ความขัดแย้งระหว่างการงานและครอบครัว สำหรับบุคลากรเพศหญิง KIBS ในประเทศจีน

Fangyu Zhao
นักศึกษาปริญญาเอก,
สถาบันการจัดการปัญญาภิวัฒน์
240087891@qq.com

Bei Lyu
ดร.,
สถาบันการจัดการปัญญาภิวัฒน์
peter1983123@hotmail.com

บทคัดย่อ
งานวิจัยเกี่ยวกับความขัดแย้งระหว่างการงานและ
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ประสิทธิภาพของการทำงานสำหรับบุคลากรเพศหญิงใน
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คำสำคัญ: บุคลากรเพศหญิง; ความขัดแย้งระหว่างการงาน และครอบครัว; การเหนื่อยหน่ายกับงาน; ประสิทธิภาพของการทำงาน

A Literature Review on Chinese KIBS Female Employees' Work-Family Conflict

Fangyu Zhao
Ph.D. Candidate,
Panyapiwat Institute of Management,
240087891@qq.com

Bei Lyu
Ph.D.,
Panyapiwat Institute of Management,
peter1983123@hotmail.com

Abstract

This paper reviews the literature in the field of human resources management regarding work-family conflicts faced by female employees in knowledge-intensive business services (KIBS) in China. We introduce Chinese and non-Chinese studies on work-family conflicts among Chinese female employees, the relationship between work-family conflicts and job burnout, and the relationship between work-family conflicts and work performance. The paper makes some

contributions to supplement the deficiencies of relevant researches, and is of certain theoretical and practical significance.

Keywords: female employees; work-family conflict; job burnout; work performance

Introduction

As an important part of the service industry, knowledge-intensive business services (KIBS) is a distinctive organizational form in the era of "knowledge economy", featuring leadership, foresight and driving forces. Because of the increasingly important mission undertaken by KIBS, it has become one of the hot spots of scholars' research in recent years, and its human resource issues have been widely explored in the literature. However, in general, the relevant research is still in the preliminary stage, and there are still many gaps. Among them, the problem of female employees is one of the areas that needs to be expanded upon. One of the realities many female employees face is work-family conflict, which is even more pronounced in the KIBS industry. In this paper, female KIBS employees are defined as women who are highly educated, mainly engaged in intellectual work, have stable jobs and achieve economic independence through their careers with social or economic organizations.

According to a widely cited view, KIBS are private companies or organizations that provide knowledge-based intermediate goods and services to users and society, relying heavily on specialized domain expertise. KIBS plays an important role in promoting industrial upgrading, structural transformation and economic growth. In both developed countries and developing countries such as China, investment fields are gradually shifting from technology-intensive manufacturing to knowledge-intensive service industries.

One of the most prominent practical problems faced by female employees is the conflict between work and family. This conflict is more obvious in KIBS industry, which is mainly caused by the follow-

ing factors. Firstly, the nature of KIBS industry is that there are a large number of female employees in KIBS, who work overtime frequently. The knowledge attribute of KIBS requires them to keep learning, the service attribute requires them to devote time and energy to customers, and the time, emotion and behavior mode allocated to work and family are all contradictory. Secondly, the female employees' physiological characteristics are limited. Social development promotes women to work and be engaged in more and more important positions. However, women's physical characteristics limit their ability to take on responsibilities. Compared with men, they are less able to coordinate and deal with the dual problems from work and family. For example, not only are most of the costs of childbearing in health, energy and emotion undertaken by women, but also they are likely to face less income, being demoted, suspended from work, and "employment discrimination" such as losing learning opportunities and promotion. This aggravates the contradiction between family and work. Thirdly, the burden of the family increases. According to the expected effect of the policy adjustment, the total number of children born in the next few years will increase to a certain extent, with the number of children born in the highest year expected to exceed 20 million. Female employees in KIBS generally have higher incomes, and they have the willingness and ability to raise a second child. However, the birth and bringing up the second child will undoubtedly aggravate work-family conflict of female employees. In addition, the aging of the population of China is accelerating, which will increase the burden on female employees' families. Finally, the KIBS female employees studied in the study actually represent the women of the new era. They have knowledge, full of creativity. They

