

Examining the Relationship between Job Stress and Job Satisfaction of Hotel's Front of House Staffs in Pattaya City, Thailand

Received: 23 June 2021

Revised: 26 June 2021

Accepted: 30 June 2021

Vorratpob Vivatvanit, Burapha University

Abstract: *The purpose of this research are to examine relationship between two sources of job stress, namely, work-family conflicts and family-work conflicts, and job satisfaction and to further investigate the impact of work-family conflicts (WFC), family-work conflicts (FWC), and physical work environment (PWE) on job satisfaction of male and female, separately. The hypothesis was testified whether there is a relationship between the source of job stress (work-family conflicts, family-work conflicts) and job satisfaction. In addition, this study also tested whether there is a gender difference exists in job satisfaction. The questionnaire was distributed through the online survey with 418 rebounding of the respondents who are hoteliers affiliated in front of the house departments of hotels in the area of Pattaya city. In the results, Pearson correlation coefficients indicated that there was a negative relationship between work-family conflicts and overall job satisfaction. Likewise, family interference with work was also definitely a negative relationship between family-work conflicts and overall job satisfaction. Notwithstanding, physical work environment is considered in aggregated model, its coefficient of a variable is positively and statistically significant in clarification of level of job satisfaction, comfort at work, zoning in work space were majoring factors affecting job satisfaction, which can be observed in male. For female respondents, it is outweighed in physical work environment and equipment and instrument were considered as significantly impact on job satisfaction.*

Keywords: Job Stress, Job Satisfaction, Work-Family Conflicts, Family-Work Conflicts

Introdition

Work stress is one of the many inevitable consequences of modern life in the current era. The modernized working people are facing with all kinds of stress, both physically and psychologically, stimulating from various factors such as political and social instability, poverty, unemployment, and rapid disruption, which can impose or mental and nervous stress and pressure on individuals. Since employment in a group environment has become an important part of modern people's everyday life, the fierce competition and job stress they face daily in workplace has also become common and unavoidable part of their life. Job stress not only has negative influence on individual's physical and mental health but also on organizational outcomes (Chang et al., 2005). With an increase of business competition, the current situation of many jobs is facing with long working hours and high expectations from management, which, in turn, stimulate work pressure and stress (Lovelace et al. 2007). Such demands and expectations from the managerial level definitely put employees under high pressure and stressed condition. Although stress mainly comes from work and workplace, conflicts and frictions among family members

and colleagues can also be considered as another major source of stress in individuals. Similar to job stress, job satisfaction is also another concept widely studied in human resources field due to its significant impact on employees' productivity and work related behaviors. Level of job satisfaction is an important indicator of the employees' happiness towards their job whereby the low level of job satisfaction could result in high absenteeism and turnover (Spector, 1985; Dupre & Day, 2007). Therefore, maintaining and enhancing job satisfaction are two essential tasks of both HR officer and manager. There are numerous studies explored the associate relationship between the job stress and job satisfaction (Roth et al., 2004; De Nobile & McCormick, 2005; Manzoor et al., 2011). For instance, Fairbrother and Warn (2003) reported that high level of work stress is associated with low level of job satisfaction. As mention earlier, the sources of job stress are multiple and complicated. They can come from the job itself, the environment where the job is conducted and the employees' personal characteristics in evaluating the physical or psychological environment.

In this study, three concepts that are mostly defined by other scholars, psychologists or professional as the sources of job stress were selected for examination (Cooper & Marshall, 1979; Cooper, 1986; Cinamon & Rich, 2005; Riggo, 2008 Qu & Zhao, 2012). The sources of job stress in this study are the physical work environment, work-family conflict and family-work conflict. Then, these sources are used to examine the association with job satisfaction. Although, there are many of studies have been done in this area, only a few studies have been done in Thailand especially by focusing on the hotel industry. The state of the hotel sector directly relies on tourism situation. Over the past decades, tourism industry became an importance sector in promoting economic growth for many developing countries. The United Nations World Tourism Organization (UNWTO) demonstrated that there are over 180 supply-side activities connected to tourism sector, including accommodation, transportation, communication, banking and finance, cultural, and promotion services. As a result, tourism industry not only generates income to the country but also provokes economic expansions by creating employment opportunity, investment in the new infrastructure, as well as, earing from foreign exchange (Archer, 1995; Durbarry, 2002; West, 1993).

