee. This could give a distorted view in the analysis of the data. As a final remark for the sample improvement, it might be helpful to approach respondents from a wider age range to see whether people from different life stages have different perceptions of WFC.

Practical Implications and Conclusion

This study also has potential practical implications. Firstly, given employees are the most valuable asset of any organization, creating a double winning work environment, in which employees balance their professional and personal lives, is crucial for retaining highly qualified employees as well as increasing the organizations' competitive advantages. Secondly, as work resources are negatively related to WFC and Taiwanese employees are facing more issues of WFC, organizations in Taiwan could create an open and flexible work climate featured in which individuals are supported by their colleagues and supervisors. This could reduce the power distance between supervisor and subordinate. Another option would be to implement comprehensive organizational family friendly policies as tangible work resources. For multinational companies operating in collectivist societies, it is recommended to develop a set of best practices that adopt the local society's context (i.e. family structures, legitimacy, and economic conditions) to resolve WFC dilemmas.

In the contemporary world where economic globalization and technology are advancing rapidly, there is no doubt that, in the following years, most organizations will have a predominately global workforce. Hence, the challenge for their employees to balance work and personal life has evolved and requires new approaches. It is important for organizations to understand causes of WFC and potential remedies so that they can help employees on the issue of balancing between their work and family life. The results of the present study clearly show that work demands (working hours and workload) indeed have a positive effect on WFC, and work resources (organizational family support policies, supervisory support) could play an important role to diminish the perception of WFC. Moreover, the results also revealed that cultural differences exist, for instance, Taiwanese employees in general perceive a higher level of WFC than Dutch employees. This observation also answers the question raised in the title, whether WFC is only a Western phenomenon. Apparently, WFC exists also in collectivist countries such as Taiwan.

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Appendix

Questionnaire to employee (English)

Questionnaire Employee

Dear Sir/Madam,

For most people today combining paid work and the care for (grand) children and the elderly is a source of joy and enrichment as well as a source of stress. Tilburg University is initiating this study about the way people combine work and care and antecedents and consequences of how people juggle these responsibilities. We are interested in which aspects of the work environment are important for reaching a good balance between work and family.

You have been approached by one of our students to participate in this research. For our students collecting and analyzing data is a compulsory part of their training for the BSc in Human Resource Studies. Our students have been instructed how to guarantee the anonymity of the data. Nobody else than the research team of Tilburg University will have access to your answers. The data will be used for teaching and research purposes only.

In the questionnaire you will find statements and some general questions. Please carefully read the instruction with each set of questions before filling out the questions.

Participating will cost you about 18 minutes.

Thank you very much for your participation!

On behalf of the students and the research team,

A handwritten signature in blue ink, appearing to read 'M.L. van Engen', is written over a horizontal line.

Dr M.L. van Engen
Departement Human Resource Studies
Tilburg University

Work-life balance: Individual styles and support from the organization

A. Work Situation

To begin with, we would like to ask you a couple of questions about your current work situation.

1. How long are you with the present organization?	_____ years and _____ months
2. How many hours are you contracted to work per week?	_____ hours per week
3. How many hours do you actually work per week (<i>including paid and unpaid over hours, excluding commuting time</i>)?	_____ hours per week

4. What is your occupation? Please give a full description of your occupation, for example software developer; secretary; product manager.

5. The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job.

1 = Never 2 = Seldom 3 = Sometimes 4 = Often 5 = Very often	Never				Very often
	1	2	3	4	5
A When I get up in the morning, I feel like going to work.					
B At my work I always persevere, even when things do not go well.					
C At my job, I feel strong and vigorous.					
D I am enthusiastic about my job.					
E I am proud on the work that I do.					
F I find the work that I do full of meaning and purpose.					
G Time flies when I am working.					
H It is difficult to detach myself from my work.					
I I am immersed in my work.					

6. To what extent do you agree or disagree with each of the following statements?

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree				Strongly agree
	1	2	3	4	5
A I want to achieve the highest possible level in my work.					
B I have the ambition to reach a higher position.					
C I am ambitious.					
D My work is important for my self-actualization and self-development.					
E I have set high goals for my job.					

7. To what extent do you agree or disagree with each of the following statements?

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree				Strongly agree
	1	2	3	4	5
A In general, I like working here.					
B All in all, I am satisfied with my job.					
C In general, I don't like my job.					
D I think I could easily become as attached to another organization as I am to this one.					
E I do not feel like "part of the family" at my organization.					
F This organization has a great deal of personal meaning for me.					
G I do not feel a strong sense of belonging to my organization.					