pursue progress in the workplace, and simultaneously pursue "being good at cooking" in the family. Their requirements are higher in the achievement of the work and the quality of life. However, due to the limitation of personal resources such as time and energy, this kind of pursuit will bring more serious work-family conflicts to female employees in KIBS than other types of employees. With the above reasons, it is more meaningful to study the relationship between work-family conflict and work performance of KIBS female employees.

1. Research on work-family conflict among Chinese female employees

Statistics from the Web of Science database show that the number of research articles on work-family conflict has entered a rapid growth period in recent years. Using Cite Space software, Feng Liwei (2018) counted 1,033 keywords in literature on work-family conflict from 1986 to 2017, with a total frequency of 2,180. One of the key words related to women "gender" appears 109 times and centrality is 0.06, ranking 6th. Another keyword, "women" appeared 70 times, with a centrality of 0.09, ranked 15th, as shown in table 1 below.

Table 1 High frequency keyword distribution of work-family conflict literature from 1986 to 2017 (TOP 15)

Number	Key Words	Frequency
1	outcome	168
2	stress	159
3	model	157
4	antecedent	156

Number	Key Words	Frequency
5	satisfaction	127
6	gender	109
7	social support	106
8	validation	87
9	resource	80
10	job	80
11	job satisfaction	80
12	strain	74
13	role	73
14	health	72
15	women	70

As can be seen from table 1, firstly, women and gender are important in research about work-family conflict. However, if it is placed in the whole research system of family and work conflict, the study of women is still a relatively unpopular field, which has both a large research space and an urgent need to expand the research. In non-Chinese studies, the issue of women's work-family conflict first appeared in gender comparison, such as the difference in the influence of gender on work-family conflict (Duxbury & Higgins, 1991) and the influence of traditional gender positioning, etc. (Livingston & Judge, 2008; Powell & Greenhaus, 2010). Secondly, some studies focus on the dilemma faced by women, especially those in a certain situation, in terms of work-family conflict, and the results are often negative. These included studies of working women, married women, minority women, poor women, and so on. Hennessy (2009) found that under the influence of emotional commitment and moral

orientation, low-income women would choose family as the first choice between work and family, and regard taking care of children as the priority. Cole and Secret (2012) focused on married female employees experiencing discrimination caused by work-family problems. Through investigating the financial top 100 companies African-American women, they found that these women generally experienced negative working environments and racial prejudice and discrimination. Generally due to their young and small children, it makes work-family conflict highlighted. Mozafari et al. (2016) focused on the health problems of married female employees, and found that pressure-based work-family conflict and time-based work-family conflict seriously affected the physical and mental health of female employees, especially the quality of sleep, which was regulated by age.

Chinese research on women's work-family conflict emerged at the beginning of the 21st century. If the topic is "women (female employees)" and "work-family conflict", the CNKI (China National Knowledge Internet) database is used to search for important literatures [literatures from SCI (Science Citation Index) source journals, EI (The Engineering Index) source journals, core journals, CSSCI (Chinese Social Sciences Citation Index) and CSCD (Chinese Science Citation Database)], as of October 2018, only about 10 articles have been found. In the relevant research, as far as female occupation is concerned, the occupations of the research objects mainly involved teachers (college teachers and primary and secondary school teachers), medical personnel (including nurses), management personnel (middle and senior managers, such as female entrepreneurs) and civil servants. This was consistent with the views of Deng

Zijuan and Lin Zhonghua (2012). In terms of the research content, in addition to similar to western study, such as pressure source, gender differences, the variables (such as job satisfaction research), etc., there were also special studies in China's environment, such as institution protection for women's work-family conflict research, and under the background of Chinese culture the influence of family and work environment on the work-family conflict research, etc.