In the context of Thai economy, since 2019, it had plumbed by severely affected from the COVID-19 Pandemic and fluctuated weakening until 2021. Tourism Authority of Thailand (TAT) reported that tourism demand measured by the number of international tourist arrival, which Thailand has perpetually increases since the Millennium and rockets in the last decade end up to almost 40 million in the year end of 2018 until start the first quarter of 2019, said The World Bank, prior to the global outbreak of the COVID disease. It minus approximately -38.01% and more than 6 million of tourists in between 2019-2020 respectively. The World Travel and Tourism Council (WTTC) reported that the direct contribution of travel and tourism to Thailand's gross domestic product (GDP) was 21.9 per cent, which accounts for only 1.15 per cent change of the previous year. Nowadays, the fast-growing in tourist arrivals encourages new investment in hotel and accommodation in Thailand, especially at Pattaya city. According to TAT, at Pattaya city, tourist and business traveler are anticipated to grow substantially due to the expansion of passenger terminal of U-Tapao airport. In addition, government has planned to attract high-spending tourist travelling with cruise ships by constructing cruise port in this city. Moreover, a new EEC

special regulation allows international investor to establish new projects in this area with attractive benefits. These developments reflect by 8.7 per cent increase in revenue per room available (RevPAR) and 7 per cent compound annual growth rate (CAGR) in 2017. Therefore, the significant this study aims to examine the relation between job stress and job performance by focusing on the hotel industry within the area of Pattaya city, in accordance with the relevant of tourism and hospitality industry development on skillful workforce by companionship staff in related business especially in the hotel sectors (EECO, 2021) through following research objectives:

- 1) To examine relationship between work-family conflict and job satisfaction.
- 2) To examine relationship between family-work conflict and job satisfaction.
- 3) To investigate the impact of work-family conflict, family-work conflict, and physical work environment on job satisfaction between male and female.
- 4) To give further recommendations to the organization to enhance the employees' level of job satisfaction.

Literature Review

A. Overview of job stress

It is well known that the job stress is one of these so-called hot topics. The root causes of the job stress capture massive scholars to study that once the employees feel stress from their work, the job stress not only influence employees themselves but also indirectly influence the organizational process and organizational outcomes through the interaction with stress. In the early 1981, the scholar Brief and his colleagues presented the interrelationship between the employees' job stress and organizational outcomes. According to his model, as shown in Figure 1, the sources of stress which people expose are a function of two factors. The first factor consists of the employees' behaviors, psychological and physiological states and the second factor comprises of the organizational process and outcomes. This model indicated and suggested that the conditions that characterise a stressful event influence organization not only indirectly through their impact on employees, but also directly through a detrimental impact on the organization. Managerial level mishandling the job stress will bring the negative influence on the organization.

Some scholars argue that the stress are not entire harmful to the employees when they perceived it. Sometimes the job stress could be pleasant and played a motive power for the employees to take action for chasing better career (Yates, 1992), further, the scholar Woodham argued that we certainly need amount of pressure to stimulate us into action (Woodham, 1995). The positive impact of the stress was recognised and presented by Cohen (1980). In the early study of stress on human behaviors and social behaviors found that there was a moderate level of job stress leading to a better job performance. At the same time, the too little stress and excessive stress could both decrease a job performance. Despite the positive functions of the job stress, the negative impact and consequences exceed the positive impact. A great deal of evidence suggested that the long-term job stress can lead the employees' breakdown of productivity and performance and increase turnover and absenteeism (Burns, 1992; Riggo, 2008). This paper deeply analyses the sources of the work stress and the negative impact to employees

B. Work-family conflict (WFC)

Unbalance between family and work among working people is considered as another major source of job stress. It is different from physical work environment because the stress does not come from the job itself but come from the individual's life style. Due to the personal family problems, the increase of dual career and some other life crises cause the conflict between the work and family which definitely put them under the stress and pressure. The work-family conflict, referring to an inter-role conflict, comes from unmatched between the world of work and the world of family (Green & Beutell, 1985). The researchers who study in the work-family conflict believed that people's time, energy and capability are limited and when they put too much effort in one role would result in less effort in another role. Therefore, the role conflict occurs when the people cannot meet the both demands derived from work and family. Work-Family Conflict (WFC) can also be defined as a form of inter-role conflict that the demands of time devoted to and strain created by the job interfere with performing family related responsibilities (Green & Beutell, 1985; Netemeyer et al., 1996).

