

The Relationship between Flexible Work Hour and Job Performance : The Mediating Role of Work-family Balance

吳宜寧、張秋蘭

E-mail: 9901201@mail.dyu.edu.tw

ABSTRACT

More and more enterprises start to notice flexibility in human resources management and job design utilization importance. Therefore, this study was to explore the possibility of flexible working hours, employees work through the balance of the family and thus enhance their job performance. The study conducted a questionnaire of survey, mail the questionnaire object to government agencies and enterprise (financial insurance business、 science and technology industry、 manufacturing industry、 service industry、 tourism) business unit staff. This study issued a total of 400 questionnaires, and the effective questionnaire has 281 questionnaires, effective sample recovery was 70.2%. The results showed that: 1) Flexible working hours on work performance have a positive impact. 2) Flexible working hours on work-family balance relationship is not significant. 3) Work-family balance for the job performance had a positive impact. (4) Work-family balanced for flexible working hours and job performance were not had a mediating effect. The study of the main contribution of is to prove the flexible working hours, work-family balance both for the job performance had significant effect, the study of the re-sults can be used as reference when Taiwan's enterprises of thinking to improve the per-formance of employees.

Keywords : flexible work hour, work-family balance, ; job performance

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
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
4 第二章 文獻探討與研究假設	5	第一節 彈性工時	5
5 第二節 工作績效	9	第三節 彈性工時與工作績效的關係	9
17 第四節 工作家庭平衡	18	第五節 彈性工時與工作家庭平衡的關係	18
23 第六節 工作家庭平衡與工作績效的關係	25	第七節 工作家庭平衡的中介效果	25
25 第三章 研究設計	27	第一節 研究架構	27
27 第二節 操作型定義及問卷設計	27	第三節 資料收集	27
32 第四節 問卷信度與效度分析	33	第五節 統計	33
44 第四章 研究結果與分析	46	第一節	46
46 描述性分析	46	第二節 差異性分析	63
72 相關分析	72	第四節 迴歸分析	73
78 結論與建議	78	第一節 結論	78
80 第二節 討論與建議	80	參考文獻	80
84 附錄 A 研究問卷	101	附錄 B 前測工作家庭平衡之因素分析表	101
105 附錄 C 前測工作績效之因素分析表	106	附錄 D 正式測驗工作家庭平衡之因素分析表	106
108 附錄 E 正式測驗工作績效之因素分析表	110	附錄 F 彈性工時的使用與工作家庭平衡對工作績效之迴歸分析	112
112 附錄 G 彈性工時的使用程度與工作家庭平衡對工作績效之迴歸分析	113		

REFERENCES

- 一、中文部份 ZDNet新聞專區:綜合外電(2008, January 14), 遠距辦公享特權?留在辦公室的鬱卒[線上資料], 來源:
<http://www.zdnet.com.tw/news/web/0,2000085679,20127046,00.htm> [2008, April 22]。方嘉瑜(2004), 台灣員工彈性工時偏好之研究, 國立中央大學人力資源管理研究所出版之碩士論文, 6-30。行政院主計處(2008), 行政院勞工委員會勞動統計[線上資料], 來源:

<http://www.dgbas.gov.tw/mp.asp?mp=1> [2008, April 22]. 余德成(1996), 品質管理人性面系統因素對工作績效之影響, 國立中山大學企業管理研究所未出版之博士論文, 51-53. 何永福, 楊國安(1993), 人力資源策略管理, 台北:三民書局. 李佳俐(2004), 工作/家庭政策、工作/家庭平衡與工作績效關係之研究, 國立成功大學國際企業研究所未出版之碩士論文, 69-89. 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. 邱駿彥(2000), 勞動基準法當前課題之研究-以縮短工時相關法制為中心, 2000年工業關係研討會論文. 吳成豐, 黃莉雅(2005, June 19), 倫理領導、組織公民行為與組織績效之相關研究, 發表於第三屆管理思維與實務學術研討會, 台北:私立銘傳大學. 吳明隆(2009), SPSS操作與應用:問卷統計分析實務, 台北:五南. 林澄貴(2001), 知識管理、工程專業人員核心能力與工作績效關係之研究-以中鋼公司為例, 國立中山大學人力資源管理研究所未出版之碩士論文, 111. 陳宣宏(2002), 航空公司修護人力供給彈性策略規劃模式之研究, 國立中央大學土木工程學研究所未出版之碩士論文, 10. 張春興(2003), 心理學原理, 台北:台灣東華. 黃煥榮(2008, June 11), 運用友善家庭政策平衡工作與家庭-夥伴關係的途徑, 發表於2008TASPAA夥伴關係與永續發展國際學術研討會, 台中:私立東海大學. 黃彩霖(2001), 醫院行政人員的人格特質、工作壓力、工作投入、專業承諾及工作績效之相關性研究, 南華大學管理研究所未出版之碩士論文, 44. 黃英忠(2003), 人力資源管理, 台北:三民書局. 黃曉菁(1995), 彈性上下班制與壓縮週工作日制之研究-以工商服務業及保險業為例, 中國文化大學勞工研究所未出版之碩士論文, 55-67. 連淑君, 余德成(2004), 薪資制度、責任感與工作績效之研究, 人力資源管理學報, 4(2), 47-59. 萬建邦(2004), 部份工時者與多份工作者:他們為何與常人不同, 國立中山大學人力資源管理研究所碩士班未出版之碩士論文, 13. 葛建培, 卓正欽(2008), 績效管理與發展:建構人力資本工具與應用, 台北:雙葉書廊. 廖曜生(1997), 彈性工時制度、個人屬性與工作特性、工作滿足、工作績效關係之研究-以國內電子業為例, 國立成功大學國際企業管理研究所未出版之碩士論文, 66-67. 羅奉文(2001), 勞動市場彈性化之研究-以部分工時為例, 國立中央大學人力資源管理研究所未出版之碩士論文, 18.