Specifically, first of all, in terms of pressure source, Wu Liangliang, Feng Ying and Fan Wei (2003) summarized the influencing factors of female employees' work-family conflict, and found that working time regularity and income ratio are major factors in the production of pressure. The main pressure source of female employees' work-family conflict was the work load, followed by job involvement, spouse pressure, and other factors. Guo Zongjun et al. (2006) found that the self-role cognition of modern female employees was not completely matched with the social expectation, and family satisfaction, family investment and spouse pressure were the main pressure sources that led to the work-family conflicts of female employees. Through empirical tests, Zhang Li, Zhang Lin and Karen Korabik (2010) confirmed that the workload and work participation of female employees had a positive effect on work-family conflict, and that the autonomy and boss support of female employees could help alleviate the severity of this conflict and help female employees deal with the difficulties better in work and life. As one of the important events of women's work-family conflict, Chen Wansi and Chen Xin (2011) paid attention to the women's birth behaviors and found that the birth behavior would lead to the decrease of job satisfaction, and supervisor support could alleviate the problem to some extent. In order to

alleviate women's work-family conflict, the key solutions were positive child-bearing concept, appropriate birth time, supervisor support and flexible working hours. Tang Meiling (2015) took young white collar workers of Qingdao, shandong province as samples. Through regression analysis, she found that work characteristics, individual characteristics and children outlook were the main factors of young white collar workers' work-family conflict, among which work characteristics had the most obvious influence. Similarly, Zhang Qi and Zhang Lin (2018) also explored the influencing factors of young women's work-family conflicts. However, they paid more attention to the contradictory focus of young women's role conflicts under the "two children policy" (the policy now allows Chinese urban couples to have two children since 2016). The study found that financial situations, gender concept and social support level had significant impact on women's work-family conflict, and believed that it was necessary to take a variety of measures to alleviate the pressure of young women, which would be conducive to the implementation of China's "two children policy".

Secondly, in terms of gender differences, Jiang Jiajiang (2015) studied gender differences and influencing factors in the balance of work and family, and found that for women, working time and family support were the main factors causing work-family conflicts, while for men, working time and gender concepts were the main factors. Xu Qi and Qi Jingjing (2016), based on the data of the third survey on the social status of Chinese women, found that compared with male employees, work pressure and family pressure were more likely to make female employees express dissatisfaction and get into more serious work-family conflicts, thus reducing their job satisfaction. Lee

Hai et al. (2017) explored the work family conflict, such as the cross effect of gender difference, and found that since the concept of "men outside the home, women inside" (breadwinning should be borne by men while trivial housework by women) is changing, work-family conflict on the crosseffects of mate's life satisfaction, the path of the mediation and the regulating effect of gender equality were all showed gender differences, and the wife's work-family conflict had significant influence on her husband's life satisfaction, and her husband's work-family conflict was of no significant impact on his wife's life satisfaction.

Thirdly, in terms of outcome variables, Shen Kaiyan, Xu Meifang (2009) studied the status quo of Shanghai women entrepreneurs' work-family conflict and its influence on the development of the business. They found that work-family conflict existed but was not very serious, high salary and decent job duties for the overall impact of family life was still active, but time conflicts were big challenges women entrepreneurs faced. Yu Wei and Zhang Yan (2010) studied female employees in high-star hotels and found that work-family conflict would weaken their customer orientation, with emotional exhaustion and emotional alienation making it difficult for staff to focus on customer needs. The research suggested that hotel managers should start by designing flexible management strategies and systematically constructing family support programs, so as to improve the work performance and subjective well-being of female employees and alleviate the conflict between work and family by practical means. Xu Jingya and Cai Xiaoyu (2012) focused on a special group -- rural female teachers, and believed that rural female teachers were the core force of rural basic education. However,

through interviews and observations, they found that they were faced with serious work-family conflicts, which largely limited their professional development. Tang Yahui (2014) explored the role of conflict and balance strategy of female employees based on work-family conflict theory model. The conflict consequent variables were embodied in the consequences of working level (e.g., job burnout and turnover intention), the consequences of family level (e.g., life satisfaction, marital satisfaction) and the consequences of individual health level (e.g., break down from constant overwork, energy overdraw).

