

The Impact of Work-Life Programs on Career Development - Organizational Culture as a Moderator

錢天成、張秋蘭

E-mail: 9701071@mail.dyu.edu.tw

ABSTRACT

This research investigated the impact of company work-life programs on employee career development, and examined organizational culture as a moderator. The main purpose of the research was to investigate the relationships between work-life programs, organization's work-family culture, and employee career development. The research then investigated organization's work-family culture as a moderator, and examined its interactive effect with work-life programs to employee career development. This research utilized the survey method. The study obtained a list of 2007 Taiwan's top 1600 companies within manufacturing, service, and financial industries from Common Wealth Magazine. Government, public sectors, and insurance industries were eliminated from the list, and a total of 500 companies were selected as the sample of the research. Then, managers of these companies were surveyed. The data were collected and regression analysis was utilized to test hypotheses. Results of data analysis indicated that work-life programs and organization's support of employee career development had positive correlation. The supportive organizational culture of work-life programs had a significant positive relationship to employees' choices of career development, in terms of occupation, organization, and promotion. Results also showed that organizational culture had no significant moderating effect between work-life programs and employee career development. However, it was found that there was an explanatory interactive effect between family member care-taking programs and employee career development. Based on findings of the research, suggestions were provided for the practice and future research in this area.

Keywords : work-life programs, career development, organizational culture, work-family culture

Table of Contents

中文摘要	iii	英文摘要	iii
iv 誌謝辭	vi	內容目錄	vi
vii 表目錄	ix	圖目錄	ix
xi 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究問題與目的	3	第三節 研究流程	3
3 第二章 文獻探討	5	第一節 工作生活方案	5
5 第二節 生涯發展	9	第三節 組織文化	9
15 第四節 工作生活方案、組織之工作家庭文化與生涯發展關係分析	19		
19 第三章 研究設計	21	第一節 研究架構	21
21 第二節 變數之操作性定義與衡量	22	第三節 資料分析方法	22
24 第四節 研究對象、問卷發放與回收	26	第四章 研究結果	26
34 第一節 描述性統計分析	34	第二節 差異分析	34
46 第三節 相關分析	49	第四節 迴歸分析	49
54 第五節 假設驗證結果	70	第五章 結論與建議	70
71 第一節 研究結論	71	第二節 研究貢獻	71
75 第三節 研究建議	77	參考文獻	77
79 附錄A 問卷	89		

REFERENCES

- 一、中文部份 Kimmel, M. S. (2003), 男人要的是麼? (柯雅琪譯), 均衡的工作與生活, 台北:天下遠見, (原文於1993年出版)。 McShane, S. L., & Von Glinow. M. A. (2006), 組織行為-剖析職場新思維(艾昌瑞, 陳加屏審閱), 台北:美商麥格羅希爾, (原文於2005年出版)。 Morison, R., Erickson T., & Dychtwald K. (2006), 面對中年職業倦怠(周曉青譯), 哈佛商業評論中文版, (54), 65-75, (原文於2006年出版)。 Robbin, S. P. (2006), 組織行為學(11版) (李青芬, 李雅婷, 趙慕芬譯), 台北, 華泰文化, (原文於1992年出版)。 Shein E. H. (2003), 組織文化與領導, (陳千玉譯, 鄭伯壩審訂), 台北, 五南, (原文於1985年出版), 12。 石倉安(2000), 台灣五大會計師事務所女性審計人