8. To what extent are you satisfied or unsatisfied with each of the following statements?

1 = Very dissatisfied 2 = Dissatisfied 3 = Neutral 4 = Satisfied 5 = Very satisfied	Very unsatisfied				Very satisfied
	1	2	3	4	5
A I am satisfied with the success I have achieved in my career.					
B I am satisfied with the success I have achieved in my career in relating to my former fellow students					
C I am satisfied with the progress I have made toward meeting my overall career goals.					
D I am satisfied with the progress I have made toward meeting my goals for income					
E I am satisfied with the progress I have made toward meeting my goals for advancement.					
F I am satisfied with the progress I have made toward meeting my goals for the development of new skills.					

9. The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job.

1 = Never 2 = Seldom 3 = Sometimes 4 = Often 5 = Very often	Never				Very often
	1	2	3	4	5
A I feel like I'm at the end of my rope.					
B I feel I'm working too hard in my job.					
C I feel frustrated by my job.					
D I feel burn out from my job.					
E Working with people all day is really a strain for me.					
F I feel fatigued when I have to get up in the morning to face another day on the job.					
G I feel used up at the end of the day.					
H I feel emotionally drained by my work					

B. Work life policies

10. Does your company offer the following work-life arrangements?

	Yes	No	I don't know
A Part-time work			
B Flexible work hours			
C Working from home (telework)			
D Compressed work week (e.g. 4 days per week á 9h/day)			
E Parental leave			
F Short-term care leave			
G On-site childcare			
H Childcare information services			
I Eldercare assistance			

11. Are you using some of the following work-family policies yourself? Please indicate which of the following policies you are currently using.

	Yes	No	No, but I would like to
A Part-time work			
B Flexible work hours			
C Working from home (telework)			
D Compressed work week (e.g. 4 days per week á 9h/day)			
E Parental leave			
F Short-term care leave			
G On-site childcare			
H Childcare information services			
I Eldercare assistance			

12. Two questions regarding your current work schedule and working hours:

1 = Very poorly 2 = Poorly 3 = Reasonably 4 = Well 5 = Very well	Very poorly 1	2	3	4	Very well 5
A How well does the overall flexibility of you current work schedule meet your needs?					
B Taking into account your current work hours and schedule, how well is your work arrangement working for you?					

13. To what extent do you agree or disagree with each of the following statements?

14. Satisfaction of your work and organization. To what extent do you agree or disagree with each of the following statements?

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly Disagree 1	2	3	4	Strongly agree 5
A I am thinking about changing jobs					
B I am planning to search for a job at another company this year.					
C I expect to be working at another company soon					

C. Organizational culture

14. To what extent do you agree that each of the following statements represent the philosophy or beliefs of your organization (remember, these are not your own personal beliefs - but pertain to what you believe is the philosophy of your organization).

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree 1	2	3	4	Strongly agree 5
A Long hours inside the office are the way to achieving advancement.					
B Expressing involvement and interest in nonwork matters is viewed as healthy.					
C Employees who are highly committed to their personal lives cannot be highly committed to their work.					
D Attending to personal needs, such as taking time off for sick children is frowned upon.					
E Employees should keep their personal problems at home.					
F The way to advance in this company is to keep nonwork matters out of the workplace.					
G Individuals who take time off to attend to personal matters are not committed to their work.					
H It is assumed that the most productive employees are those who put their work before their family life.					
I Employees are given ample opportunity to perform both their job and their personal responsibilities well.					
J Offering employees flexibility in completing their work is viewed as a strategic way of doing business.					

D. Supervisor

15. Please read each of the following statements carefully and then decide to what extent you agree with each statement. Think about the manager/supervisor that you directly report to when answering the items.

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree 1	2	3	4	Strongly agree 5
A Supervisor is willing to listen to my problems in juggling work and nonwork life.					

