

科技部補助專題研究計畫成果報告 期末報告

性別多元性，工作生活平衡措施設計與實施，及員工措施使用

計畫類別：個別型計畫
計畫編號：MOST 104-2629-H-008-001-
執行期間：104年08月01日至106年01月31日
執行單位：國立中央大學人力資源管理研究所

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中華民國 106 年 04 月 13 日

中文摘要：儘管愈來愈多企業設置各類型的工作生活措施，但單靠設置政策與措施本身，並不足以解決員工面臨的工作與生活的兩難與衝突。過去研究也指出，企業實施工作生活政策時的確存在著“實踐落差”的可能。也就是公司具有這些措施或政策，但員工確無法真正使用這些計畫，在本研究中，我們認為這多是導因於設計不良的工作生活計畫的實施屬性所導致的，也就是公司在設計工作生活方案時，缺乏員工參與，也缺乏使用的溝通與宣導，主管也不鼓勵使用所導致。因此本研究認為這三項實施屬性會影響公司員工所感受到，他們公司的工作生活措施是否可以確實使用的感知。同時我們也認為，公司董事會及高層管理人員的性別多元性會影響前三項的方案實施屬性，同時透過這三項的實施屬性，員工參與及主管支持，從而影響員工感受到的工作生活平衡方案的可使用性。本研究收集了來自35家企業的687名員工的資料，實證檢驗前述假設。結果指出，有兩項實施屬性確會影響員工的工作生活措施可使用性的感知。而董事會的性別多元性對員工對工作生活措施可使用性感知會產生影響。董事會的性別多元性似乎可以促進公司以更系統性方式實踐工作生活方案，並使員工真實感受其可使用性；然而，高層管理團隊的性別多元性則對員工感知及及工作生活方案的實施屬性都沒有影響。

中文關鍵詞：工作生活平衡措施可使用度，使用落差， 董事會性別多元， 高階管理性別多元

英文摘要：Despite the increased availability of work-life practices, the installation of work-life practices alone is not enough to resolve the work-life tradeoff employees facing. Prior studies have demonstrated that the increasing availability of work-life practices may not be able to promote usage of these practices (Eaton, 2003; Sprung, Toumbeva, and Mttews, 2015). There exists an ‘implementation gap’ which should result from the inappropriate implementation attributes of the work-life programs. In addition, we also argue that gender diversity in top management will also have influence on the implementation of work-life practices, and then to influence the employees’ accessibility of work family policies. We argue that both types of gender diversity in top management, should not only have impacts on the adoption of work-life practices, but also the well implementation of these practices. We collected data from 687 employees of 35 firms to empirically test our hypotheses. The results indicated that the gender diversity on board of directors has positive impacts on employees’ use of work-life practices, as well as the distribution justice while implementation work-life initiatives and the communication of work-life initiates. It seems that gender diversity on the board of director may foster a more systematic way the firm implement the work-life practices; however, the gender

diversity of top management team has no effects on both the use of work-life practices, nor the implementation attributes of the work-life initiatives.

英文關鍵詞：work-family practices accessibility, implementation gap, gender diversity on board of directors, gender diversity on top management team

科技部補助專題研究計畫成果報告

(期中進度報告/期末報告)

性別多元性，工作生活平衡措施設計與實施，及員工措施使用

計畫類別：V 個別型計畫 整合型計畫

計畫編號：MOST 104-2629-H-008-001

執行期間：2015 年 8 月 1 日至 2017 年 1 月 31 日

執行機構及系所：國立中央大學人力資源管理研究所

計畫主持人：劉念琪

共同主持人：

計畫參與人員：蔣娉華，黃亭維、江屏樺、黃韻升、沈冠齊、梁祐甄、蘇易民、許哲維

本計畫除繳交成果報告外，另含下列出國報告，共 __零__ 份：

執行國際合作與移地研究心得報告

出席國際學術會議心得報告

出國參訪及考察心得報告

中 華 民 國 106 年 4 月 13 日

摘要

儘管愈來愈多企業設置各類型的工作生活措施，但單靠設置政策與措施本身，並不足以解決員工面臨的工作與生活的兩難與衝突。過去研究也指出，企業實施工作生活政策時的確存在著“實踐落差”的可能。也就是公司具有這些措施或政策，但員工確無法真正使用這些計畫，在本研究中，我們認為這多是導因於設計不良的工作生活計劃的實施屬性所導致的，也就是公司在設計工作生活方案時，缺乏員工參與，也缺乏使用的溝通與宣導，主管也不鼓勵使用所導致。因此本研究認為這三項實施屬性會影響公司員工所感受到，他們公司的工作生活措施是否可以確實使用的感知。

同時我們也認為，高層管理人員的性別多樣性會影響前三項的方案實施屬性，同時透過這三項的實施屬性，從而影響員工感受到的工作生活平衡方案的可使用性。本研究收集了來自 35 家企業的 687 名員工的資料，實證檢驗前述假設。結果指出，共兩項實施屬性確會影響員工的工作生活措施可使用性的感知。而董事會的性別多樣性對員工對工作生活措施可使用性感知會產生影響。董事會的性別多樣性似乎可以促進公司以更系統性方式實踐工作生活方案，並使員工真實感受其可使用性；然而，高層管理團隊的性別多樣性則對員工感知及及工作生活方案的實施屬性都沒有影響。

關鍵字: 工作生活平衡措施可使用度, 使用落差, 董事會性別多元, 高階管理性別多元

Abstract

Despite the increased availability of work-life practices, the installation of work-life practices alone is not enough to resolve the work-life tradeoff employees facing.

