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# Professional Manager's Work-Family Conflict Based on Colaizzi Analysis Model

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The issue of work-family conflict is of great significance to the professional manager as it can his life and the development of his company. To date, little research has been undertaken on the professional manager's work-family conflict. Therefore, this study uses the Colaizz analysis model as a research method to analyze such conflict. In this study, questionnaires were used to obtain data, Colaizz analysis model were used for data analysis, and single-factor analysis of variance was used to analyze the factors affecting professional managers' work-family conflict. The research findings indicate that professional managers have a moderate level of work-family conflict. However, the specific level of conflict depends on a number of factors: the manager's age, number of working hours, qualifications, spouse's education, spouse's occupations, and the ages of his children. Overall, this study can provide a theoretical reference for subsequent related research.

Keywords: Colaizzi analysis; professional managers; work-family conflict; univariate analysis

## 1. INTRODUCTION

Professional managers are, to a certain extent, the inevitable result of the development of the market economy, and they are the core players in the modern enterprise management team. Professional managers originated in the United States in the 1900s. With the increasingly prominent role of professional managers in economic development, this group has gradually attracted the attention of scholars. The professional manager's work process will be affected by the work demands, resulting in conflict between his work and family, and work-family conflict is unavoidable. Therefore, it is necessary to discover the causes of the professional manager's work-family conflict and analyze it. The concept of work-family conflict was first proposed in 1964 by Kahn who defined it as a conflict that arises from the incompatibility between work and family roles caused by stress at work and family (Lu, 2013). Griggs suggested that work-family conflict is any conflict arising from the interaction of work-family stress (Griggs, 2013). Sanaz proposed the importance of working and family life (Sanaz, 2014). Dartey first introduced role conflicts into the study of work-family conflicts, and he argued that such conflicts were caused by the irreconcilability of work and family role pressures (Dartey, 2015). Lembrechts extended the single dimension of this concept to a two-dimensional two-way concept comprising work-family conflicts and family-work conflicts. Work-family conflict are those conflicts caused by work interference with families, and family-work conflicts are those caused by family interference with work. The boundary between the two is blurred and the two parties infiltrate each

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other (Lembrechts, 2015). Buxton argues that work-family conflicts are caused by individuals' inability to perform multiple roles (Buxton, 2016). Adisa pointed out that work-family conflict is caused by the time it takes for work, and the stress caused by energy affects the conflict caused by the individual's fulfillment of family responsibilities and obligations (Adisa, 2016). Joseph in turn expanded it into three dimensions, that is the time-based conflict: when the individual's time investment is biased towards one party, the conflict generated by the other party; the conflict based on stress: the negative emotions generated by one party affect the satisfaction of the other party's role; the behavior-based conflicts: at the time of role conversion, conflict was created because people could not adjust the original role model (Joseph, 2015). The two-dimensional three-dimensional model created by the Institute in the last 40 years constitutes a six-dimensional model of the current work-family conflict. Researchers such as Aazami et al. have combined the research on work-family conflict. Since then, related research has moved into a new stage of development. Scholars have conducted studies on the antecedent variables, outcome variables, mediator variables, and regulated variables of work-family conflict, the construction of work-family conflict model, and the structural cognition of work-family conflict (Aazami, 2016).

The research on work-family conflict in China started relatively late. It began with the introduction of the concepts of Western family conflicts related to work, and ranged from theoretical research to empirical research. Research objects have gradually expanded from groups such as college students, senior citizens and teachers to professional managers. At present, there is little research on this special group of professional managers. However, professional managers' work-family conflicts are very important for them as individuals, and for their family and work units. Research in recent years has focused mainly on the relationship between work-family conflict and job burnout, turnover intention, job performance, job satisfaction, and lack of relationship with individual subjective variables (Jin, 2016).

The above discussion suggests that the work-family conflict not only has a certain impact on the company, but also has some impact on the family. Professional managers' importance to companies is self-evident, and their work-family conflicts have a major impact on the enterprise. Therefore, it is necessary to investigate the professional worker's work-family conflict. This study used the Colaizz analysis model as a research method to analyze the work-family conflicts of professional managers.

## 2. RESEARCH METHODS

### 2.1 Colaizzi Analysis Model

The Colaizzi analysis method is commonly used for qualitative interview data. The analysis, collation and collection of interview data are carried out at the same time, and it is a continuous process. The analysis of qualitative interview data uses the induction method leading to hypotheses or theories derived by collecting and collating analytical data. Currently, several specialized qualitative research and analysis software are available (such as ATLAS.ti, QSR Nvivo, and QSR NUD*IST, etc.). The transcription of interview data usually includes the reproduction of verbalized speech, such as the conversion of audio recordings into words, and the recording of non-verbal information such as silence and body language (shaking his head, waving hands), and as the recording of emotional responses such as crying, coughing, sighing, etc. In addition, the way the transcriptor listens to and reacts to the content of the interview also plays a very important role in the form and accuracy of the transcription. During the process of collating and analyzing qualitative interview data, researchers need to carry out repeated thinking and re-recognition, which is called reflection and involves the following activities.