B My supervisor takes time to learn about my personal needs.					
C My supervisor makes me feel comfortable talking to him/her about my conflicts between work and nonwork.					
D My supervisor is a good role model for work and nonwork balance.					
E My supervisor demonstrates effective behaviors in how to juggle work and nonwork balance.					
F My supervisor demonstrates how a person can jointly be successful on and off the job.					
G I can depend on my supervisor to help me with scheduling conflicts if I need it.					
H I can rely on my supervisor to make sure my work responsibilities are handled when I have unanticipated nonwork demands.					
I My supervisor works effectively with workers to creatively solve conflicts between work and nonwork.					
J My supervisor thinks about how the work in my department can be organized to jointly benefit associates and the company.					
K My supervisor asks for suggestions to make it easier for employees to balance work and nonwork demands.					
L My supervisor is able to manage the department as a whole team to enable everyone's needs to be met.					

16. Please indicate your agreement or disagreement with each of the following questions:

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree				Strongly agree
	1	2	3	4	5
A There is a match between my manager's words and actions.					
B My manager delivers on promises.					

C My manager conducts himself/herself by the same values he/she talks about.					
D When my manager promises something, I can be certain that it will happen.					

17. Please indicate your agreement or disagreement with each of the following questions that concerns the career support of your supervisor:

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree				Strongly agree
	1	2	3	4	5
A My supervisor takes the time to learn about my career goals and aspirations.					
B My supervisor cares about whether or not I achieve my career goals.					
C My supervisor keeps me informed about different career opportunities for me in the organization.					
D My supervisor makes sure I get the credit when I accomplish something substantial on the job.					
E My supervisor gives me helpful feedback about my performance.					
F My supervisor gives me helpful advice about improving my performance when I need it.					
G My supervisor supports my attempts to acquire additional training or education to further my career.					
H My supervisor supports my attempts to acquire additional training or education to further my career.					
I My supervisor provides assignments that give me the opportunity to develop and strengthen new skills.					
J My supervisor assigns me special projects that increase my visibility in the organization.					

18. The following statements characterize the relationship with your direct supervisor.

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree	2	3	4	Strongly agree
	1	2	3	4	5
A. I usually know where I stand with my supervisor.					
B. My supervisor understands my problems and needs.					
C. My supervisor recognizes my potential.					
D. Regardless of how much power he/she has built into his/her position my supervisor would be personally inclined to use his/her power to help me solve problems in my work.					
E. I can count on my supervisor to "bail me out" even at his or her own expenses, when I really need it.					
F. My supervisor has enough confidence in me that he/she would defend and justify my decision if I were not present to do so.					
G. I have a good working relationship with my supervisor.					

19. How long are you already working for your supervisor?	_____ years and _____ months
--	------------------------------

E. Work-life balance

20. Please indicate your agreement or disagreement with each of the following questions:

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree				Strongly agree
	1	2	3	4	5
A The demands of my work interfere with my home and family life.					
B The amount of time my job takes up makes it difficult to fulfil family responsibilities.					
C Things I want to do at home do not get done because of the demands my job puts on me.					
D My job produces strain that makes it difficult to fulfil family duties.					
E Due to work-related duties, I have to make changes to my plans for family activities.					
F The demands of my family or spouse/partner interfere with work-related activities.					
G I have to put off doing things at work because of demands on my time at home.					
H Family-related strain interferes with my ability to perform job-related duties.					

21. The following questions concern the influence your job has on your private life. Please indicate your agreement or disagreement with each of the following questions:

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree				Strongly agree
	1	2	3	4	5
A Being in a positive mood at work helps me to be in a positive mood at home.					
B Being happy at work improves my spirits at home.					
C Having a good day at work allows me to be optimistic at home.					
D Skills developed at work help me in my family life.					
E Behaviors required by my job lead to behaviors that assist me in my family life.					
F Values that I learn through my work experiences assist me in fulfilling my family responsibilities.					

22. To what extent do you agree or disagree with the following statements?

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree 1	2	3	4	Strongly agree 5
A People see me as highly focused on my work.					
B I invest a large part of myself in my work.					
C I control whether I am able to keep my work and personal life separate.					
D I control whether I have clear boundaries between my work and personal life.					
E I control whether I combine my work and personal life activities throughout the day.					
F People see me as highly focused on my family.					
G I invest a large part of myself into my family life.					

23. Considering your current family/private and work situation, to what extent do you agree or disagree with the following statements?

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree 1	2	3	4	Strongly agree 5
A I take care of personal and family needs during work.					
B I respond to personal communication (e.g. emails and phone calls) during work.					
C I do not think about my family, friends, or personal interests while working so I can focus.					
D When I work from home, I handle personal or family responsibilities during work.					
E I monitor personal-related communications (e.g. emails and phone calls) when I am working.					
F I regularly bring work home.					
G I respond to work-related communications (e.g. emails and phone calls) during my personal time away from work.					
H I work during my vacations.					
I I allow work to interrupt me when I spend time with my family or friends.					
J I usually bring work materials with me when I attend personal or family activities.					

