

訓練需求與員工跳槽傾向關係之研究

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摘要

員工訓練需求與跳槽傾向之間的關係尚未能由既有文獻加以解釋，因此，本研究目的旨在以員工的角度來驗證不同的訓練需求與跳槽傾向的關係，並進一步研究與釐清員工滿意度與組織承諾對於訓練需求與跳槽傾向關係之中介效果。本研究透過問卷調查法，以台灣地區上市上櫃公司為抽樣母體，有效問卷487份，有效問卷回收率89.4%。以驗證性因素分析(confirmatory factor analysis, CFA)確立員工訓練需求等因素構面的建構效度與配適度。並使用線性結構關係模式(linear structure relationship model, LISREL)來分析構面之間的影響。結果本研究發現：員工的公司專屬訓練需求會影響其跳槽傾向，員工對公司專屬訓練需求愈高則其有跳槽傾向愈低。而員工產業專屬訓練需求與跳槽傾向有顯著的正向關係。員工訓練需求、工作滿足與組織承諾均有顯著的正向關係。組織承諾與工作滿足為訓練需求與跳槽傾向中介變數，兩者均顯示顯著的中介間接效果。人格內外控也增加解釋能力來預測工作者跳槽傾向。從研究發現中意含企業可透過了解員工訓練需求，並針對員工為何種訓練需求，而採行不同的因應策略，使企業能運用有限的訓練資源，得到最大的資源運用效率。