Finally, some scholars emphasized that localization research based on the economic system with Chinese characteristics, social development environment and traditional cultural background should be strengthened instead of being confined to the western cultural background. Li Guiqing and Magritte Reid (2014) explored the complexity of the working family atmosphere in the context of traditional Chinese culture, and empirically found that both the "sacrificing family atmosphere" in the work and the "sacrificing work atmosphere" in the family had positive impacts on the work-family conflict, and explained it from the perspective of traditional Chinese Confucian ethics. Wu Yuxiao, Wang Peng and Huang Chao (2015) used the new institutionalism theory of sociology as reference to study the family protection, institution protection and the work-family conflict problem of Chinese urban women, and analyzed the impact of China's market-oriented reform on individual life opportunities. This research took into consideration the dual labor market structure of the state-owned sector (system) and the non-state sector (system) in the urban areas during the transitional period, and found that it was

the most important factor for women's work-family conflict and subjective well-being that there were differences between concept of gender role (informal system) and the legal norms, welfare, income distribution system (formal system) in urban areas since reforming.

Based on the research of Chinese and non-Chinese scholars, in general, the research on work-family conflict of female employees has achieved some results, but the number of research results was limited, and it still only accounted for a small proportion in the whole research field of work-family conflict, so it was urgent to expand the research. Moreover, no comparative study had been conducted on women from different occupational groups, nor had any study been conducted on the work-family conflict of KIBS female employees. A few studies, while not targeted specifically at the KIBS industry, included research subjects who belonged to KIBS, so they provide more direct references for this study. For example, Lu Jiafang and Shi Kan (2002) conducted a survey on employees in banks, scientific research institutions and high-tech enterprises, and found that work-family conflict could better predict the work stress of employees and thus had an impact on job satisfaction, among which female employees were more affected. Zhang Lili (2010) analyzed the effect factors of hi-tech women employees' work-family conflict through in-depth interviews and questionnaire survey, and found the work-family conflict intensified perception for the work pressure of women in science and technology personnel. The accumulated wastage for a long time could cause health problems and work performance to reduce, so the management should support family friendly policies and measures. Zhao Chen and Gao Zonghua (2014) took 500

new-generation knowledge employees of high-tech enterprises as samples to reveal the demographic differences of work-family conflict, and found that with the growth of working age, the increase rate of work-family conflict of female employees was higher than that of male employees.

2. Research on the relationship between work-family conflict and job burnout

In the research on the relationship between work-family conflict and job burnout, job burnout was often regarded as the outcome variable of work-family conflict (Putnik & Houkes, 2011; Zhang Xiao, 2014). Western studies on the relationship between the two started earlier and covered more industries and professions. Chinese scholars began to study the relationship between the two relatively late, lacking results, and the research was mostly concentrated in the teaching profession.

In non-Chinese studies, Kinnunen & Mauno (1998) found that when work-family conflict was strengthened, the level of job burnout was significantly increased. Through meta-analysis, Allen et al. (2000) found that job burnout was one of the stressful outcome variables of work-family conflict, and the sense of burnout increased with the increase of conflict. Some scholars, from the perspective of work stress, believed that excessive demands and stress stimulation would make employees feel great pressure, which would cause negative consequences such as burnout (karrecently, 1979; Lambert et al., 2013), and work-family conflict was an important stimulus leading to stress (Lambert et al., 2013). Demerouti Bakker and Bulters (2004) proposed the "loss of the spiral effect", pointed out that the work-family conflict and job burnout existed spiral aggravating effect. First