(1) All interview materials need to be carefully read; (2) Statements of significant importance are extracted; (3) Repetitive and meaningful opinions are coded; (4) Codified views are aggregated into topics; (5) Detailed and exhaustive descriptions are written; Researchers screen similar ideas and abstractthem as thematic concepts; (7) The researcher returns to the participant for verification and researchers integrate the subject terms so that they have a certain internal relevance. Based on the above program research program analysis, we can see that Colaizzi analysis can be compiled into a computer model to run in a computer. Therefore, this study uses the analysis software based on the Colaizzi analysis model to determine the level of work-family conflict experienced by professional managers. The model structure is shown in Figure 1.

### 2.2 Statistics of data

After the data was collected, the questionnaire was coded and SPSS22.0 statistical software was used for double-checking. Descriptive statistics were used to describe the demographic data of professional managers, and analysis of variance was used to determine whether differences in demographic factors influence work-family conflicts.

During the administration of the questionnaire, the survey subjects were given information to ensure that they had a clear and correct understanding of the purpose, significance, precautions, and completion methods of the questionnaire. The questionnaires were distributed on the spot and were collected immediately after completion. This prevented the respondents from handing completed questionnaires to others who might copy the answers. During the survey, the researcher answered any questions from participants to prevent inaccurate responses due to misunderstandings about items on the questionnaire. During the data entry process, questionnaires that had missing items, survey identities, and wave shapes, were removed; finally, all entries were double-checked.

## 3. RESULTS

The one-way analysis of variance was used to examine professional managers' work-family conflict and the age-related differences in each dimension. The results obtained are shown in Table 2.

The one-way analysis of variance was used to examine the work-family conflict of professional managers and the differ-

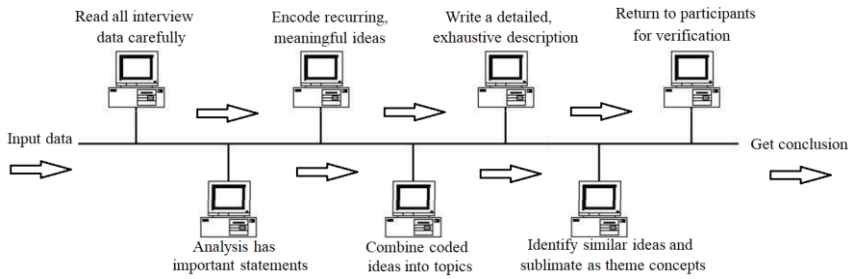


**Figure 1** Colaizzi analysis model.

**Table 1** Descriptive statistical analysis of demographic variables of professional managers.

| Variable | ≦30 | Number of cases | Percentage (%) |
|---|---|---|---|
| Gender | Male | 279 | 99.3 |
| | Female | 2 | 0.7 |
| Age | ≦ 30 | 35 | 12.5 |
| | 31-40 | 169 | 60.1 |
| | ≥41 | 77 | 27.4 |
| Working years (years) | ≦ 10 | 60 | 21.4 |
| | 11-20 | 133 | 47.3 |
| | ≥21 | 88 | 31.3 |
| Education | Specialist | 14 | 5 |
| | Undergraduate | 254 | 90.4 |
| | Master degree and above | 13 | 4.6 |
| Marital status | Unmarried | 13 | 4.6 |
| | Married | 255 | 90.7 |
| | Divorced | 13 | 4.6 |
| Spouse degree | Specialist | 38 | 13.3 |
| | Undergraduate | 171 | 60.9 |
| | Master degree and above | 55 | 19.6 |
| | Missing | 17 | 6 |
| Spouse occupation | Civil servant | 52 | 18.5 |
| | Doctors | 45 | 16 |
| | Employee | 24 | 8.5 |
| | Engineer | 16 | 5.7 |
| | Teacher | 10 | 8.6 |
| | Other | 117 | 36.8 |
| Child's age | Missing | 17 | 6.0 |
| | ≦ 5 | 74 | 26.3 |
| | 5-10 | 79 | 28.1 |
| | ≥10 | 97 | 34.5 |
| | Missing | 31 | 11 |

ence of each dimension in terms of hours worked. The results obtained are shown in Table 3.

