

工作特性、友善家庭政策與職家平衡關係之研究： 職家衝突之中介效果與同事支持之干擾影響— 以高中職教師為例

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摘 要

工作與家庭是個人生活中最重要的兩個領域，隨著社會經濟環境變遷、職場競爭日益劇烈，個人囿於有限的時間與精力，往往難以同時兼顧工作與家庭雙重角色進而達到生活平衡，而企業員工所面臨的職家角色衝突，不僅影響其組織承諾、工作績效及家庭滿意度，甚至會造成工作與家庭失衡、身心俱疲。如何達到職家平衡，儼然成為人力資源管理領域中之重要研究議題。過往研究對於組織環境與職家平衡雖有著墨，然而在員工的工作與家庭生活中，組織環境因素可否使員工降低職家衝突程度，並有效提升其職家平衡感受？此問題為本研究探討之焦點。此外，有鑑於少子化對於台灣教育生態所產生之衝擊，教職的工作壓力也隨之攀升，其職家平衡的情形亦有更深入探索之必要，而本研究針對大多數人擇偶偏好的教師一職，以全台公私立高中職教師為研究對象，相關實證結果如下所述：

- 一、教師的工作特性與職家衝突呈顯著負向關係。
- 二、組織的友善家庭政策與職家衝突呈顯著負向關係。
- 三、職家衝突與職家平衡之間呈顯著負向關係。
- 四、工作特性影響職家衝突，進而影響職家平衡。
- 五、友善家庭政策影響職家衝突，進而影響職家平衡。
- 六、同事支持可強化職家衝突與職家平衡之間的負向關係。

鑑於此，組織可修正與設計良好的工作特性，提供友善家庭政策方案，與員工共同營造支持性的工作氛圍，減低職場和家庭的衝突，使員工達到職家平衡的最佳狀態，並增進組織經營績效，創造勞資雙贏局面與永續競爭優勢。

關鍵詞：工作特性、友善家庭政策、職家平衡、職家衝突、同事支持

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The intertwining relations involving job characteristics, family-friendly policies and work-family balance: the mediation effect of work-family conflict and moderating effect of coworker support

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Abstract

Both work and family play significant roles in our modern life. However, with time constraints and limited energy, most employees frequently fail to deal with their jobs and family life at the same time. As a result, they often encounter the “Work-Family Conflict (WFC).” The said conflict is proved to cause great impact on an employee’s “Organizational Commitment,” and “Family Satisfaction,” and even leads to damage over an individual’s physical or psychological well-being. In contrast, not all employees face the stress from WFC. As far as some occupations are concerned, employees may achieve better balance between work and family instead.

This research focused on the intertwining relations among job characteristics, family-friendly policies, work-family conflict, coworker support and work-family balance (WFB). Drawn from the 217 valid samples collected from senior high school faculty nationwide, the empirical results indicated that job characteristics and family-friendly policies showed negative correlations with the WFC respectively. In addition, WFC displayed a negative correlation with WFB. Thirdly, the job characteristics and family-friendly policies predicted WFC and thus WFC affected WFB. There existed the mediating effects of WFC between the predictors and outcome variable. Lastly, the moderating effect of coworker support on WFB was significantly reflected by the interaction of WFC and coworker support.

In a word, once an organization creates a supportive work environment, with better job characteristics and proper family-friendly policies as examples, so as to reduce conflict between family and work, employees will achieve work-family balance and boost up their job satisfaction, organizational commitment and job performance. In so doing, a win-win strategy implemented will not only benefit both employees and organizations but lead to sustainable management as well.

Keywords: Job Characteristics, Family-Friendly Policies, Work-Family Balance, Work-Family Conflict, Coworker Support

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