員升遷問題之研究，國立政治大學會計學系研究所未出版之碩士論文。江旻珊(2004)，國際觀光旅館女性經理人之職涯發展阻礙因素研究，私立銘傳大學觀光研究所未出版之碩士論文。行政院勞工委員會(2007)，申請育嬰留職停薪情形統計資料，[線上資料]，來源：<http://statdb.cla.gov.tw/html/year/year96/34150.htm> [2007, April 8] 行政院勞工委員會(2007)，員工規模30人以上事業單位提供育嬰留職停薪制度之情形 - 按行業、員工規模、組織型態、地區別分，[線上資料]，來源：<http://statdb.cla.gov.tw/html/svy95/9506013.xls> [2007, April 8] 行政院勞工委員會(2007)，臺灣地區人力資源調查統計年報，[線上資料]，來源：<http://statdb.cla.gov.tw/html/year/year96/32040.htm> [2007, April 8] 行政院勞工委員會(2007)，臺灣地區人力資源調查統計年報，[線上資料]，來源：<http://www.stat.gov.tw/public/data/dgbas04/bc4/性別統計指標.XLS#性別統計指標la380:a399> [2007, April 8] 何秀珠(1996)，組織生涯管理與員工工作態度關係之研究，國立中興大學企業管理研究所未出版之碩士論文。余德慧(1996)，文化心理學的詮釋之道，本土心理學研究，6，146-202。吳明隆(2003)，SPSS統計應用學習實務：問卷分析與應用統計(初版)，台北：知城數位科技。吳明隆(2006)，SPSS統計應用學習實務：問卷分析與應用統計(3版)，台北：知城數位科技。李正傑(2000)，雙薪家庭高承諾男性的工作與家庭生活經驗之研究，國立嘉義大學家庭教育研究所未出版之碩士論文。李再長、李俊杰、曾雅芬(2005，春季號)，大型企業組織生涯管理、個人生涯規劃、個人人格特質、工作滿意度之關係研究，人力資源管理學報，5(1)，53-76。李佳俐(2004)，工作/家庭政策、工作/家庭平衡與員工績效關係之研究，國立成功大學國際企業研究所未出版之碩士論文。林永祥(2000)，我國企業國際化生涯發展計劃對派駐大陸人員創業精神影響之研究，國立中山大學人力資源管理研究所未出版之碩士論文。林佳慧(2001)，美國、德國與瑞典的親職假政策研究：從福利國家制度面來探討，國立臺灣大學政治學研究所未出版之碩士論文。林宜怡(2001)，組織生涯發展之程度對工作態度影響之探討，國立中央大學人力資源管理研究所未出版之碩士論文。林欽榮(2004)，組織理論與管理(初版)，台北，揚智文化。邱皓政(2002)，量化研究與統計分析：SPSS中文視窗版資料分析範例解析(2版)，台北：五南。胡敏惠(2003)，生涯發展、組織承諾與組織公民行為關係之研究 - 以台南地區保險業為例，長榮大學經營管理研究所未出版之碩士論文。唐先梅(1999)，雙薪家庭家務工作、公平觀、與夫妻關係滿意度之研究，中華家政學?，28，16-30。徐宗國(1993)，女人與男人的工作與家庭：攸關時間，婦女與兩性學?，4，175-206。張秋蘭，林淑真(2007)，1,600大企業之福利實施與員工福利需求差異探討，人力資源管理學報，7(1)，19-40。張淑昭、陳志忠、李明興、蘇文娟(2006)，組織結構、工作特性、員工生涯發展與組織承諾的關係探討，中華管理評論國際學報，4(9)，19。陳怡靜(2001)，知識工作者職涯發展歷程及其影響因素之研究，國立臺灣師範大學工業科技教育研究所未出版之碩士論文。黃同圳(1998)，國軍幹部生涯規劃之研究，國防部87年度委託研究報告。鄭清忠(2005)，工作家庭文化、工作家庭衝突與員工生涯動機之關聯探討，國立臺灣海洋大學航海管理學系未出版之碩士論文。賴碧蘭(2002)，行政機關女性主管生涯發展策略及相關因素之研究 - 以兩性工作平等觀點，國立中山大學人力資源管理研究所未出版之碩士論文。蘇子威(2004)，員工組織社會化與認知失調的關係 - 生涯發展導向的觀點，國防大學國防管理學院資源管理研究所未出版之碩士論文。蘇怡璋(2006)，企業經理人生涯發展認知生涯路徑選擇與組織承諾關係之研究，長榮大學經營管理研究所未出版之碩士論文。二、英文部份 Allen, T. D. (2001). Family-supportive work environments: The role of organizational Perceptions. *Journal of Vocational Behavior*, 58(9), 414-435. Bailyn, L. (1993). *Breaking the mold: Women, men and time in the new corporate world*. New York: Free Press. Beach, D. S. (1980). *Personnel: The management of people at work* (4th ed.). New York: Macmillan. Berg, P., Kalleberg, A. L., & Appelbaum, E. (2003). Balancing work and family: The role of high commitment environments. *Industrial Relations*, 42(2), 168-188. Casper, W. J., & Buffardi, L. C. (2004). Work-life benefits and job pursuit intentions: The role of anticipated organizational support, *Journal of Vocational Behavior*, 65(3), 391-410. Clark, S. C. (2001). Work cultures and work/family balance. *Journal of Vocational Behavior*, 58(9), 348-365. Drago, R., & Hyatt, D. (2003). Symposium: The effect of work- family policies on employees and employers, *Industrial Relations*, 42(2), 139-144. Duxbury, L. E., & Higgins, C. A. (1991). Gender difference in work- family conflict. *Journal of Applied Psychology*, 76(1), 60-74. Eric, N. J., Jordan, D. L., & Philip, M. J. R. (2007). Alternative work arrangements and perceived career success: Current evidence from the big four Firms in the US. *Accounting, Organizations and Society* [Online]. Available: <http://www.elsevier.com/locate/aos> [2007, Jan 9]. Grover, S. L., & Crooker, K. J. (1995). Who appreciates family- responsive