24. Overall, how satisfied you are with...

1 = Very dissatisfied 2 = Dissatisfied 3 = Neutral 4 = Satisfied 5 = Very satisfied	Very dissatisfied 1	2	3	4	Very satisfied 5
A ... the way you divide your time between work and personal or family life.					
B ... your ability to balance the needs of your job with those of your personal and family life					
C ... the opportunity you have to perform your job well and yet be able to perform home-related duties adequately.					

25. Gender Ideology

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree	Strongly disagree 1	2	3	4	Strongly agree 5
A Generally speaking, family life suffers when the mother works more than three days a week.					
B Having a job is the best way for a woman to be independent.					
C Both men and women should contribute to the family income.					
D It is a man's job to provide for the income and for a woman to take care of the household and family.					
E Men should take a larger proportion of the domestic chores than they do now.					
F Men should take a larger proportion of childcare than they do now.					

F. Demographics

26. Sex	<input type="checkbox"/> Male <input type="checkbox"/> Female
27. Age	_____ Years
28. Nationality	_____
29. Marital status	<input type="checkbox"/> married/ cohabiting <input type="checkbox"/> single <input type="checkbox"/> divorced/ widowed

<p>30. If you are married/cohabiting, is your partner in paid work?</p>	<p> <input type="checkbox"/> Yes, full-time <input type="checkbox"/> Yes, part-time <input type="checkbox"/> Not working <input type="checkbox"/> Not applicable </p>
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31. Please indicate how many persons you carry the care responsibilities for in each of the following categories:

	Number
A Children under 3	
B Children in the age of 3-5 years	
C Children in the age of 6-12 years	
D Children in the age of 13-18 years	
E Children older than 18 years	
F Disabled or ill persons you care for	

31. Verification code

What is the first letter of your mothers' surname?	_____
What is your year of birth?	_____
What is the first letter of your fathers' first name?	_____

Thank you very much for participating in this study!

To be filled out by student	
M 1 2 3 4 5 6	Student Anr

員工問卷 工作與生活平衡

敬愛的先生/女士 您好:

對絕大多數的現代人來說，兼顧工作和照顧孩童或是家中長輩是一種喜悅和充實的來源之一，但同時也是一種壓力的來源。荷蘭蒂爾堡大學發起有關人們是如何兼顧工作和家庭照顧責任的前因後果和人們是如何同時處理這些職責的研究。因此，本研究團隊的研究目的為瞭解在何種工作環境中對於達到良好的工作 - 生活 - 家庭平衡是重要的。


收集的數據僅供學術用途使用，除了荷蘭蒂爾堡大學的學術研究團隊將無他人可以使用本數據資料，請您放心。所有問卷參與者將會被匿名並保密個人資料，絕不外洩。

在問卷調查中，您將會發現一些基本的敘述和問題。在回答問題前，請仔細閱讀相關的指示再作答。

本問卷的作答時間大約為十五分鐘

誠摯感謝您對本學術研究的參與!

謹代表全體學生和本學術團隊



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工作 – 生活平衡
個人風格與來自組織的支持

A 工作狀態

首先, 我們想先詢問幾題有關您目前工作的情况

1. 您在目前任職公司的服務時間為?	_____年_____月
2. 依照工作契約您一週所需的工作時數為多少?	_____小時 / 週
3. 您一週實際工作的時數 (包括給付和未給付的加班時數, 但不包括通勤時數)?	_____小時 / 週

4. 您目前的職業是什麼? 煩請提供職稱全名, 例如:軟體研發人員, 秘書, 產品經理

5. 下列的問題是描述您對於工作的感受, 請詳閱並依據您的切身感覺作答

1 = 從來沒有 2 = 極少 3 = 有時候 4 = 經常 5 = 非常頻繁	從來沒有 1	2	3	4	非常頻繁 5
A 當我早上起來時, 我有想去工作的動力					
B 在工作時, 我總是堅持己見, 即使事情進行的並不順利					
C 在我的工作中, 我感到精力充沛					
D 我對我的工作充滿熱情					
E 我對我的工作感到驕傲					
F 我認為我的工作充滿意義					
G 當我工作時, 時間總是過的特別快					
H 我感到難以從工作中抽離					
I 我沈浸在我的工作裡					

