

員工訓練、個人-工作契合度與自我效能關係之研究

廖郁菁、林英顏

E-mail: 342050@mail.dyu.edu.tw

摘要

員工訓練對企業提升人力資本一直是相當重要的一環，許多企業會投入大量的時間、人力與金錢在員工的教育訓練上，希望員工能將習得的訓練內容應用在工作環境中，以提升績效。但卻有員工認為企業所提供的訓練是流於形式、不具意義的，因此本研究欲釐清員工訓練與自我效能之關係，並以個人 - 工作契合度為中介變數，探討三者之關係。本研究透過問卷調查，發放400份，有效問卷總計349份，有效問卷回收率為87%。研究結果發現：員工訓練頻繁程度正向影響自我效能；員工訓練正向影響個人 - 工作契合度；個人 - 工作契合度正向影響自我效能；個人 - 工作契合度在員工訓練與自我效能關係間具中介效果。最後本研究提出建議，提供學術界與實務界作為參考。

關鍵詞：自我效能、個人 - 工作契合度、員工訓練

目錄

中文摘要	iii	英文摘要
iv 誌謝辭	v	內容目錄
. vi 表目錄	vii	圖目錄
... x 第一章 緒論	1	第一節 研究背景
... 1 第二節 研究問題與目的	3	第三節 研究的重要性
... 4 第二章 文獻探討	5	第一節 員工訓練
... 5 第二節 自我效能	9	第三節 個人工作契合度
... 12 第三章 研究設計	15	第一節 研究架構
... 15 第二節 研究假設	16	第三節 變數的操作性定義與
測量	21	第四節 資料分析方法
... 21 第四章 實證結果及分析	23	第一節 樣本資料分
分析	23	第二節 信度與效度分析
練之分析	28	第四節 自我效能之分析之分析
... 38 第六節 員工訓練與自我效能之關係	34	第五節 個
人工作契合度	42	第七節 個人工
工作契合度之中介效果	47	第五章 結論與建議
研究結論	49	第一節 研
研究限制	51	第三節
研究問卷	53	參考文獻
	65	附錄

參考文獻

- 一、中文部份 毛筱艷，陳建佑(2006)，員工訓練內容滿意度及性別與工作投入關係之研究，*北商學報*，10，27-34。毛筱艷，簡元瑜(2010)，員工積極上行溝通與個人工作契合度之關係 - 以主管-部屬交換關係為干擾變數，*北商學報*，17，63-72。李宜儒(2006)，工作績效、教學自我效能、教學熱忱與教學意願之研究 以農民網路技能訓練講師為例，*國立台灣大學農業推廣學研究所未出版之碩士論文*。李昆靜(2009)，員工訓練遷移動機影響之實證分析，*企業管理學報*，80，87-118。洪季庭(2004)，高雄市已婚職業婦女成就動機、工作價值觀與生涯自我效能關係之研究，*高雄師範大學成人教育研究所未出版之碩士論文*。孫志麟(1991)，*國民小學教師自我效能及其相關因素之研究*，*國立政治大學教育研究所未出版之碩士論文*。倪家珍(2005)，護理人員個人 - 組織契合度與個人 - 工作契合度差異性之探討，*醫護科技學刊*，7(4)，363-378。倪家珍(2005)，員工性別與職業性別型態的一致性，對個人 - 組織契合度與個人 - 工作契合度影響之研究，*中國文化大學國際企業管理研究所未出版之博士論文*。莊瓊嘉(2003)，個人與工作適配及個人與組織適配對工作行為之影響—以顧客服務人員為例，*國科會專案研究計畫成果報告*。莊瓊嘉，林惠?(2003)，個人與環境適配對工作態度與行為之影響，*台灣管理學刊*，5(1)，123-148。黃丹廷(2007)，員工參與教育訓練對專業能力、工作態度及薪資收入之關聯性探討，*國立中央大學未出版之碩士論文*。黃英忠(1997)，*人力資源管理*，台北:三民書局。黃家齊(2002)，*人力資源管理活動及組織績效 - 員工技能與動機的中介效果*，*人力資源管理學報*，2(4)，15-32。趙其文(2000)，*人事行政(修訂版)*，台北市:中華電視股份有限公司。謝安田(1999)，*人力資源管理*，台北：著者發行。廖敏惠(2002)，*新進員工訓練、個人特質與個人 - 組織契合度關係之研究*，*中原大學企業管理研究所未出版之碩士論文*。蔣