of all, work-family conflict led to employees' burnout feeling, and this tired feeling made family affairs and work efficiency lower, personal resources (time, energy, etc.) short, causing a greater degree of work-family conflict, and thus led to higher levels of burnout. Without effective intervention, the spiral would continue to grow until there were serious consequences that the individual could not afford. This was basically consistent with the views of Bulters (2013), which attached importance to this two-way interaction mechanism. Lingard & Francis (2006) believed that role conflict was an important antecedent variable of job burnout, and job burnout was the most important outcome variable of work-family conflict. Laeeque (2014) tested the positive effect of work-family conflict on employee burnout through empirical analysis. In addition, some scholars studied the relationship between job burnout and different dimensions of work-family conflict. For example, Netemeyer (1996), proceeding from the direction of conflict, confirmed that both WIF (work-interfering-family) and FIW (family-interfering-work) had significant positive effects on job burnout. Frone (2000) confirmed that WIF and FIW were related to high degree of negative emotions and anxiety. Studies had also shown a more complex relationship between two-way work-family conflict and job burnout.

When exploring the relationship between work-family conflict and job burnout, western scholars had made a wide range of empirical analysis in different industries or occupations, among which the service industry was the main industry, and obtained useful conclusions. For example, Bacharach (1991) verified the correlation between work-family conflict and job burnout for nurses and engineers. Burke (1994) found that the level of work-family conflict

and psychological burnout were both very high. Pu, Hou, Ma and Sang (2016) proved the significant correlation between work-family conflict and psychological capital as well as job burnout for university teachers.

　　As to the research in China, the research on the relationship between work-family conflict and job burnout was mainly aimed at the teacher groups, including different types of teachers, such as kindergarten teachers, primary and secondary school teachers, special education teachers, university professors, university counselors, etc. This might be related to the working characteristics of the teaching profession, which tended to lead to serious work-family conflicts and job burnout. For example, Tang Shujun (2010) took college teachers as the research object, collected first-hand data through questionnaire survey, found that work-family conflict was an important predictor of job burnout, and verified the mediating effect of social support. Wang Liyan, Zhang Wei and Zhang Hairu (2013) found that family-work conflict had a negative effect on job burnout through personal preference, while work-family conflict had a positive effect on job burnout through work control and personal preference. Tang Fanggui, Peng Yan (2006), Ding Fengqin, Fu Weiling (2011), Li Mingjun (2015), Li Mingjun, Wang Zhenhong, Liu Ya (2015) and other studies all took primary and secondary school teachers as research objects, but there were differences in research contents: Tang Fanggui, Peng Yan (2006) examined the control as intermediary role in the work-family conflict and job burnout. Ding Fengqin, Fu Weiling (2011) emphasized work-family conflict (controllable attribution and uncontrollable attribution) attribution way, Li Mingjun (2015) explored the relationship between the primary and secondary school teachers work-family

conflict, job burnout and life satisfaction, Li Mingjun, Wang Zhenhong, Liu Ya (2015) examined the self-determination motivation as interme-diary role. Yue Yaping and Ji Dongying (2017) focused on kindergarten teachers and found that the degree of work interference with family (WIF) of kindergarten teachers was higher than that of family interfer-ence with work (FIW). Whether WIF or FIW, each dimension affected their job burnout negatively. Work-family conflict had a negative impact on preschool teachers in terms of quality of life and profes-sional development. Therefore, the government, kindergartens and teachers' families should cooperate to solve problems actively. Li Yongzhan (2015, 2018) explored the relationship between work-family conflict, emotional intelligence and job involvement through two literatures, taking teachers of special education as the object, and tested the regulating effect of emotional intelligence.

On the whole, studies on the relationship between work-family conflict and job burnout at home and abroad achieved some results, and the positive effects were generally recognized. However, there were the following problems. Firstly, neither non-Chinese nor Chinese studies take gender differences into account, and there was a lack of special research on female employees. Secondly, as far as the Chinese research was concerned, the research results were unsat-isfactory, and the research objects were concentrated in the teaching profession. The conclusions were not universal, and the research on the service profession, especially the knowledge-intensive service profession, was lacking. Thirdly, there was a lack of depth in relevant studies, and few articles discussed the mechanism of action between the three specific dimensions of work-family conflict and job burnout.