Empirical studies indicated that the conflict between work and family has the influence on numbers of outcomes including employees' job satisfaction, life satisfaction and organizational commitment (Frone et al., 1997; O' Driscoll et al.; Parasuraman et al., 1989). Different researchers measured the conflict in different ways but most of the researchers measured the conflict unidirectionally (Carlson, Kacmar & Williams, 2000; Greenhaus & Beutell, 1985). After years studies, the researchers found that the work-family conflict implies a bidirectional relation (Frone, Russell, & Cooper, 1992, Kinnunen & Mauno, 1998; Carlson et al., 2000; Kinnunen et al. 2003; Mesmer-Magnus & Viswesvaran, 2005). It means that conflict originates in ways that the work interference or conflict with family (work-family conflict) and family interference or conflict with work (FWC). When employees face such conflict and incapable to cope it would result in high level of stress. Hence, both of conflicts considered as major sources of job stress.

C. Family-work conflict (FWC)

Family-work conflict is another form of the conflict between work and family and is major source of job stress for employees. The different is that, even though they are both inter-role conflict, family-work conflict refers to the general demands of time devoted to and strain created by the family interferes with performing work-related responsibilities (Green & Beutell, 1985; Netemeyer et al., 1996).

Same as work-family conflict, three forms of conflict exist in family-work conflicts which are strain-based conflict, time-based conflict and behavior-based conflict (Green & Beutell, 1985). The strain-based conflict refers to the strain produced by family influence employees' ability to perform the duties for job. Time-based conflict refers to the employees spend more time in family result in inadequate of time in perform the role in the job. Behavior-based conflict refers to employees' behavior cannot be switch to coordinate in present the behavior in the work role. Gutek et al., (1991) stated that the demands from work are much easier quantify, and employees normally do not think about family matters during work or do not let the family matters disturbed during working hours. Therefore, numbers of findings supported that employees experienced less family-work conflict. Zheng et al., (2006) pointed out that the married employees have more family

problems to deal with; hence they have a higher level of family-work conflict than those are single.

D. Work-family conflict VS Job satisfaction

Work-family conflict (WFC) is known as a form of inter-role conflict that the demands of time devoted to and strain created by the job interfere with performing family related responsibilities (Green & Beutell, 1985; Netemeyer et al., 1996). The increase in dual-career couples and single-parent bring more stress to their daily life making employees experience more work- family conflict. Job satisfaction is an important indicator of employees' happiness towards their job. The relationship between the work-family conflict and job satisfaction has explored by many researches. Siegel (2005) found that when employees perceive a strong work-family conflict, they are more attempting to attribute either positive or negative influence to work, overall life and job satisfaction. In addition, individuals who are scarce of abilities and resources to balance work and family tend to adjust their home lives first (Frone et. al, 1992). Employee adjustment for family life will finally influence their behavior of the work.

Moser and Schuler (2007) indicated that work-family conflict regulates employees' emotion or feelings influencing their work behaviors and attitudes. Zhao (2011) examined the relationship of work-family conflict to job and life satisfaction in china and found that the work-family did not report any significant impact on the employees' life satisfaction, but it was only associated with the job satisfaction. Somehow, the work interference family, family interference work and their relationship with job satisfaction are not obvious. Different scholars reported different results in their study. For example, the researcher Ghiselli et al., (2001) supported that there is a negative relationship between work-family conflict and job satisfaction. Meanwhile, Bedeian et al. (1998) showed that work interference family is positively associated with job satisfaction for married female accountants.