The one-way analysis of variance was used to examine professional managers' work-family conflict and differences in education in different dimensions. The results obtained are shown in Table 4.

The one-way analysis of variance method was used to examine professional managers' work-family conflict and the differences in spouses' occupational in different dimensions. The results are shown in Table 5.

The one-way analysis of variance was used to examine professional managers' work-family conflict and the differences in the age of children in each dimension. The results are shown in Table 6.

## 4. DISCUSSION AND ANALYSIS

From Table 2, it can be seen that the professional managers in the 31 to 40-year-old age group have the highest work-family conflict scores, indicating that the 31- to 40-year-old professional managers have the greatest work-family conflict. The Sig value of the time-based work-family conflict dimension and the stress-based work-family conflict dimension is less than 0.01, reaching the level of significance, and the remaining dimensions fail to reach the level of significance.

**Table 2** Age differences (scores) of professional managers' Family Conflicts.

| Item (number of cases) | ≤30(n=35①) | 31∼40(n=169)② | ≥41(n=77)③ | F | Sig |
|---|---|---|---|---|---|
| Total score of work-family conflict | 49.80±9.69 | 52.89±9.95 | 50.09±11.41 | 2.648 | 0.073 |
| Time-based work-family conflict | 10.31±2.17 | 11.02±2.78 | 9.84±3.14 | 4.857 | 0.008 |
| Time-based family-work conflict | 7.43±2.30 | 7.17±2.37 | 7.28±2.65 | 0.183 | 0.832 |
| Stress-based work-family conflict | 9.17±2.62 | 10.37±2.55 | 9.45±2.78 | 5.047 | 0.007 |
| Stress-based family-work conflict | 6.66±2.33 | 7.04±2.29 | 7.22±2.62 | 0.669 | 0.513 |
| Behavior-based work-family conflicts | 7.89±2.32 | 8.66±2.17 | 8.23±2.25 | 2.239 | 0.108 |
| Behavior-based family-work conflict | 8.34±2.68 | 8.64±2.32 | 8.05±2.13 | 1.734 | 0.178 |

**Table 3** Differences in working hours of professional managers' work-family conflicts (scores).

| Item (number of cases) | ≤10①(n=60) | 11∼20② (n=133) | ≥21③ (n=88) | F | Sig |
|---|---|---|---|---|---|
| Total score of work-family conflict | 51.20±8.93 | 53.46±10.28 | 49.51±11.13 | 4.003 | 0.019 |
| Time-based work-family conflict | 10.90±2.20 | 11.14±2.84 | 9.61±3.04 | 8.398 | 0 |
| Time-based family-work conflict | 7.38±2.38 | 7.30±2.35 | 7.03±2.60 | 0.457 | 0.633 |
| Stress-based work-family conflict | 9.58±2.28 | 10.47±2.60 | 9.48±2.88 | 4.572 | 0.011 |
| Stress-based family-work conflict | 6.80±2.35 | 7.11±2.27 | 7.09±2.59 | 0.383 | 0.682 |
| Behavior-based work-family conflicts | 8.18±2.15 | 8.75±2.25 | 8.16±2.19 | 2.432 | 0.09 |
| Behavior-based family- work conflict | 8.35±2.35 | 8.68±2.35 | 8.14±2.26 | 1.537 | 0.217 |

**Table 4** Academic differences of professional managers' work-family conflicts (scores).

| Item (number of cases) | Specialist① (n=14) | Undergraduate② (n=254) | Master degree and above③(n=14) | F | Sig |
|---|---|---|---|---|---|
| Total score of work-family conflict | 44.29±12.75 | 52.09±10.00 | 52.85±13.01 | 3.898 | 0.021 |
| Time-based work-family conflict | 9.29±2.79 | 10.70±2.86 | 10.31±2.75 | 1.714 | 0.182 |
| Time-based family-work conflict | 5.21±2.26 | 7.32±2.40 | 7.77±2.45 | 5.451 | 0.005 |
| Stress-based work-family conflict | 8.93±3.43 | 9.99±2.62 | 10.62±2.43 | 1.47 | 0.232 |
| Stress-based family-work conflict | 5.79±2.91 | 7.10±2.33 | 7.23±2.65 | 2.064 | 0.129 |
| Behavior-based work-family conflicts | 7.50±3.06 | 8.50±2.13 | 8.46±2.93 | 1.334 | 0.265 |
| Behavior-based family- work conflict | 7.57±2.62 | 8.49±2.28 | 8.46±2.88 | 1.034 | 0.357 |

This suggests that there is a significant difference in the age of professional managers in terms of the scores of stress-based work-family conflicts and time-based work-family conflicts, while other dimensions are not significantly different. In order to further test the working-family conflicts, time-based work-family conflicts, and pressure-based work-family conflicts in which two age groups are significantly different, LSD post-multiple tests were conducted. The results show that in the time-based work-family conflict dimension score, ②>③; in the stress-based work-family conflict dimension score, ②>③.