6. 請問在何種程度上您對下列描述的句子感到同意或是不同意？

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常 不同意 1	2	3	4	非常 同意 5
A 我想在我的工作中達到很高的職位					
B 我有抱負去達到更高的職位					
C 我有雄心去達到事業的高峰					
D 我的工作對我的自我實現和自我發展很重要					
E 我已經對我的工作設定了高的目標					

7. 請問在何種程度上您對下列描述的句子感到同意或是不同意？

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常 不同意 1	2	3	4	非常 同意 5
A 整體而言，我喜歡在目前的公司工作					
B 總體而言，我對我的工作感到滿意					
C 整體而言，我不喜歡我的工作					
D 我想我可以很容易地歸屬在一個組織中					
E 我不覺得在目前的組織裡就像“身為家庭的一份子”					
F 對我來說，目前的組織對我有很大的個人意義					
G 我不認為我對目前組織有強烈的組織歸屬感					

8. 請問在何種程度上您對下列描述的句子感到滿意或是不滿意？

1 = 非常不滿意 2 = 不滿意 3 = 普通 4 = 滿意 5 = 非常滿意	非常 不滿意 1	2	3	4	非常 滿意 5
A 我對職業生涯中已獲得的成就感到滿意					
B 和我之前的同儕相比，我對我職業生涯已獲得的成就感到滿意					

C 對於我的職業生涯目標而言，我對我目前已取得的進展感到滿意					
D 對於收入而言，我對於我目前的工作目標進展感到滿意					
E 對於發展而言，對我已達成的工作目標進展感到滿意					
F 對於學習新技能而言，我對我目前所取達成的進展感到滿意					

9. 下列敘述的句子是描述有關您對工作的感受，請詳閱並依據您是否在工作中有過下列的感受作答

1 = 從來沒有 2 = 極少 3 = 有時候 4 = 經常 5 = 非常頻繁	從來沒有 1	2	3	4	非常頻繁 5
A 我的工作使我感到智窮力竭					
B 我感到我工作很吃力					
C 我的工作使我有挫敗感					
D 我的工作使我感到身心俱疲					
E 對我來說，與他人共事一整天，是一種壓力					
F 當我早晨不得不起床去面對新一天的工作時，我感到疲倦					
G 當結束一天工作時，我感到筋疲力盡					
H 我的工作使我感到心力憔悴					

B 工作 – 生活安排措施

10. 請問您目前任職的公司有提供下列的工作-生活安排嗎？

	是	否	我不曉得
A 兼職工作			
B 彈性工作時間			
C 在家遠端辦公			
D 壓縮工作週（例如：一周工作四天，一天工作九小時）			
E 孩童照護假（非產假）			
F 短期家庭照護假			
G 公司附設托兒中心			
H 托兒資訊服務			

I 老人安養協助			
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11. 請問您有使用下列的工作-家庭措施安排嗎?

	是	否	沒有使用，但願意嘗試
A 兼職工作			
B 彈性工作時間			
C 在家遠端辦公			
D 壓縮工作週（例如：一周工作四天，一天工作九小時）			
E 孩童照護假（非產假）			
F 短期家庭照護假			
G 公司附設托兒中心			
H 托兒資訊服務			
I 老人安養協助			

12. 下列的兩個問題是有關您目前工作的行程和工作時數

1 = 非常差 2 = 差 3 = 尚可接受 4 = 好 5 = 非常好	非常差 1	2	3	4	非常好 5
A 您目前工作行程安排與個人需求的總體彈性為如何?					
B 把您目前的工作時數和工作行程考慮進去，您的工作時程安排執行的如何?					

13. 下列的問題是有關您對工作和組織的滿意度，請問在何種程度上您對下列描述的句子感到同意或是不同意?

