

The Relationship between Work Overload and Work - family Balance : The Mediating Role of Flexible Work

陳鈞超、張秋蘭

E-mail: 9901199@mail.dyu.edu.tw

ABSTRACT

This study explored the relations among work overload, flexible work and work family balance. A contingency model describing the mediation effects of flexible work on work overload and work family balance was proposed and tested. In this study, the sample is Taiwan ' s Banking Industry. Of all samples, many different service firms responded by returning at least one questionnaire from an employee (a total of 204 questionnaires); of these, sixty employees were unusable because they were incomplete. Completed questionnaires were returned by 144 contact-employees (36% response rate). Our findings can be summarized as follows: (1) Flexible work has mediating effect between work overload and work family balance. (2) Flexible work has not mediating effect between work overload and work/family involvement. (3) Flexible work has not mediating effect between work overload and work/family satisfaction.

Keywords : work overload ; flexible work ; work family balance

Table of Contents

中文摘要	iii	英文摘要	iii
iv 誌謝辭	v	內容目錄	v
vi 表目錄	viii	圖目錄	viii
x 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究目的與問題	2	第三節 研究流程	2
3 第二章 文獻探討與研究假設	4	第一節 工作負荷與工作家庭平衡的關係	4
4 第二節 工作彈性與工作家庭平衡的關係	11	第三節 工作負荷與工作彈性的關係	11
15 第四節 工作彈性對工作負荷與工作家庭平衡的中介效果	16	第一節 研究架構與假設	16
16 第三章 研究方法	17	第三節 資料分析方法	17
17 第二節 研究變項之衡量工作	18	第五節 研究問卷信效度	18
23 第四節 研究對象、問卷發放與回收	24	第一節 描述性統計	23
25 第四章 研究結果與分析	46	第二節 描述性統計分析	25
46 第二節 t 檢定分析	53	第三節 描述性統計分析	46
57 第四節 相關分析	59	第五節 回歸與路徑分析	57
61 第五章 結論與建議	72	第一節 結論與討論	61
72 第二節 研究限制與未來研究建議	74	第二節 管理意涵及建議	72
75 參考文獻	77	第三節 附錄A 研究問卷	75
87			87

REFERENCES

- 一、中文部份 人才資本雜誌:【數字看趨勢】從聘僱需求、薪資幅度,看產業發展趨勢[線上資料],來源:
<http://college.itri.org.tw/HCMarticle.aspx?id=331&cid=3&type=art1> [2007, December 4]。行政院勞委會九十六年國際勞動統計[線上資料],來源: <http://statdb.cla.gov.tw/html/nat/9610menu.htm> [2007, December 4]。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管理研究所未出版之碩士論文。邱皓政,(2007),量化研究法(一):研究設計與資料處理,台北:雙葉書廊。侯望倫(1984),員工工作壓力之實證研究--以護理人員為例,國立政治大學企業管理研究所未出版之碩士論文。陳天惠,李明興,薄喬萍(2000),服務性工作部門工作負荷評估模式,2000年科技與管理學術研討會論文集,25-33。羅新興,周慧貞(2006),組織成員知覺主管支持對其離職傾向之影響 - 探討工作負荷與成就動機之干擾作用,人力資源管理學報,6(4),67-80。
- 二、英文部份
Allan, C., Brosnan, P. & Walsh, P. (1998). Non-standard working-time arrangements in Australia and New Zealand. *International Journal of Manpower*, 19(4), 234-249. Allen, N. J., & Meyer, J. P. (1996). Affective, continuance and normative commitment to the organization; an examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276. Allen, T. D. (2001). Family-supportive work environment: The