美惠(2004),保全人員生涯管理、人格特質及組織氣氛對工作滿足、自我效能與工作績效之關聯性研究:以台北市保全公司為例,南華大學管理科學研究所未出版之碩士論文。蔡立旭(2000),組織氣氛,組織學習與自我效能之關係,大葉大學事業經營研究所未出版之碩士論文。顏朱吟(2009),大學行政人員自我效能與工作競爭力關係之實徵研究,屏東教育大學學報,33,335-364二、英文部份

Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191-215.

Bandura, A., Adams, N. E., & Beyer, J. (1977). Cognitive processes mediating behavioral change. *Journal of Personality Social Psychology*, 35(3), 125-139.

Bandura, A. (1997). *Self-efficacy: The exercise of control* (2 ed.). New York: W. H. Freeman and Company.

Bartlett, K. R. (2001) The relationship between training and organization commitment : A study in the health care field. *Human Resource Development Quarterly*, 12(4), 335-352.

Becker, G. S. (1964). *Human capital: National bureau for economic research*. New York: Coppers & Lybrand.

Beenstock, M. (1996). The Acquisition of Language Skills by Immigrants: The Case of Hebrew in Israel. *International Migration*, 34(1), 3-30.

Birnbrauer, H. (1987). Evaluation Techniques that Work. *Training and Development Journal*, 41(7), 53-55.

Blom, K., Clayton, B., Bateman, A., Bedgood, M., & Hughes, E. (2004). What's in it for me? Recognition of prior learning in enterprise-based registered training organizations. NCVER Adelaide.

Britner, S. L., & Pajares, F. (2001). Self-efficacy beliefs, motivation, race, and gender in middle school science. *Journal of Women and Minorities in Science and Engineering*, 17, 271-285.

Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875-884.

Cable, D. M., & Judge, T. A. (1996). Person-organization fit, job choice decision, and organizational entry. *Organizational Behavior and Human Decision Processes*, 67(3), September, 294-311.

Cable, D. M., & Judge, T. A. (1997). Interviews' perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82(4), 546-561.

Carol, A. T., Rick, L., & Steven, H. F. (2000). Hanging on or fading out? Job satisfaction and the long-term worker. *Public Personnel Management*, 29(3), 343-351.

Chemers, M. M., Hu, L.-t., & Garcia, B. F. (2001). Academic self-efficacy and first-year college student performance and adjustment. *Journal of Educational Psychology*, 93(1), 55-64.

Chuang, A. (2001). The perceived importance of person-job fit and person-organization fit between and within interview stages. Doctoral dissertation, University of Minnesota, Minneapolis.

Dessler, G. (1994). *Human Resource Management*, NJ:Prentice-Hall.

Drexler, Jr., John, A., & Lindell, M. K. (1981). Training/Job Fit and Worker Satisfaction. *Human Relations*, 34(10), 907-915.

Edward, J. R. (1991). Person-job fit: A conceptual integration, literature review, and methodology critique. In: Cooper C. L. & Robertson, I. T. ed. *International Review of Industrial and Organizational Psychology*, 6, 283-383.

Feltz, D. L., & Payment, C. A. (2005). Self-efficacy beliefs related to movement and mobility. *Quest (Human Kinetics)*, 57(1), 24-36.

Finegold, D., & Wagner, K. (2002). Are apprenticeships still relevant in the 21st century? A case study of changing youth training arrangements in german banks. *Industrial and Labor Relations Review*, 55(4), 667-685.

Gerfin, M. (2004). Firm-Sponsored General Training in Frictional Labour Markets: An Empirical Analysis for Switzerland. *IZA Discussion Paper*, 1077.