From Table 3, it can be seen that the professional managers who had worked for 11 to 20 years had the highest work-family conflict scores, indicating that this group of professional managers have the highest work-family conflict. The Sig value of the total score of work-family conflict is less than 0.05, and the Sig value of time-based work-family conflict and stress-based work-family conflict is less than 0.01, which

**Table 5** Spouse occupational differences of professional managers' work-family conflicts (points).

| Item (number of cases) | Civil servant① (n=52) | Doctors② (n=45) | Worker③ (n=24) | Engineer④ (n=16) | Teacher⑤ (n=10) | Other⑥ (n=117) | F | Sig |
|---|---|---|---|---|---|---|---|---|
| Total score for work-family conflict | 52.25±11.66 | 48.64±11.92 | 55.17±8.87 | 53.06±10.63 | 44.50±9.65 | 52.27±8.89 | 2.533 | 0.029 |
| Time-based work-family conflict | 10.15±2.68 | 9.87±3.09 | 8.30±3.13 | 11.67±2.75 | 11.44±2.68 | 10.96±2.68 | 3.65 | 0.003 |
| Time-based family-work conflict | 7.31±2.29 | 6.42±2.28 | 6.10±2.02 | 7.79±2.57 | 7.00±2.48 | 7.44±2.4 | 1.977 | 0.082 |
| Stress-based work-family conflict | 9.81±2.78 | 9.56±3.09 | 9.00±2.98 | 10.21±2.17 | 10.69±2.3 | 10.11±2.42 | 0.891 | 0.0487 |
| Stress-based family-work conflict | 7.65±2.75 | 6.36±2.66 | 6.40±2.27 | 7.46±2.17 | 7.06±2.49 | 6.95±2.13 | 1.748 | 0.124 |
| Behavior-based work-family conflicts | 8.58±2.26 | 8.31±2.5 | 7.00±2.05 | 9.17±1.76 | 8.25±2.11 | 8.39±2.2 | 1.451 | 0.206 |
| Behavior-based family- work conflict | 8.75±2.38 | 8.13±2.35 | 7.70±2.21 | 8.88±2.19 | 8.63±2.63 | 8.43±2.31 | 0.72 | 0.609 |

**Table 6** Age differences of children of professional managers' work-family conflict (scores).

| Item (number of cases) | ≦①(n=74) | 5-10② (n=79) | ≥11③(11) | F | Sig |
|---|---|---|---|---|---|
| Total score of work-family conflict | 52.77±9.91 | 53.37±9.58 | 49.19±10.98 | 4.353 | 0.014 |
| Time-based work-family conflict | 11.31±2.30 | 11.05±2.71 | 9.78±3.22 | 7.451 | 0.001 |
| Time-based family-work conflict | 7.23±2.18 | 7.29±2.27 | 6.80±2.53 | 1.488 | 0.228 |
| Stress-based work-family conflict | 10.19±2.38 | 10.43±2.54 | 9.49±2.82 | 3.092 | 0.047 |
| Stress-based family-work conflict | 6.99±2.28 | 7.25±2.48 | 6.84±2.49 | 0.652 | 0.522 |
| Behavior-based work-family conflicts | 8.54±2.43 | 8.58±2.16 | 8.15±2.23 | 0.963 | 0.383 |
| Behavior-based family-work conflict | 8.51±2.38 | 8.66±2.31 | 8.11±2.35 | 1.288 | 0.278 |

reaches the level of significance, and the remaining dimensions do not reach the level of significance. This shows that the number of working hours plays a significant role in work-family conflict, time-based work-family conflict, stress-based work-family conflict, and there are no significant differences in other dimensions. In order to find out two kinds of working hours which are significantly different in work-family conflict, time-based work-family conflict, and stress-based work-family conflict, a post-LSD multi-test was conducted. For the work-family conflict score, the result is ②>③; for the time-based work-family conflict score, the result is ①,②>③; for the stress-based work-family conflict score, the result is ②>①,③.