E. Family-work conflict VS Job satisfaction

As mentioned earlier, the family-work conflict (FWC) refers to the general demands of time devote to and stain created by the family interferes with performing work-related responsibilities Netemeyer, et al., 1996). Employees report less family-work conflict compare to work-family conflict. And the influential power of FWC on job satisfaction also different from WFC on job satisfaction. Therefore, studies examining the family-work conflict on employees' overall job satisfaction have the mixed results. It is obviously that men and women are both suffering from the family-work conflict. The recent study showed that FWC increase the risk of psychological distress and poor health status in women (Vaananen et al., 2004). Further, men suffer from the double pressure not only from the work but also from the household responsibilities (Watai et al., 2008).

Zhao, Qu and Ghiselli (2011) studied on the family-work conflict and its influence on life and job satisfaction among sales managers in China. They separated the job satisfaction into two facets which are affective reaction and cognitive appraisal. The results showed that the family-to work conflict is significant related to the affective action of the job satisfaction ($r = -.26, p < .10$), while, the family-work conflict also has a directly impact on the life satisfaction.

Methodology

This study focuses on operational-level hotel staff as key informants, thus, the scope of study is front of house staff employed by the chained hotels located in Pattaya city. The questionnaires were calculated by the total of 26,330 workers consensus of 1,063 accommodations in Chonburi province (National Statistical Office, 2020), following the probability sampling by Cluster Sampling technic was used to collect the potential key informants as statistically 95 per cent confidence level with 5 percentage of variance (Chularat P., Archanya R., Supit P. (2018).) is equivalent to 395 expecting respondents. By the online questionnaire were designed to collect the data according to the Pandemic of COVID-19 disease outbreaks since 2019, and the survey distributed to 418 respondents, who have working as front of the house department e.g. front office department of room division, food and beverage service, sales and marketing department of salesforce, and the others staffs directly performed the moment of truth (MoT) with guest of the hotels in area of Pattaya. Concerning the validity test of consistency index (IOC) and reliability test of the questionnaires was adopted to obtain the results of the IOC from 3 peer reviewers and a small-sized of 30 pioneers was used to verify an alignment of the scale respectively. The invalid items were removed and/or repaired to intent the structural sentences Furthermore, examining an ethical of this research considered by the honorable committee such as approaching to the respondent with consent, inclusion and exclusion criteria. The survey was comprised three parts. The first part referred to the respondents' demographic profiles and previous experience in working at the hotel and its department. The second part, 47 attributes 47 interval questions were developed and disseminated to collect the data, in addition to the Frederick Herzberg's Two Factor Theory and the Working Motivation Questionnaire referred to Agarwal K. G. (1990) is modified and adopted to measure the job satisfaction, which consists of 14 items classified into 5 Motivational Factors items and other 9 items set of Hygiene Factors. Each variables of the last couple of parts were measured by indicators along a five-point Likert scale, ranging from 1 = Strongly disagree or Lowest to 5 = Strongly agree or The Most. The descriptive analysis will be used to examine the different characteristics of the respondents and dataset. Whereas, Pearson correlation (r) is used to measure the relationship between a pair of variables. Also, the ordinary least square (OLS) estimation technique was exercised to explore the relationship between physical work environment and job satisfaction, work-family conflicts and job satisfaction as well as family-work conflict and job satisfaction by the Statistical Package for the Social Sciences (SPSS).

Results

In this research, the demographic attributes were identified personal information of the hoteliers into gender, marital status, educational level, household size, work experience and department. After cleaning irrelevant data, a total of 418 usable informants were analyzed. Majority of hotel staffs' are concluded as follows:

A. Respondents' profile of the survey

The respondents comprised 157 (37.6%) males and 235 (56.2%) females and were married 30.1%, whilst divorced and widowed have a small amount of 3.6% and 3.1% respectively, where the other group of gender is 26 or equivalent to 6.2 per cent. Most of

respondents (69.9%) had finished bachelor's degree. Approximately 55.3% had a smallest household size (1-3 persons) and inferior to 4-6 persons per family comes second is 41.1 per cent, followed by a big family those more than 7 people but a little amount (3.6%). The largest group of respondents (44.0%) experienced in their job between 1-5 years, whereby 33.3 per cent were senior staffs by 6-10 years of working life. Additionally, the majority of the samples, 182 people, is working in front office departments (43.5%), followed by those food and beverage department, 112 people (26.8), sales and marketing department, 83 people (19.9%), and the remaining others front of house, 41 people (9.8%).