human resource policies: The impact of family- friendly policies on the organizational attachment of parents and non-parents. *Personnel Psychology*, 48(2), 271-288. Gutteridge, T. G., & Hutcheson, P. G. (1984). Career development. In N. Leonard (ed.), *The handbook of human resource development*. New York: John Wiley and Sons. Gutteridge, T. G., Leibowitz, Z. B., & Shore, J. E. (1993). Organizational career development. San Francisco, California: Jossey- Bass. Hall, D. T. (1976). *Career in organization*. Pacific Palisades, California: Goodyear. Hall, D. T. (1986). *Career development in organization*. San Francisco, California: Jossey-Bass. Hall, D. T. (1990). *Career in organization*. Santa Monica, California: Goodyear. Hamman, K. H., Furchgott, R., Hamm, S., & Judge, P. C. (1997, September 15). Work and family: Business Week's second survey of family-friendly corporate policies. *Business Week*, 96-104. Hesketh, B. & Considine, G. (1998). Integrating individual and organizational perspectives for career development and change. *European Journal of Work and Organizational Psychology*, 7(3), 405-418. Higgins, C., Duxbury, L., & Lee, C. (1994). Impact of life-cycle stage and gender on the ability to balance work and family responsibilities. *Family Relations*, 43(2), 144-150. Ingram, P., & Simons, T. (1995). Institutional and resource dependence determinants of responsiveness to work-family issues. *Academy of Management Journal*, 38(4), 1466-1482. Ivancevich, J. M., & Glueck, W. F. (1989). *Foundations of personnel: Human Resource Management* (4th ed.). Boston: Homewood. Konrad, A. M., & Mangel, R. (2000). The impact of work-life programs on firm productivity. *Strategic Management Journal*, 21(12), 1225-1237. Landauer, J. (1997). Bottom-line benefits of work/life programs. *HR Focus*, 7(7), 3-4. Osterman, P. (1995). Work/family programs and the employment relationship. *Administrative Science Quarterly*, 40(4), 681-700. Parker, L., & Allen, T. D. (2001). Work/ family benefits: Variables to employees' fairness Perceptions. *Journal of Vocational Behavior*, 58(9), 453-468. Perlow, L. A. (1995). Putting the work back into work/family. *Group & Organization Management*, 20(2), 227-239. Raabe, P. H. (1990). The organizational effects of workplace family Policies. *Journal of Family Issues*, 11(4), 477-491. Shweder, R. A. (1990). Cultural psychology what is

it? In J.W. Stigl- er, R. A. Shweder & G. Herdt (Eds.), *Cultural psychology: Es- says on comparative human development*. New York: Cambr- idge University Press.

Super, D. E. (1957). *The psychology of career*. New York: Addison- Wesley. Thompson, C. A., Beauvais, L. L. & Lyness, K. S. (1999). When work-family benefits are not enough: The influence of work- family culture on benefit utilization, organizational attachment, and work-family conflict. *Journal of Vocational Behavior*, 54(3), 392-415.

Wolcott, I. (1994). Achieving a family supportive workplace and community: *Family Matters*, 37, 72-79.

Wood, S. J., Menezes, L. M. de, & Lasoosa, A. (2003). Family- friendly management in Great Britain: Testing various perspe- ctives. *Industrial Relations*, 42(2), 221-250.

Young, L., & Kleiner, B. H. (1992). Work and family: Issues for the 1990s. *Women in Management Review*, 7(5), 24-28.