二、英文部份 Allen, T. D. (2001). Family-supportive work environment: The role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414-435. Baltes, B. B., Briggs, T. E., Huff, J.W., Wright, J. A., & Neuman, G. A. (1999). Flexible and compressed workweek schedules: A meta-analysis of their effects on work-related criteria. *Journal of Applied Psychology*, 84, 496-513. Barnett, R. C. (1998). Toward a review and reconceptualization of the work/family literature. *Genetic, Social and General Psychology Monographs*, 124(2), 125-182. Batt, R., & Valcour, P. M. (2003). Human resource practices as predictors of work-family outcomes and employee turnover. *Industrial Relations*, 42(2), 189-220. Berg, P., Kalleberg, A. L., & Appelbaum, E. (2003). Balancing work and family: The role of high-commitment environments. *Industrial Relations*, 42(2), 168-188. Blyton, P. (1995). The flexibility debate: Implications for management research in the 1990s and beyond. Unpublished doctoral dissertation, University of Wales, Cardiff. Bob, N., Ken, B. & Peter, E. (2003). *Managing for dummies* (2nd ed.). New York: John Wiley & Sons. Borman, W. C. & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organization* (Vols. 3, pp.71-98). San Francisco: Jossey-Bass. Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behavior. *Academy of Management Review*, 11, 710-725. Brouters, K. D. (2002). Institutional, cultural and transaction cost influences on entry mode choice and performance. *Journal of International Business Studies*, 2(33), 203-223. Burke, R., Weir, T., & DuWors, Jr. R. (1980). Work demands on administrators and spouse well-being. *Human Relations*, 33(4), 253-278. Byars, L. L., & Rue, L. W. (2001). *Human resource management* (4th ed.). Burr Ridge: IRWIN. Campbell, D. J. (1990). Modeling the performance predication problem in industrial and organization psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organization psychology*, 1(pp.687-732). California: Consulting Psychologists Press. Carlson, D. S., Witt, L. A., Zivnuska, S., Kacmar, K. M., & Grzywacz, J. G. (2008). Supervisor appraisal as the link between family-work balance and contextual performance. *Journal of Business and Psychology*, 23, 37-49. Christensen, K. E., & Staines, G. L. (1990). Flextime: A viable solution to work/family conflict? *The Journal of Family Issues*, 11(4), 455-76. Clark, S.C. (2000). Work/family border theory: A new theory of work/family Balance. *Human Relations*, 53(6), 747-770. Clark, S. C. (2001). Work cultures and work/family balance. *Journal of Vocational Behavior*, 58(3), 348-365. Clarke, M. C., Koch, L. C., & Hill, E. J. (2004). The work-family interface. *Family and Consumer Sciences Research Journal*, 31, 121-140. Coleman, V. I., & Borman, W. C. (2000). Investigating the underly structure of the citizenship performance domain. *Human Resource Management Review*, 10, 25-44. Diane-Gabrielle, T., Elmustapha, N., & Renaud, P. (2007). Work-family balance and working time: what measures are available to Canadian working and what measures should employers develop. *Global Journal of business research*, 1(1), 97-113. Drago, R., & Hyatt, D. (2003). Symposium: The effect of work-family policies on employees and employers. *Industrial Relations*, 42(2), 139-144. Dunham, R. B., & Pierce, J. L. (1986). Attitudes toward work schedules: Construct definition, instrument development, and validation. *Academy of Management Journal*, 29(1), 170-182. Duxbury, L. E., & Higgins, C. A. (1991). Gender differences in work-family conflict. *Journal of Applied Psychology*, 76(1), 60-74. Eaton, S. C. (2003). If you can use them: Flexibility policies, organizational commitment, and perceived performance. *Industrial Relations*, 42(2), 145-167. Evans, P., & Bartolome, F. (1984). The changing picture of the relationship between career and family. *Journal of Occupational Behavior*, 5(1), 9-21. Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77(1), 65-78. 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(3), 145-167. Frone, M. R. (2003). Work-Family balance. In J. Quick & L. E. Tetrick (Eds.), *The handbook of occupational health psychology*, 1 (pp.143-162). Washington: American Psychological Association. Gajendran, R., S., & Harrison, D. A. (2007). The good, the bad, the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92, 1524-1541. Gatewood, R. D., & Field, H. S. (1998). *Human resource selection*. Texas: The Dryden. George, T. M., & Jerry, M. N. (2005). *Compensation*. New York: McGraw Hill. Giebel, O., Janben, D., Schomann, C., & Nachreiner, F. (2004). A new approach for evaluating flexible working hours. *Chronobiology International*, 21(6), 1015-1024. Goff, S. J., Mount, M. K., & Jamison, R. L. (1990). Employer supported child care,