From Table 4, it can be seen that professional managers in postgraduates and above have the highest work-family conflict score in this study. The Sig value of the total work-family conflict score is less than 0.05, and the Sig value of the time-based family work conflict dimension is less than 0.01, which reaches a significant level, and the remaining dimensions do not reach a significant level. This shows that there is a significant difference between the scores of work-family conflict and time-based work-family conflict in terms of education, although there is no significant difference in other dimensions. In order to find out two kinds of educational backgrounds which are significantly different from work family conflict and time-based work family conflict, LSD post-multiple tests were conducted. For the work-family conflict and time-based family-work conflict scores, the result is ②,③>①.

It can be seen from Table 5 that, in this study, the spouse of professional manager who is the worker has the highest work-family conflict score. The Sig value of the total work-family conflict score is less than 0.05, and the Sig value of the work-family conflict dimension based on time is less than 0.01, which reaches a significant level, and the remaining dimensions do not reach a significant level. This shows that there is a significant difference in spouse occupations between professional managers' work-family conflicts and time-based work-family conflicts, while there are no significant differences in other dimensions. In order to find out two kinds of educational backgrounds which are significantly different from work family conflict and time-based work family conflict, LSD post-multiple tests were conducted. The results show that in the work-family conflict score, the result is ①,③,④>⑤, ③>②. For time-based work-family conflict scores, the result is ③>①,②,⑤, ④>⑤.

From Table 6, it can be seen that, in this study, professional managers with children aged 5 to 10 years had the highest scores for work-family conflict. The work-family conflict score and stress-based work-family conflict have a Sig value of less than 0.05 and the time-based work-family conflict dimension has a Sig value of less than 0.01, which is a significant level, and the remaining dimensions do not reach a significant level. This shows that the child's age makes a significant difference to the score of a professional manager's work-family conflict, stress-based work-family conflict, and time-based work-family conflict; however, there is no significant difference in other dimensions. In order to find out two kinds of educational backgrounds which are significantly dif-

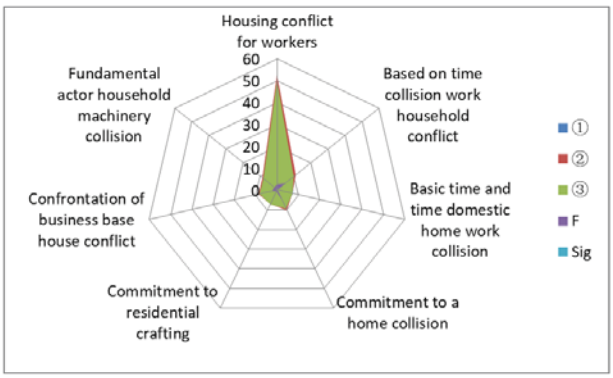


**Figure 2** Statistical diagram of the age difference of professional managers in work-family conflicts.

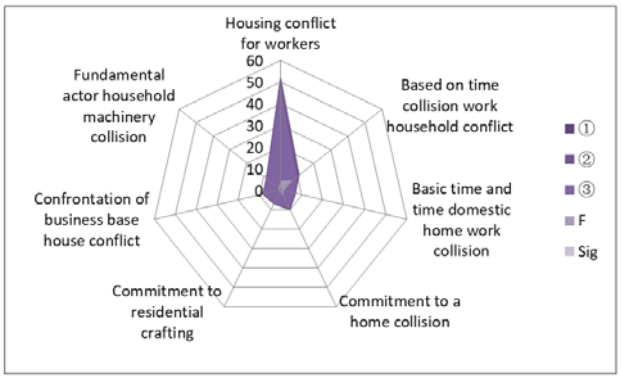


**Figure 3** Statistical analysis of age differences of children in work-family conflict of professional managers.

ferent from work family conflict and time-based work family conflict, LSD post-multiple tests were conducted. The results show that for the work-family conflict scores, time-based work-family conflicts, and stress-based work-family conflict scores, the result is ①,②>③.

## 5. CONCLUSION

Professional managers' importance to companies is self-evident, and their work-family conflicts have a major impact on the company. Therefore, it is necessary to analyze the professional-worker's work-family conflict. This study used the Colaizz analysis model as a research method to analyze the work-family conflicts of professional managers. After the data was collected, the questionnaire was coded and SPSS22.0 statistical software was used to double-check the entries. In this study, descriptive statistical methods were used to describe the demographic data of professional managers, and variance analysis was used to analyze the differences of demographic factors in work-family conflict. One-way analysis of variance was used to examine the differences in the dimensions of occupational managers' work-family conflict in regard to age, length of work time, educational backgrounds, spouse occupation, and child's age. Through the above studies, it has been found that professional managers' work-family conflict is at a medium level, and there are significant differences in work-family conflict among professional managers of different ages, and with differences in terms of working hours, educational backgrounds, spouses' qualifications, spouses' occupations, and children's ages.

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