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论文

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饭店业员工过度劳动的实证分析与管理

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An Empirical Analysis and Management of Overworking Amongst Hotel Employees

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摘要

近年来, 过度劳动问题已严重影响到人们的工作生活和健康。文章以山东省饭店业为例, 对员工的过度劳动状况进行调查。基于因子分析结果, 从员工的生理表现、工作状态、行为反应3个维度14项指标进行过度劳动的方差分析。结果表明, 饭店员工的过劳程度总体呈现中等偏上的水平, 其中, 性别、年龄、职位层级不同, 过度劳动的生理表现差异性显著; 受教育程度、工作年限、职位层级、饭店星级的不同, 过度劳动的工作状态差异性显著; 性别和受教育程度的不同, 过度劳动的行为反应差异性显著。在分析结论的基础上, 提出过度劳动两大系统6个层面的有效管理系统。

关键词: 饭店员工, 过度劳动现状, 测量指标, 方差分析, 管理系统

Abstract:

Social and economic life in China is experiencing unprecedented turmoil and change. The hotel industry, in particular, is developing rapidly and work pressures on hotel employees can lead to physical and mental fatigue as well as feelings of being overworked. This paper investigated both the extent and consequences of overworking amongst hotel employees in China. The target sample of this study was hotel employees working in luxury hotels in Shandong Province, China. The data were collected through a questionnaire survey from hotel employees. A total of 528 valid, completed questionnaires were obtained. The responses were analyzed using several statistical techniques. First, factor analysis was conducted to extract three dimensions of overwork: physiological performance, work state, and behavioral response. Second, a descriptive analysis was conducted, indicating that hotel employees suffered from middle and high levels of overwork. Third, a one-way ANOVA was conducted to explore whether there was a statistically significant difference across individuals along the three dimensions of overwork.

The results indicated that overworking levels are above average amongst hotel employees in China. Overworking amongst staff on red alert is 5.4 percent whilst staff on orange, yellow and green alerts are 25.1, 40.2 and 29.3 percent, respectively. This indicates that overworking amongst hotel staff is in an "initial phase"; at this stage, employees already feel physiologically tired, psychologically distressed and pressured at work. Taken together, this indicates that hotel employees are overworked, especially in cases where an employees' "work state" level of overwork is extreme. The results of the one-way ANOVA demonstrated that there were statistically significant differences across individuals in their experience of the three dimensions of overwork. There were significant differences in the physiological performance of employees according to their gender, age and position level. In terms of the work state dimension, there are significant differences amongst employees according to their education level, work tenure, position level and hotel star rating. With regards to behavioral response, gender is significantly different from education level.

We discuss a number of effective management activities for dealing with overworking amongst employees and recognize that overworking is a social problem that should mobilize a wide range of social forces to tackle the overworking phenomenon. These social forces can be categorized into two systems: a social and enterprise support system and an employee self-extracting system. These systems consist of six aspects: social, enterprise, work, physiological, psychological and behavioral. Social support systems mainly consist of assistance projects delivered by enterprises and society to reduce the pressure on staff. We should both implement employee assistance programs (EAP) and introduce associated laws and regulations. Employee self-extracting systems will mainly carry out incentive policies to reduce stress amongst employees from the physiological, psychological and behavioral basis of an individual. These employee self-extracting systems would be used to reduce the symptoms of overwork through enhancing employees' psychological capital; improving employees' cognitive abilities; fostering good health and behavior; and helping employees to form good habits, including how to establish a good work-life balance.

The sustainable development of enterprises will only be achieved if society, businesses and individuals monitor employee overworking and intervene to reduce unnecessary work pressure and, by extension, reduce the occurrence of employee overworking.

Key words: hotel employees overwork situation measure indicators ANOVA management system

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