B. Descriptive analysis

The mean scores of Work-Family Conflicts (WFC) and Family-Work Conflicts (FWC) reveal that all 47 attributes were considered moderate which receive a mean scores 2.75 and 2.63 consecutively on the Likert-type scale. The decomposed component breakdown namely; Time-based, Strain-based, and Behavior-based of each variable are valued of the score range from 2.69 to 2.86 for the WFC and score range from 2.59 to 2.76 for FWC. The most important is Behavior-based of Work-Family Conflicts, which has the highest mean score (2.86, SD = 0.687), while the least item was Strain-based of Family-Work Conflicts (mean = 2.59, SD = 0.691). The overall mean score for the Work-Family-Conflicts (WFC) and Family-Work Conflicts (FWC) analysis was 2.75. When considering skewness and kurtosis values of the variables can be seen skewness between 0.074 - 0.702, and kurtosis between 0.174 - 0.998, that mean the data is in normality distribution. So, indication of numerical data concluded that selected hoteliers were neutral perceived of Work-Family-Conflicts (WFC) and Family-Work Conflicts (FWC).

C. Regression analysis

The results of regression analysis are presented in this section. All parameters were estimated using ordinary least square method with homoscedasticity adjusted.

Table 1

Variable	Aggregate model	Male model	Female model
Constant	-2.541	-2.843	-2.288
Work-Family Conflicts	-0.018	-0.030	-0.016
Family-Work Conflicts	-0.051**	-0.027	-0.065**
Physical Work Environment	0.220**	0.142**	0.284**
R-square	0.109	0.054	0.167

In table 1, in overall model, there is a relationship between job satisfaction and family-work conflicts and physical work environment. The analysis of female found that the sign and significant level of variables are similar to that of the overall model, while for male model, only physical work environment shows positive relationship with job satisfaction.

Table 2

Decomposed variable: <i>Family-Work Conflicts</i>	Aggregate model	Female model
Constant	3.243	3.159
Time-based	-0.011	0.074
Strain-based	-0.036	0.083
Behavior-based	-0.059**	-0.118**
R-square	0.036	0.089

In table 2, the further investigation of components of family-work conflicts that affecting to job satisfaction is examined. Both overall and female model found that only behavior-based significantly influenced to job satisfaction.

Table 3

Control variable: <i>Physical Work Environment</i>	Aggregate model	Male model	Female model
Constant	2.614	2.677	2.416
Comfort at work	0.121**	0.171**	0.148**
Pleasant working conditions	0.071	0.071	0.100**
Zoning in work space	0.051**	0.062**	0.036**
Equipment and instrument	0.085	0.085	0.064**
R-square	0.116	0.123	0.164

According to table 3, effect of physical work environment is decomposed. It is found that a comfort at work and zoning in work space significantly influenced job satisfaction in case of overall and male model. In additional, is is revealed that comfort at work, pleasant working conditions, zoning in work space, and equipment and instrument played an important role in explaining job satisfaction in female.

Conclusion

The result indicated moderate level of the conflict between family and work faced by officers working in hotel industry, and its negative impact on their overall job satisfaction, thus work-family conflict was not relationship with job satisfaction. This finding has several meaningful implications for the managerial levels that focus on increasing the employees' satisfaction and firm's performance. In this case, the hotel management could pay more attention to work and family balance and implement an effective family friendly Human Resource (HR) policy. The empirical studies in the literature have proved that establishing a family friendly work environment and increase the well-being of employees are more likely to help the employees overcome the conflict between work and family (Zhao, Qu, & Ghiselli, 2011). Accordingly, the work-family conflict has impacted to job satisfaction in this case, whereby supported preliminary step before launching the family friendly HR policy is that the managerial level should start investigating what the officers' specific life and family concerns that effect their happiness and attitude towards their job satisfaction and performance. The managerial level could

deal with these concerns better than the operational level (Zhao et. al., 2012). Further, the employees facing the high level of conflict between work and family indicated their incapable of managing their work and life balance properly. They are lacking knowledge to deal with the stress from this unbalance or conflict. Thus, hotel management could provide the training program on stress and time management to guide the employees to deal with stress from family and work and find the balanced point.