work/family conflict, and absenteeism: A field study. *Personnel Psychology*, 43(4), 793-809. Golden, L. (2001). Flexible work schedules: What are we trading off to get them? *Monthly Labor Review*, 5, 50-67. Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 4(4), 249-270. Graham, J. W. (1986, August 5). Organizational citizenship informed by political theory. Paper presented at the meeting of the Academy of Management, Chicago. Greenhaus, J. H. & Singh, R. (2003). Work-Family Linkages, a sloan work and family encyclopedia entry. Massachusetts: Chestnut Hill. Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31, 72-92. Greenhaus, J. H., & Allen, T. D. (2006). Work-family balance: Exploration of a concept. Paper presented at the Families and Work Conference, Utah: Provo. Guelzow, M. G., Bird, G. W., & Koball, E. H. (1991). An exploratory path analysis of the stress process for dual-career men and women. *Journal of Marriage and the Family*, 53, 151-164. Hakim, C. (2006). Women, careers, and work-life preferences. *British Journal of Guidance & Counselling*, 34(3), 279-294. Hall, D. T., & Goodale, J. G. (1986). *Human resource management: strategy design and implement*(4th ed.). London: Pearson Education. 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(2), 185-203. Higgins, C. A., Duxbury, L. E., & Irving, R. H. (1992). Work-family conflict in the dual-career family. *Organizational Behavior and Human Decision Processes*, 51, 51-75. Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzmen, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 51 (1), 49-58. Holtzman, M., & Glass, J. (1999). Explaining changes in mother's job satisfaction following childbirth. *Work and Occupations*, 26, 365-404. Homans, G. C. (1976). Fundamental processes of social exchange. In E. P. Hollander & R. G. Hunt (Eds.), *Current perspectives in social psychology*, 4(pp.161-173). New York: Oxford University Press. Jeffrey, K., & David, S. (1996). It's a different world out there: Planning for expatriate success through selection, training and on-side socialization. *Human Resource Planning*, 19(2), 32-47. Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D. & Rosenthal, R. A. (1964). *Organizational stress: study in role conflict and ambiguity*. New York: Wiley. Kane, J. S., & Lawler, E. E. (1976). Performance appraisal effectiveness: Its assessment and determinants. In B. Staw (Eds.), *Research in Organizational Behavior*, 1(pp.425-478). Connecticut: JAI Press. Katz, D., & Kahn, R. L. (1966). *The social psychology of organization*. New York: Wiley. Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). New York: Wiley. Keith, P. M., & Schafer, R. B. (1980). Role strain and depression in two job families. *Family Relations*, 29(4), 483-488. Kim, L. S. J., & Ling, C. S. (2001). Work-family conflict of women entrepreneurs in Singapore. *Women in Management Review*, 16, 204-221. Konard, A. M., & Mangel, R. (2000). The impact of work: Life programs on firm productivity. *Strategic Management Journal*, 12(12), 1225-1237. Konek, C. W., & Kitch, S. L. (1994). *Women and careers: Issues and challenges* (Eds.). California: Sage. Kossek, E. E., Colquitt, J. A., & Noe, R. A. (2001). Caregiving decisions, well-being, and performance: The effects of place and provider as a function of dependent type and work-family climates. *Academy of Management Journal*, 44, 29-44. Kotabe, M. (2002). Multinationality and firm performance: The moderating role of R&D and marketing capabilities. *Journal of International Business Studies*, 1(33), 79-98. Lambert, S. (1990). Processes linking work and family: A critical view and research agenda. *Human Relations*, 43, 239-257. Latona, J. C. (1981). Flexitime and the compressed workweek for the small firm: Some employee reactions. *American Journal of Small Business*, 5(3), 23-29. Lee, Y. D., Lain, J. W., & Chen, C. Y. (1999). A