3.　　Research on the relationship between work-family conflict and

work performance

Through this literature review, it could be found that the research articles focused on work-family conflict were different in different time stages. Since the 1990s, research on work-family conflict had roughly gone through five phases, about five years for each phase. Among them, the fifth phase (2011-2016) was the research period of high speed development, and work performance became a hot topic of scholars. The influence of family on work (FIW) especially the influence on the efficiency and effectiveness, impact on employees' emotional exhaustion and resignation intention formed a research hotspot, with the number of related papers presenting dramatic growth.

Most non-Chinese scholars believed that, compared with the impact on family, work-family conflict had a more obvious impact on work performance in the workplace, which could not only have a direct impact (Witt, 2006), but also have an indirect impact through intermediary variables such as emotional exhaustion (Osman, 2013). Work-family conflict reduced employees' job satisfaction and organizational commitment (Eby, 2003), triggered negative behaviors such as absenteeism (Boyar, Maertz & Pearson, 2005), reduced output of work performance (Frone, Russell & Cooper, 1997), and lead to fewer promotions (Hoobler, Wayne & Lemmon, 2009). When deconstructing the influence mechanism of work-family conflict on work performance, non-Chinese scholars mostly took the hotel industry as the research objects (Feng Liwei, 2018). For example, Yavas et al. (2008) took the Turkish hotel industry as a sample and found that work-family conflict affected work performance negatively, and took emotional exhaustion and resignation intention as the action path.

Choi and Kim (2012) explored the existence of job satisfaction as a part of the intermediary effect for Korean hotel employees. Karatepe (2013) took employees in the hotel industry in Romania as the research sample to demonstrate the complete mediating effect of emotional exhaustion between work-family conflict and work perfor-mance. Akgunduz (2015) found that in the hotel industry, employees' role transcendence, self-esteem and work performance were correlated positively, while role conflict and role ambiguity were correlated negatively with work performance.

It was worth noting that in the research on the relationship between work-family conflict and work performance, most studies verified that work-family conflict had a significant negative effect on work performance, but some studies reached different conclusions. For example, some scholars did not find a significant correlation between the two. Netemeyer et al. (2004) and Osman et al. (2007) found that there was no significant negative predictive effect of work-family conflict on work performance in their studies. Karakas (2017), Batur&Nart (2014) and Wang&Tsai (2014) all reached similar conclusions. For Chinese employees, due to the influence of traditional culture (Miles, 2008), the impact of work-family conflict on work performance might not be significant (Lori, 2011; Hyun, 2012). Other scholars found that work-family conflict was correlated positively with work performance (Shah, Soomro & Breitenecker, 2018; Babin & Boles, 1998).

As to studies in China, Ma Li, Bao Hongjuan and Wan Xuefen (2018) explored the influence of work-family conflict (WIF) and family-work conflict (FIW) on employees' work performance with the idea of curve instead of linear, and tested the mediating effect of job

satisfaction. The study found that WIF had an inverted u-shaped relationship with work performance, that is, there was an optimal conflict level to maximize performance, and job satisfaction mediated this inverted u-shaped relationship. Similarly, Chen Yun, Zhao Fuqiang, Luo Kui et al. (2017) explored the relationship between WIF and FIW and work performance through meta-analysis, and tested the applicability of the cross-view and matching view. The study found that WIF and FIW were significantly correlated negatively with work performance, and the influence of the latter on work performance was higher than that of the former, which supported the crossover view of the influence between them rather than the matching view. Liu Xuemei (2012) considered the characteristics of the new generation of migrant workers from the view of the compensation theory and role conflict, explored the working mechanism of the influence of work-family conflict on work performance, and found that there was no significant correlation between time conflict and behavior conflict and performance (task performance and relationship performance), supporting negative correlation between pressure conflict and task performance, and the relationship with relationship performance was not significant. Hu Shu, Ma Lei, Wu Hui et al. (2011) studied prison police officers and found that the variation of work-family conflict and organizational support on work performance interpretation was 23.7%, and work-family conflict had a good predictive effect on work performance. Chen Fangying and Yu Wei (2011) focused on the work-family conflict of front-line employees in hotel enterprises and found that WIF had a direct negative impact on work performance, while FIW had an indirect negative impact on job performance.