In additional, the result suggested that a lower level of physical work environment complaint is correlated with the higher level of job satisfaction. To improve the officers' job satisfaction, more attention should be paid to improving those working conditions. The majority major source of working environment problem that officers reported by both male and female workers are related to uncomfortable working environment and unclear zoning in the workplace, while unpleasant physical working environment as well as availability of equipment and instrument also show a negative impact on female workers. As aforementioned, the researcher can conclude that investigation of physical work environment were affected on job satisfaction dividing by gender i.e. male and female; comfort at work and zoning in workspace are significant factors on the former group of staffs, on the other hand, all determinants are relevant for the female hoteliers. Therefore, hotel management should monitor, maintain, and provide a good workplace environment, both physical and psychological aspects for their officers. Although, it is probably easier to provide the new items than to maintain them, hotel should always maintain to ensure a good work environment for the officers and set clear guideline so called Standard Operating Procedures (SOP) to solve if such environment problems happen in the workplace. Additionally, recommendations to the organization to enhance the employees' level of job satisfaction, which can be found other findings from other research could supported this, an effective and service excellence can be generated from staffs those have job satisfaction (Chalerm Sri, 2011), further to achieve the guests' satisfaction in service of the firm, which lead to retention and create the sustainability.

Limitation and Further Research

In fact, the source of job stress is various and well defined in the literature. For instance, the work role ambiguity, workload, job demands. This study considered only the three major source of job stress, namely: physical work environment, work-family conflict, family-work conflict, to explore their association with overall job satisfaction. Forthcoming study, it ought to include more source of job stress or alter the factors and their measurement, on the other hand, accommodation business is not the only one among mandatory elements of this sector as tourism and hospitality industry is much broaden itself. So, the further discussion can develop different category of the firms e.g. guide service, restaurant, and/or transportation and logistics, which also the other opt to integrated the solutions to deal with a holistic tourism and hospitality industry. Therefore, research findings could yield at the different perspectives.

References

- Agarwal, K. G. (1990). Consumable Bookie of Work Motivation Questionnaire.
- Allen, T. D. (2001). Family-Supportive Work Environments: The Role of Organizational Perceptions. *Journal of Vocational Behavior*, 58(3), 414-435.

- Allen, T. D., Herst, D. E. L., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology, 5*(2), 278-308.
- Alpass, Fiona, Long, Nigel, Chamberlain, Kerry, & MacDonald, Carol. (1997). Job satisfaction differences between military and ex-military personnel: The role of demographic and organizational variables. *Military Psychology, 9*(3), 227-249.
- Anderson, Stella E., Coffey, Betty S., & Byerly, Robin T. (2002). Formal Organizational Initiatives and Informal Workplace Practices: Links to Work-Family Conflict and Job-Related Outcomes. *Journal of Management, 28*(6), 787-810.
- Aryee, Samuel, Luk, Vivienne, Leung, Alicia, & Lo, Susanna. (1999). Role Stressors, Interrole Conflict, and Well-Being: The Moderating Influence of Spousal Support and Coping Behaviors among Employed Parents in Hong Kong. *Journal of Vocational Behavior, 54*(2), 259-278.
- Brief, Arthur P. (1998). *Attitudes in and around organizations*. Thousand Oaks, CA, US: Sage Publications, Inc.
- Byron, Kristin. (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior, 67*(2), 169-198.
- Carlson, Dawn S., Kacmar, K. Michele, & Williams, Larry J. (2000). Construction and Initial Validation of a Multidimensional Measure of Work-Family Conflict. *Journal of Vocational Behavior, 56*(2), 249-276.
- Carlson, Dawn S., & Perrewé, Pamela L. (1999). The Role of Social Support in the Stressor-Strain Relationship: An Examination of Work-Family Conflict. *Journal of Management, 25*(4), 513-540.
- Chalerm Sri, C. (2011). An Evaluation of a Motivational Training Model in a Four-Star Hotel in Pattaya City. *HRD Journal, 2*(1), 68-78.
- Chularat P., Archanya R., Supit P. (2018). *Development of a non-formal education program based on problem-based learning and self-directed learning to develop personal mastery competency for head nurses*. Retrieved from <http://www.assumptionjournal.au.edu/index.php/Scholar/article/view/192/158>
- Davey, Jeremy D., Obst, Patricia L., & Sheehan, Mary C. (2001). Demographic and workplace characteristics which add to the prediction of stress and job satisfaction within the police workplace. *Journal of Police and Criminal Psychology, 16*(1), 29-39.
- Dawn S. C., Michele K., & Larry J. W. (1999). Construction and Initial Validation of a Multidimensional Measure of Work-Family Conflict. *Journal of Vocational Behavior, 56*(2), 249-276.
- Dierdorff, Erich C., & Ellington, J. Kemp. (2008). It's the nature of the work: Examining behavior-based sources of work-family conflict across occupations. *Journal of Applied Psychology, 93*(4), 883-892.
- Eastern Economic Corridor Office (2018). *Announcement of the Eastern Economic Corridor Act as Special Economic Zone approved by the senate of National Legislative Assembly of Thailand*. Retrieved from <http://www.eeco.or.th/en/node/572>
- Eastern Economic Corridor Office. (2021). *Welcome to EEC and skillfull workforce*. Retrieved from <https://www.eeco.or.th/en>