role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414-435. Allen, T. D., Herst, D. E., Bruck, C.S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Organizational Health Psychology*, 5, 278-308. Baltes, B. B., Briggs, T. E., Huff, J. W., Wright, J. A., & Neuman, G. A. (1999). Flexible and compressed workweek schedules: A metaanalysis of their effects on work-related criteria. *Journal of Applied Psychology*, 84, 496 – 513. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182. Bedeian, A. G., Burke, B. G., & Moffett, R. G. (1988). Outcomes of work-family conflict among married male and female professionals. *Journal of Management*, 4, 475-91. Blyton, P. (1996). Workforce flexibility. In B. Towers (Ed.), *The handbook of human resource management* (2nd ed.). Oxford: Blackwell. Burke, R., Weir, T., & DuWors, Jr. R. (1980). Work Demands on Administrators and Spouse Well-Being. *Human Relations*, 33(4), 253-278. Caplan, R. D., Cobb, S., French, J. R., Van Harrison, R., & Pinneau, S. R. (1975). Job demands and worker health; main effects and occupational differences. Washington: US department of health, education and welfare. Christensen, K. E., & Staines, G. L. (1990). Flextime: A viable solution to work/family conflict? *Journal of Family Issues*, 11, 455-476. Clark, S. C. (2001). Work cultures and work/family balance. *Journal of Vocational Behavior*, 58(3), 248-365. Deephouse, D. L. (1996). Does isomorphism legitimate? *Academy of Management Journal*, 39, 1024 – 1039. Dex, S. & Scheibl, F. (2001). Flexible and family-friendly working arrangements in UK-based SMEs: business cases, *British Journal of Industrial Relations*, 39 (3), 411-31. Dfee (1996). Family friendly working arrangements in Britain, Research Reports RR16, John Forth et al., London: Policy Studies Institute. Edwards, J. R. & Rothbard, N. P. (1999). Work and family stress and well-being: An examination of person – environment fit in the work and family domains. *Organizational Behavior and Human Decision Processes*, 77, 85 – 129. Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative model of the work-family interface. *Journal of Vocational Behavior*, 50(2), 145-167. Greenhaus, H. J., Collins, M. K., & Shaw, D. J. (2003). The relation between work – family balance and quality life. *Journal of Organizational Behavior*, 63, 510-531. Greenhaus, H. J., Parasuraman, S., & Wormley, M. W. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of Management Journal*, 33(1), 64-86. Hall, L., & Atkinson, C. (2006). Improving working lives: flexible working and the role of employee control. *Employee Relations*, 28(4), 375. Hammer, L. B., Allen, E. & Grigsby, T. D. (1997). Work-family conflict in dual-earner couples: within-individual and crossover effects of work and family. *Journal of Vocational Behavior*, 50, 185-203. Holtzman, M., & Glass, J. (1999). Explaining changes in mother ' s job satisfaction following childbirth. *Work and Occupations*, 26, 365-404. Kanungo, R. N. (1982). Measurement of Job and work involvement. *Journal of Applied Psychology*, 67(3), 341-349. Karasek, R., Brisson, C., Kawakami, N., Houtman, I., Bongers, P., & Amick, B. (1998). The Job Content Questionnaire (JCQ): an instrument for internationally comparative assessments of psychosocial job characteristics. *J Occup Health Psychol*, 3(4), 322-355. Karasek, R., Baker, D., Marxer, F., Ahlbom, A., & Theorell, T. (1981). Job decision latitude, job demands, and cardiovascular disease : a prospective study of Swedish men. *American Journal of Public Health*, 71(7), 694-705. Keith, P. M. & Schafer, R. B. (1980). Role strain and depression in two-job families. *Family Relations*, 29(4), 483-488. Kopelman, R. E., Greenhaus, J. H., & Connolly, T. F. (1983). A model of work, family, and inter-role conflict: A construct validation study. *Organizational Behavior and Human Performance*, 32, 198-215. Lewis, S. (1997). Family-friendly employment policies: a route to changing organisational culture or playing about at the margins? *Work and Organisation*, 4(1), 13-23. Papalexandris, N., & Kramar, R. (1997). Flexible working patterns: towards reconciliation of family and work. *Employee Relations*, 19(6), 581-595. Parasuraman, S., & Simmers, C. A. (2001). Type of employment, workfamily conflict and well-being: a comparative study. *Journal of Organizational Behavior*, 22(5), 551-568. Parasuraman, S., Greenhaus, J. H., & Granrose, C. S. (1992). Role stressors, social support, and well-being among two-career couples, *Journal of Organizational Behavior*, 13(4), 339-356. Pierce, J. L. & Newstrom, J. W. (1980). Toward a conceptual clarification of employee responses to flexible working hours: A woric adjustment apfffoach. *Journal of Management*, 6, 117-134. Pleck, J. H., Staines, G. L., & Lang, L. (1980). Conflicts between work and family life. *Monthly Labor Review*, 103(3), 29-32. Stavrou, T. H. (2005). Flexible work bundles and organizational competitiveness: a cross-national study of the European work context. *Journal of Vocational Behavior*, 26, 923-947. Tsang, P. S., & Wilson, G. F. (1997). Mental workload. In G. Salvendy (Eds.), *The handbook of human factors and ergonomics*, 2(pp. 417-692). New York: Wiley. Turnley, W. H., & Feldman, D. C. (2000). Re-examining the effects of psychological contract violation: unmet expectations and job dissatisfaction as mediators. *Journal of Organizational Behavior*, 21, 25-42. Van Sell, M., Brief, A. P., & Schuler, R. S. (1981). Role conflict and role ambiguity: Integration of the Future Research, *Human Relations*, 34(1), 43-71. Vanden Heuval, A. (1993). When roles overlap: workers with family responsibilities. Melbourne: Australian Institute of Family Studies, 14. Vidulich, M. A., & Wickens, C. D. (1986). Causes of dissociation between subjective workload measures and performance: caveats for the use of subjective assessments, *Applied Ergonomics*, 17, 291-296. Wallace, J. E. (1999). Work-to-nonwork conflict among married male and female lawyers. *Journal of Organizational Behavior*, 20, 797-816. Wickens, C. D. (1992). *Engineering psychology and human performance* (Ed.), Harper Collins Publishers, 2(p.560). New York: Harper Collins Publishers. Yogeve, S., & Brett, J. (1985). Patterns of work and family involvement among single and dual-earner couples. *Journal of Applied Psychology*, 70(4), 754-768.