To sum up Chinese and non-Chinese literature, the relevant studies on the relationship between the work-family conflict and work performance manifests the following deficiencies. First, based on the literature we could find that with the influence of social and cultural background (Bryan, 2008) there were inconsistent conclusions on whether it was significant for work-family conflict to have an effect on the work performance. Positive, negative and no significance all appeared. Therefore, the study must consider the specific research context (China, KIBS, female employees) in the research, and pass strict empirical tests in order to get the correct and applicable conclusion. The conclusions drawn by previous scholars were not necessarily true in the context of this study. Secondly, most previous literature divided work-family conflict into WIF and FIW according to the direction. Few studies divided work-family conflict into three dimensional variables according to the nature of conflict -- time conflict, behavior conflict and pressure conflict -- to explore the effects on work performance respectively, lacking discussion on the mechanism of action. Thirdly, most studies took work performance as the outcome variable. However, the concept of work performance was too general and lacked the refinement and extension of the concept of performance combined with specific research objects. Even though some scholars were aware of this problem, they only divided work performance into task performance and peripheral performance according to content (Fredrickson, 2005; Greenhaus, 2006; Liu Xuemei, 2012; Zhao Fuqiang et al., 2016) without introducing derivative variables with industry characteristics or occupational characteristics.

4. Conclusion

By dealing with Chinese and non-Chinese literature, the deficiencies of previous studies can be found, which provide the research ideas for future study. Specifically speaking, there are the following points.

In terms of female employees' work-family conflict, first of all, although some achievements have been made in relevant research, the research results are not abundant. It is still a relatively unpopular field in the whole study of work-family conflict. With the further evolution of women's roles, it is urgent to expand the research. Secondly, there are no comparative studies on women from different occupational groups at present, and although the objects of some studies include or belong to KIBS, no scholars have directly studied the work-family conflict of KIBS female employees. Finally, the lack of localization scale of work-family conflict combining the character-istics of industry and female employees requires the use of scientific methods to develop the scale.

The research on the relationship between work-family conflict and job burnout has made some achievements, and the positive effects are generally recognized. However, there are the following problems. Firstly, neither Chinese nor non-Chinese studies take gender differences into account, and there is a lack of special research on female employees. Secondly, as far as the research in China is concerned, the research results are unsatisfactory, and the research objects are concentrated in the job of teaching. The conclu-sions are not universal, and there is a lack of research on the service professions, especially the knowledge-intensive service professions. Finally, there is a lack of depth in relevant studies, and few articles

discuss the mechanism of action between the three specific dimensions of work-family conflict and job burnout.

In terms of work-family conflict and work performance, first of all, previous scholars have reached inconsistent conclusions on the relationship between them, which is inseparable from the research background. Different research situations may lead to different conclusions. Therefore, only by fully considering the specific research situation (China, KIBS, female employees) and with strict empirical tests, a correct and applicable conclusion can be obtained. Secondly, there are few papers divided according to the nature of conflict to explore the respective effects of three dimensional variables of work-family conflict -- time conflict, behavior conflict and pressure conflict on work performance, and there is no discussion on the mechanism of action. Finally, most studies take work performance as the outcome variable. However, the concept of work performance is too general and lacks the refinement and extension of the concept of performance combined with specific research objects, as well as the introduction of derivative outcome variables with industry characteristics or occupational characteristics.

In conclusion, no scholars have been found to explore the relationship between work-family conflict, job burnout and work performance of female employees in the context of KIBS, and in particular, no researchers have reported on three dimensions of work-family conflict and two dimensions of work performance. Future research is expected to develop new objects, new models and new scales to make some contributions to supplement these deficiencies.

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