- Fairbrother, Kerry, & Warn, James. (2003). Workplace dimensions, stress and job satisfaction. *Journal of Managerial Psychology*, 18(1), 8-21.
- Frone, Michael R. (2000). Work-family conflict and employee psychiatric disorders: The national comorbidity survey. *Journal of Applied Psychology*, 85(6), 888-895.
- Frone, Michael R., Russell, Marcia, & Cooper, M. Lynne. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77(1), 65-78.
- Frone, Michael R., Russell, Marcia, & Cooper, M. Lynne. (1997). Relation of work-family conflict to health outcomes: A four-year longitudinal study of employed parents. *Journal of Occupational and Organizational Psychology*, 70(4), 325-335.
- Greenhaus, Jeffrey H., & Beutell, Nicholas J. (1985). Sources of Conflict Between Work and Family Roles. *Academy of Management Review*, 10(1), 76-88.
- Gruneberg, M. M. (1979). *Understanding job satisfaction*. Halsted Press.
- Hsu, Yu Ru. (2011). Work-family conflict and job satisfaction in stressful working environments: The moderating roles of perceived supervisor support and internal locus of control. *International Journal of Manpower*, 32(2), 233-248.
- Kahn, Robert L., Wolfe, Donald M., Quinn, Robert P., Snoek, J. Diedrick, & Rosenthal, Robert A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. Oxford, England: John Wiley
- Kinnunen, Ulla, & Mauno, Saija. (1998). Antecedents and Outcomes of Work-Family Conflict Among Employed Women and Men in Finland. *Human Relations*, 51(2), 157-177.
- Klassen, Robert M., & Chiu, Ming Ming. (2010). Effects on teachers' self-efficacy and job satisfaction: Teacher gender, years of experience, and job stress. *Journal of Educational Psychology*, 102(3), 741-756.
- Kopelman, Richard E., Greenhaus, Jeffrey H., & Connolly, Thomas F. (1983). A model of work, family, and interrole conflict: A construct validation study. *Organizational Behavior and Human Performance*, 32(2), 198-215.
- Kossek, Ellen Ernst, Noe, Raymond A., & DeMarr, Beverly J. (1999). Work-family role synthesis: Individual and organizational determinants. *International Journal of Conflict Management*, 10(2), 102-129.
- Lambert, Eric G., Hogan, Nancy L., & Griffin, Marie L. (2007). The impact of distributive and procedural justice on correctional staff job stress, job satisfaction, and organizational commitment. *Journal of Criminal Justice*, 35(6), 644-656.
- Lapierre, Laurent M., Spector, Paul E., Allen, Tammy D., Poelmans, Steven, Cooper, Cary L., O'Driscoll, Michael P., Kinnunen, Ulla. (2008). Family-supportive organization perceptions, multiple dimensions of work-family conflict, and employee satisfaction: A test of model across five samples. *Journal of Vocational Behavior*, 73(1), 92-106.
- Li, Jian, Yang, Wenjie, & Cho, Sung-il. (2006). Gender differences in job strain, effort-reward imbalance, and health functioning among Chinese physicians. *Social Science & Medicine*, 62(5), 1066-1077.
- Lu, Chang-qin, Siu, Oi-ling, & Cooper, Cary L. (2005). Managers' occupational stress in China: the role of self-efficacy. *Personality and Individual Differences*, 38(3), 569-578.