關鍵詞：訓練需求、工作滿足、組織承諾、跳槽傾向

目錄

內容目錄中文摘要	iii	英文摘要	iii
iv 誌謝辭	vi	內容目錄	vii
表目錄	ix	圖目錄	xi
第一章 緒論	1	第一節 研究背景與動機	1
第二節 研究問題與目的	3	第二章 文獻探討	7
第三節 訓練	7	第一節 訓練	7
第二節 訓練的需求	8	第二節 訓練的需求	8
第三節 跳槽傾向	11	第三節 跳槽傾向	11
第四節 訓練需求與跳槽傾向	12	第四節 訓練需求與跳槽傾向	12
第五節 訓練需求、工作滿足與跳槽傾向	14	第五節 訓練需求、工作滿足與跳槽傾向	14
第六節 訓練需求、組織承諾與跳槽傾向	18	第六節 訓練需求、組織承諾與跳槽傾向	18
第七節 人格特質與員工跳槽傾向	22	第七節 人格特質與員工跳槽傾向	22
第八節 工作者、工作、公司特性、訓練需求與員工跳槽傾向	26	第八節 工作者、工作、公司特性、訓練需求與員工跳槽傾向	26
第三章 研究方法	29	第一節 研究架構	29
第一節 研究架構	29	第二節 研究假說	30
第二節 研究假說	30	第三節 操作性定義與變數衡量	30
第三節 操作性定義與變數衡量	30	第四節 資料分析方法	38
第四節 資料分析方法	38	第五節 信度與效度分析	40
第五節 信度與效度分析	40	第六節 共同方法變異	42
第六節 共同方法變異	42	第七節 模式之衡量	44
第七節 模式之衡量	44	第四章 資料分析	48
第四章 資料分析	48	第一節 樣本結構	48
第一節 樣本結構	48	第二節 變數項目分析	51
第二節 變數項目分析	51	第三節 因素分析	55
第三節 因素分析	55	第四節 工作者、工作與公司特性與因素構面關之分析	57
第四節 工作者、工作與公司特性與因素構面關之分析	57	第五節 結構模型分析-訓練需求量表二階驗證性因素分析(Confirmatory Factor Analysis)	72
第五節 結構模型分析-訓練需求量表二階驗證性因素分析(Confirmatory Factor Analysis)	72	第六節 相關分析	76
第六節 相關分析	76	第七節 線性迴歸模式	77
第七節 線性迴歸模式	77	第八節 員工訓練需求模式分析	79
第八節 員工訓練需求模式分析	79	第五章 結論與建議	96
第五章 結論與建議	96	第一節 研究結論	96
第一節 研究結論	96	第二節 管理意涵	102
第二節 管理意涵	102	第三節 研究限制	103
第三節 研究限制	103	第四節 研究建議	104
第四節 研究建議	104	參考文獻	106
參考文獻	106	附錄A 問卷設計	134
附錄A 問卷設計	134	表目錄	表3-1 本研究各構念之信度值
表目錄	表3-1 本研究各構念之信度值	表4-1 樣本之人口統計變數	49
表3-1 本研究各構念之信度值	41	表4-2 工作滿足變數	52
表4-1 樣本之人口統計變數	49	表4-3 組織承諾與跳槽傾向構面	53
表4-2 工作滿足變數	52	表4-4 訓練需求構面	54
表4-3 組織承諾與跳槽傾向構面	53	表4-5 內外控構面	54
表4-4 訓練需求構面	54	表4-6 員工訓練需求因素分析	56
表4-5 內外控構面	54	表4-7 跳槽傾向之因素分析結果	57
表4-6 員工訓練需求因素分析	56	表4-8 不同年齡之變異數分析	59
表4-7 跳槽傾向之因素分析結果	57	表4-9 不同教育程度之變異數分析	60
表4-8 不同年齡之變異數分析	59	表4-10 不同服務年資之變異數分析	61
表4-9 不同教育程度之變異數分析	60	表4-11 工作轉換次數之變異數分析	63
表4-10 不同服務年資之變異數分析	61	表4-12 工作部門之變異數分析	64
表4-11 工作轉換次數之變異數分析	63	表4-13 不同職位之變異數分析	65
表4-12 工作部門之變異數分析	64	表4-14 不同薪資收入之變異數分析	66
表4-13 不同職位之變異數分析	65	表4-15 公司規模之變異數分析	68
表4-14 不同薪資收入之變異數分析	66	表4-16 性別狀況差異之T檢定分析	70
表4-15 公司規模之變異數分析	68	表4-17 婚姻狀況差異之T檢定分析	71
表4-16 性別狀況差異之T檢定分析	70	表4-18 訓練需求驗證性因素分析參數估計表	75
表4-17 婚姻狀況差異之T檢定分析	71	表4-19 訓練需求模型中之路徑及適合度檢定	75
表4-18 訓練需求驗證性因素分析參數估計表	75	表4-20 訓練需求相關分析表	77
表4-19 訓練需求模型中之路徑及適合度檢定	75	表4-21 線性迴歸模式	79
表4-20 訓練需求相關分析表	77	表4-22 公司專屬訓練需求路徑效果分析表	79
表4-21 線性迴歸模式	79		
表4-22 公司專屬訓練需求路徑效果分析表	79		

81 表 4-23 公司專屬訓練模式參數估計表	81 表 4-24 公司專屬訓練需求模型中之路徑及適合度檢定
82 表 4-25 產業專屬訓練需求路徑效果分析表	84 表 4-26 產業專屬訓練需求模式參數估計表
84 表 4-27 產業專屬訓練需求模型中之路徑及適合度檢定	85 表 4-28 員工一般訓練需求路徑效果分析表
87 表 4-29 一般訓練需求模式參數估計表	87 表 4-30 員工一般訓練需求模型中之路徑及適合度檢定
88 表 4-31 整體訓練需求路徑效果分析表	90 表 4-32 整體訓練需求模式參數估計表
90 表 4-33 整體訓練需求模型中之路徑及適合度檢定	91 表 5-1 研究假說驗證結果表
102 圖目錄	圖 3-1 研究架構 29
圖 3-2 模式結構方程矩陣 45	圖 3-3 模式衡量方程矩陣 46
圖 3-4 整體模式方程結構路徑圖 47	圖 4-1 訓練需求之二階驗證性因素模式 73
圖 4-2 公司專屬訓練模式分析路徑圖 80	圖 4-3 產業專屬訓練模式分析路徑圖 83
圖 4-4 一般訓練需求模式分析路徑 86	圖 4-5 整體模式分析路徑 89

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