study on the measurement of productivity for white-collar employees-a case of electronic industry in Taiwan. *The Chinese Military Academy Journal*, 3, 345-361. Longino, L. F., & Lipman, A. (1982). The married the formerly married and never married: Support system of older women in planned retirement communities. *International Journal of Aging and Human Development*, 15, 285-297. Margo, H., Susan, M. S., Laura, C. J. & Jean, A. (2008). I'm home for the kids: Contradictory implications for work-life balance of teleworking mothers. *Gender, Work and Organization*, 15(5), 454-479. Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79(4), 475-480. Nancy, B. & Keith, H. (2003). Valuing task and contextual performance: experience, job roles, and ratings of the importance of job behaviors. *Applied Human Resource Management Research*, 8(1), 17-32. Organ, D. W. (1988). Organizational citizenship behavior. The good soldier syndrome. Massachusetts: Lexington. Papalexandris, H., & Kramar, R. (1997). Flexible working patterns: Towards reconciliation of family and work. *Employee Relations*, 19(6), 581-595. Parasuraman, S., Purohit, Y. S., Godshalk, V. M., & Beutell, N. J. (1996). Work and family variables, entrepreneurial career success, and psychological well-being. *Journal of Vocational Behavior*, 48(3), 275-300. Parsons, T., & Bales, R. F. (1955). *Family, socialization and interaction process*, glencoe. New York: Free Press. Paula, M., Barbara, P., & Lisa, B. (2007). Freedom or fallout in local government? How work-life culture impacts employees using flexible work practices. *Human Resource Management*, 18(4), 602-622. Pierce, J. L., & Newstrom, J. W. (1980). Toward a conceptual clarification of employee responses to flexible working hours: A work adjustment approach. *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. Porter, L. W., & Lawler, E. E. (1965). Properties of organization structure in relation to job attitudes and job behavior. *Psychological Bulletin*, 64, 23-51. Ralston, D. A. (1989). The benefits of flexitime: Real or imagined? *Journal of Organizational Behavior*, 10, 369-373. Raymond, A. N., John, R. H., Barry, G., & Patrick, M. W. (2007). *Fundamentals of human resource management*(2nd ed.). New York: McGraw Hill. Robbins, S. P. (1992). *Management* (4th ed.). New Jersey: Prentice Hall. Robbins, S. P. (1998). *Organization Behavior*. New Jersey: Prentice Hall. Robbins, S. P. (2002). *Organizational Behavior* (7th ed.). New Jersey: Prentice Hall. Robert, N. L. (1990). Should your organization use flexitime. *Supervision*, 51(9), 14. Ronen, S. (1984). Alternative work schedules: Selecting, implementing, and evaluating. Illinois: Dow Jones-Irwin. Rothausen, T. J. (1994). Job satisfaction and the parent worker: The role of flexibility and rewards. *Journal of Vocational Behavior*, 44(3), 317-336. Sabine, A. E. G., Debby, G. J. B., Toon, W. T., Michiel, A. J. K., & Peter, G. W. S. (2009). Worktime demands and work-family interference: Does worktime control buffer the adverse effects of high demands. *Journal of Business Ethics*, 84,

229-241. Scandura, T. A., & Lankau, M. J. (1997). Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. *Journal of Organizational Behavior*, 18(4), 377-391. Schermerhorn, J. R., Hunt, J. G., & Osborn, R. N. (1999). *Managing Organizational Behavior* (3th ed.). New Jersey: John Wiley & Sons. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653-663. Thompson, C. A., Bearvais, L. L., & Lynees, 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, 392-415. Thornthwaite, L. (2004). Working time and work-family balance: A review of employees' preferences. *Asia Pacific Journal of Human Resources*, 42(2), 166-184. Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology*, 81, 525-531. Willians, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.