- Lu, Hong, While, Alison E., & Barriball, K. Louise. (2007). Job satisfaction and its related factors: A questionnaire survey of hospital nurses in Mainland China. *International Journal of Nursing Studies*, 44(4), 574-588.
- Matteson, Michael T., Ivancevich, John M., & Smith, Samuel V. (1984). Relation of Type A behavior to performance and satisfaction among sales personnel. *Journal of Vocational Behavior*, 25(2), 203-214.
- McNall, Laurel A., Nicklin, Jessica M., & Masuda, Aline D. (2010). A Meta-Analytic Review of the Consequences Associated with Work-Family Enrichment. *Journal of Business and Psychology*, 25(3), 381-396.
- Mesmer-Magnus, Jessica R., & Viswesvaran, Chockalingam. (2005). Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination. *Journal of Vocational Behavior*, 67(2), 215-232.
- Michel, Jesse S., Kotrba, Lindsey M., Mitchelson, Jacqueline K., Clark, Malissa A., & Baltes, Boris B. (2011). Antecedents of work-family conflict: A meta-analytic review. *Journal of Organizational Behavior*, 32(5), 689-725.
- Mueller, Charles W., & McCloskey, Joanne Comi. (1990). Nurses' job satisfaction: A proposed measure. *Nursing Research*, 39(2), 113-116.
- National Statistical Office. (2020). *Electronics Report on Accommodation 2018*. Retrieved from <http://www.nso.go.th/>
- Netemeyer, Richard G., Boles, James S., & McMurrian, Robert. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400-410.
- O'Driscoll, Michael P., Ilgen, Daniel R., & Hildreth, Kristin. (1992). Time devoted to job and off-job activities, interrole conflict, and affective experiences. *Journal of Applied Psychology*, 77(3), 272-279.
- Parasuraman, Saroj, Greenhaus, Jeffrey H., Rabinowitz, Samuel, Bedeian, Arthur G., & Mossholder, Kevin W. (1989). Work and Family Variables as Mediators of the Relationship Between Wives' Employment and Husbands' Well-Being. *Academy of Management Journal*, 32(1), 185-201.
- Renshaw, Jean R. (1976). An Exploration of the Dynamics of the Overlapping Worlds of Work and Family. *Family Process*, 15(1), 143-165.
- Siegel, Phyllis A., Post, Corinne, Brockner, Joel, Fishman, Ariel Y., & Garden, Charlee. (2005). The Moderating Influence of Procedural Fairness on the Relationship Between Work-Life Conflict and Organizational Commitment. *Journal of Applied Psychology*, 90(1), 13-24.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage publications.
- Stoeva, Albena Z., Chiu, Randy K., & Greenhaus, Jeffrey H. (2002). Negative Affectivity, Role Stress, and Work-Family Conflict. *Journal of Vocational Behavior*, 60(1), 1-16.
- Tang, Catherine So-Kum, Au, Wing-Tung, Schwarzer, Ralf, & Schmitz, Gerdmarie. (2001). Mental health outcomes of job stress among Chinese teachers: role of stress resource factors and burnout. *Journal of Organizational Behavior*, 22(8), 887-901.

- Thomas, Linda Thiede, & Ganster, Daniel C. (1995). Impact of family-supportive work variables on work-family conflict and strain: A control perspective. *Journal of Applied Psychology*, 80(1), 6-15.
- Weiss, David J., Dawis, Rene V., & England, George W. (1967). Manual for the Minnesota satisfaction questionnaire. *Minnesota Studies in Vocational Rehabilitation*, 22, 120.
- Zhao, Xinyuan, & Namasivayam, Karthik. (2012). The relationship of chronic regulatory focus to work-family conflict and job satisfaction. *International Journal of Hospitality Management*, 31(2), 458-467.
- Zhao, Xinyuan, Qu, Hailin, & Ghizelli, Richard. (2011). Examining the relationship of work-family conflict to job and life satisfaction: A case of hotel sales managers. *International Journal of Hospitality Management*, 30(1), 46-54.