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常不同意 1	2	3	4	非常同意 5
A 我正在考慮換工作					
B 我正在尋找在其他公司的工作機會					
C 我希望可以很快地到其他家公司工作					

C 組織文化

14. 請問您在何種程度上同意下列有關您對組織文化或信念的敘述（請注意，這些不是您個人的信念，是關於您認為是您目前所在組織的組織文化）

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常 不同意 1	2	3	4	非常 同意 5
A 長時間工作是升遷的必要之途					
B 表達對非工作相關事務的投入和興趣是被視為有益的					
C 花時間處理個人事務的員工, 是對工作沒有承諾感的人					
D 照顧個人需求, 例如請假照顧家裡生病的孩童是不被讚許的					
E 員工應該把私人問題留在家裡					
F 要在組織中升遷, 就必須將非工作相關的事務排除在職場之外					
G 員工因個人事由請假是代表對組織不效忠					
H 最有效率的員工是將工作置於家庭之上的人					
I 員工擁足夠的機會可以同時良好地執行他們的工作和履行個人責任					
J 組織為員工提供彈性的空間去完成他們的工作是一項策略性的商業行為					

D 主管

15. 請詳閱下列的敘述，並決定在何種的程度上您同意以下的敘述。作答時請以直屬的經理為主。

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常 不同意 1	2	3	4	非常 同意 5
A 我的主管願意去傾聽我的工作相關問題和工作以外的生活問題					
B 我的主管花時間去瞭解我的個人需求					
C 我的主管讓我感到沒有壓力去跟他/她說明有關我在工作與非工作間的衝突					

D 我的主管是一位在工作與非工作間取得平衡的良好典範					
E 我的主管展現出如何有效的兼顧工作與非工作中的行為					
F 我的主管展現出，一個人如何共同在工作與非工作中獲得成就					
G 如果我需要，我可以依靠我的主管來協助我如何調和衝突					
H 當我有無預警的非工作需求時，我可以信賴我的主管去確認我的工作仍可以被完成的					
I 我的主管可以有效地和員工一起解決工作和非工作間的衝突					
J 我的主管在安排工作時，能權衡部門同事與公司整體的利益					
K 我的主管與員工溝通如何更容易地平衡工作與非工作間的需求					
L 我的主管有能力把部門做為一個整體團隊去管理，讓每一個人的需求得到滿足					

16. 請問在何種程度上您對下列描述的句子感到同意或是不同意？

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常不同意 1	2	3	4	非常同意 5
A 我的主管言行一致					
B 我的主管信守承諾					
C 在執行工作和口語表達上，我的主管表現出一致的價值觀					
D 當我的主管承諾一些事情時，我可以確信他會執行承諾					

17. 下列的問題是有關主管對個人職業生涯的支持，請問在何種程度上您對下列描述的問題感到同意或是不同意？

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常不同意 1	2	3	4	非常同意 5
A 我的主管花時間去瞭解我的職涯目標和抱負					
B 我的主管關心我是否達成自己的職涯目標					

C 我的主管持續的告知我有關在公司裡不同的工作機會					
D 當我完成工作時，我的主管認可我的貢獻					
E 我的主管提供給我有效的工作表現反饋					
F 當我需要提升績效時，我的主管提供給我有用的建議					
G 當我需要額外的培訓或是進修來使我的事業更進一步時，我的主管是支持我的					
H 我的主管提供給我一些可以增進自我發展的機會					
I 我的主管提供給我一些可以發展和增進新技能的機會					
J 我的主管提供給我特殊的專案工作讓我在組織變得更加突出					

18. 下列的問題為描述您和您主管之間的關係，請指出您同意或是不同意下列敘述的問題？

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常 不同意	1	2	3	4	非常 同意
A 通常我知道我上司的立場						
B 我的主管瞭解我的問題和需求						
C 我的主管認同我的潛能						
D 不論我的主管本身權力的大小，他/她會使用他的權利幫助我解決工作中的問題						
E 當我需要時，我能期望我的主管幫助我解決問題，即使他/她犧牲個人利益						
F 即使我沒有信心去完成某些事情時，我的主管仍然對我有信心						
G 我和我的主管有良好的工作關係						

19. 請問您為現任的主管工作多久了？	_____年_____月
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E 工作-生活平衡

20. 請指出您同意或是不同意下列敘述的問題？

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常 不同意 1	2	3	4	非常 同意 5
A 我的工作負荷會干擾我的家庭生活					
B 我的工作時間讓我無法善盡家庭職責					
C 工作上的負荷讓我無法處理家中的事務					
D 工作所產生的壓力讓我無法善盡家庭職責					
E 我得為了公司相關的事務改變家庭活動的計畫					
F 家庭(配偶 / 伴侶)的需求影響了工作相關的活動					
G 因為家庭的需要，我不得不推遲一些工作的事情					
H 家庭有關的壓力影響了我在工作能力上的表現					