Gist, M. E., & Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *Academy of Management Review*, 17(2), 183-211.

Gist, M. E., Schwoerer, C., & Rosen, B. (1989). Effects of alternative training methods on self-efficacy and performance in computer software training. *Journal of Applied Psychology*, 74(6), 884-891.

Gritz, R. M. (1993). The impact of training on the frequency and duration of employment: An econometric analysis of the experiences of youth. *Journal of Econometrics*, 57, 21-51.

Jalajas, D. S., & Bommer, M. (1999). The influence of job motivation versus downsizing on individual behavior. *Human Resource Development Quarterly*, 10(4), 329-341.

Jones, G. R. (1983). Psychological Orientation and The Process of Organizational Socialization: An Interactionist Perspective. *Academy of Management Review*, 8, 464-474.

Jones, G. R. (1986). Socialization tactics, self-efficacy, and newcomers' adjustments to organizations. *Academy of Management Journal*, 29(2), 262-279.

Judge, T. A. & Bono, J. (2001). Relationship of Core Self-Evaluations Traits—Self-Esteem, Generalized Self-Efficacy, Locus of Control, and Emotional Stability—with Job Satisfaction and Job Performance: A Meta-Analysis. *Journal of Applied Psychology*, 86(1), 80-92.

Keeling, D., Jones, E., Botterill, D. & Gray, C. (1998). Work-based Learning, Motivation and Employer-Employee Interaction: Implications for Lifelong Learning. *Innovations in Education and Training International*, 35(4), 282-291.

Kolenko, T. A., & Aldag, R. J. (1989, July 5). Congruence perceptions and managerial career / work outcomes: An exploratory analysis. Paper presented at the meeting of the National Academy of Management, Washinton, D. C.

Kristof-Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters' perceptions of person-job and person-organization fit. *Personnel Psychology*, 53, 643-671.

Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person-job and person-organization fit. *Journal of Vocational Behavior*, 59, 454-470.

McGehee, W., & Thayer, P. W. (1961). *Training in business and industry*. New York: Wiley.

Miller, D. C. & Medalia, N. H. (1955). *Human Relations Leadership and the Association of Morale and Efficiency in Work Groups: A Controlled Study with Small Military Units*. Social Forces, 33(4), 348-352.

Muchinsky, H. A., & Monahan, C. J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational Behavior*, 31(2), 268-277.

Nadler, L. (1970). *Developing Human Resources*. Gulf Publishing Company, Houston, Texas.

Pajares, F., & Schunk, D. H. (2001). Self-beliefs and school success: Self-efficacy, self-concept, and school achievement. Peterson, R. T. (1990). What makes sales training programs successful. *Training and Development Journal*, 44(8), 59-64.

Pietsch, J., Walker, R., & Chapman, E. (2003). The relationship among self-concept, self-efficacy, and performance in mathematics during secondary school. *Journal of Educational Psychology*, 95(3), 589-603.

Raymond, A. Noe (1999). *Employee Training and Development*. MacGraw-Hill, Inc.

Saks, A. M., & Ashforth, B. (1997). A longitudinal investigation of the relationships between job information sources, applicant perceptions of fit, and work outcomes. *Personnel Psychology*, 50, 395-426.

Stuart, D., & Macpherson, D. A. (1997). Pensions and training. *Industry Relations*, 36(1), 81-96.

Tharenou, P. (2001). The relationship of training motivation to participation in training and development. *Journal of Occupational and Organizational Psychology*, 74(5), 599-621.

Tipton, R. M., & Worthington, E. L. (1984). The measurement of generalized self-efficacy. *Journal of Personality Assessment*, 48(5),

545-548. Trent, M. J., & Schraeder, M. (2003). A practical perspective on the self-efficacy of middle-managers. *Development and Learning in Organizations*, 17(4), 4-6. Vancouver, J. B., & Schmitt, N. W. (1991). An exploratory examination of person-organization fit: organizational goal congruence. *Personnel Psychology*, 44, 332-352. Yolanda, K. (1997). Training Programs for displaced workers: what do they accomplish? *New England Economic Review*.