21. 下列的問題是關於工作對您個人生活的影響，請指出您同意或是不同意下列敘述的問題。

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常 不同意 1	2	3	4	非常 同意 5
A 在工作中積極的情緒幫助我在家庭中也有積極的情緒					
B 工作中的開心的情緒會提升我在家中的精力					
C 在工作中有愉快的一天使我在家中也是積極樂觀的					
D 在工作中獲取的技能有助於我的家庭生活					
E 工作中所要求的行為有助於我的家庭生活					
F 我在工作當中學到的經驗幫助我履行我的家庭責任					

22. 請問在何種程度上您同意或是不同意下列敘述的句子？

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常 不同意 1	2	3	4	非常 同意 5
A 人們認為我高度專注於我的工作					
B 我在工作上花費了很多的精力					
C 我可以掌控是否我要區分工作和個人生活					
D 我可以掌控是否我的工作和個人生活有明確的界線					
E 我可以掌控在一天中是否結合我的工作和個人生活					
F 人們認為我高度重視於我的家庭					
G 我在家庭生活中投入了大量的精力					

23. 將您目前家庭/個人和工作的狀態考慮進去，請問在何種程度上您同意或是不同意下列的敘述的問題？

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常 不同意 1	2	3	4	非常 同意 5
A 我在工作中處理有關個人和家庭需求的事情					
B 在工作中，我會回應私人通訊 (例如: 私人郵件或私人電話)					
C 在工作中，我不會思考有關家庭，朋友或是個人興趣的事情，所以可以集中精神					
D 當我在家遠程辦公時，我會處理個人或家庭相關的事務					
E 在工作中，我會查看私人通訊 (例如: 私人郵件或私人電話)					
F 我經常把工作帶回家					
G 在我下班後的個人生活時間，我會透過電子郵件和電話處理有關工作的事務					
H 我在我的假期時仍然會工作					
I 當我和家人或朋友在一起時，我允許我的工作打擾我					
J 當我參加個人或家庭活動時，我經常攜帶工作相關的資料					

24. 總體而言，請問您對下列敘述的句子滿意程度為？

1 = 非常不滿意 2 = 不滿意 3 = 普通 4 = 滿意 5 = 非常滿意	非常不滿意 1	2	3	4	非常滿意 5
A 您對於分配工作和個人家庭生活時間的方式					
B 您對於平衡工作和個人家庭生活的能力					
C 您有充分的機會去表現工作還可以適當地去處理與家庭有關的事務					

25. 請問在何種程度上您同意或是不同意下列的敘述的問題？

1 = 非常不同意 2 = 不同意 3 = 普通 4 = 同意 5 = 非常同意	非常不同意 1	2	3	4	非常同意 5
A 總而言之，當女性擁有全職工作時家庭生活會受到干擾					
B 女性擁有一份全職工作是展現自我獨立的最好方法					
C 男性和女性應該一起為家庭收入做貢獻					
D 男性的天職就是賺錢；女性的天職就是照顧家庭					
E 男性應該分擔更多的家務事					
F 男性應該分擔更多的孩童照護					

F 個人基本資料

26. 性別	<input type="checkbox"/> 男 <input type="checkbox"/> 女
27. 年齡	_____ 歲
28. 國籍	_____
29. 婚姻狀態	<input type="checkbox"/> 已婚 / 同居 <input type="checkbox"/> 單身 <input type="checkbox"/> 離婚 / 鰥居

<p>30. 如果您是已婚 / 同居，您的另一半是否擁有有薪工作？</p>	<p> <input type="checkbox"/> 是的，全職 <input type="checkbox"/> 是的，兼職 <input type="checkbox"/> 無工作 <input type="checkbox"/> 不適用 </p>
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31. 請註明在日常生活中，有多少人需要您的照顧？

	人數
A 小於三歲的兒童	
B 三至五歲的兒童	
C 六至十二歲的孩童	
D 十三至十八歲的孩童	
E 大於十八歲的成年人	
F 您所照顧的殘疾或生病的家屬為幾位？	

32. 識別代碼

請問您母親的姓氏為？(例如:范璐思，請填寫“范”)	_____
請問您出生的年份為？(例如: 西元 1990)	_____
請問您父親名字的第一個字為？(例如:范英格，請填寫“英”)	_____

全卷完
 誠摯感謝您對本學術研究的參與!