Prior studies have demonstrated that the increasing availability of work-life practices may not be able to promote usage of these practices (Eaton, 2003; Sprung, Toumbeva,

and Mttews, 2015). There exists an ‘implementation gap’ which should result from the inappropriate implementation attributes of the work-life programs. In addition, we also argue that gender diversity in top management will also have influence on the implementation of work-life practices, and then to influence the employees’ accessibility of work family policies. We argue that both types of gender diversity in top management, should not only have impacts on the adoption of work-life practices, but also the well implementation of these practices. We collected data from 687 employees of 35 firms to empirically test our hypotheses. The results indicated that the gender diversity on board of directors has positive impacts on employees’ use of work-life practices, as well as the distribution justice while implementation work-life initiatives and the communication of work-life initiates. It seems that gender diversity on the board of director may foster a more systematic way the firm implement the work-life practices; however, the gender diversity of top management team has no effects on both the use of work-life practices, nor the implementation attributes of the work-life initiatives.

Keywords: work-family practices accessibility, implementation gap, gender diversity on board of directors, gender diversity on top management team

Research Background

Over decades, the implementation of policies and practices to balance work and family life has become popular in contemporary organizations. Though prior research has demonstrated that firms increasingly introduce various work-life initiatives to help employees manage their work and non-work roles (Beauregard & Henry, 2009; Konrad & Mangel, 2000; Osterman, 1995; Perry-Smith & Blum, 2000), however, the installation of work-life practices alone is not enough to resolve the work-life tradeoff employees facing. Simply offering these practices does not necessarily result in their use (Blair-Loy and Wharton, 2002; Budd and Mumford, 2006; Ryan and Kossek, 2008; Sprung, Toumbeva, and Mtthews, 2015; Thompson, Beauvais, Lyness, 1999). Despite the increased availability of work-life practices, the installation of work-life practices alone is not enough to resolve the work-life tradeoff employees facing. Simply offering these practices does not necessarily result in their use (Blair-Loy and Wharton, 2002; Budd and Mumford, 2006; Ryan and Kossek, 2008; Sprung, Toumbeva, and Mtthews, 2015; Thompson, Beauvais, Lyness, 1999). Koseek, Baltes & Mtthews (2001) called that as an ‘implementation gap’. They stated that:

“A key problem is that work–family policies have often been implemented in silos and not well linked to the other workplace characteristics such as the conditions of employment (i.e., expected work schedules and the ability to control workload and work hours) or workplace cultural support (e.g., can the policies be used without backlash?). Even more importantly, managers are unsure how to implement and manage new work–family policies such as flexibility where they cannot see the employees at work. Consequently, there is considerable anecdotal evidence suggesting that employers have had problems implementing policies in ways that create an inclusive workplace and increase productivity, yet research clarifying exactly how to address these problems is limited (Kelly et al., 2008; Ryan & Kossek, 2008).”

The so-called 'implementation gap' of work-life practices may result in the policy effect, such as the utilization of these practices, is not as expected. It is also a pervasively observable fact across countries. For example, in 2012, only sixteen percent of American employees took family and medical leave, even though they were eligible for applying it under Family and Medical Leave Act (FMLA) (Klerman et al, 2013). A survey in 2011 indicated that thirty-six percent of American employees were satisfied with the manner in which their employers assist them in coping with work-life balancing issues (Clay, 2011). In Taiwan, a survey done by 104 Job Bank in 2012 indicated that there was a disagreement between the employers and employees about the implementation of work-life practices in organizations. Eighty two percent of organizations believed that they had a good communication about the work-life practices with employees; however, only forty-two percent of employees thought they had good benefit awareness about work-life practices. Seventy-three percent of companies thought their employees can use the work-life practices at their free will; however, sixty three percent of female employees stated that they dare not to use the practices. Seventy eight percent of firms thought they had provided sufficient work-life practices, but only thirty one percent of female employees regarded them as enough (104 Job Bank, 2012). As prior research suggested, the effectiveness of work-life practices still suffer from the low usage rates, in spite of their increased availability (Blair-Loy and Wharton 2002).

Prior studies have demonstrated that the increasing availability of work-life practices may not be able to promote usage of these practices (Eaton, 2003; Sprung, Toumbeva, and Mttews, 2015). Rayn and Kossek (2008) argued that the discrepancies happened due to the implementation attributes of the programs. For example, employees may not aware of the availability of work-life programs. Employees may be afraid of the consequences of their use. Managers and workers

themselves may still have stereo type toward work-life practices which may prevent the use. Organizations may only provide standardized work-life benefits which may not be suitable for all employees

In order to gain better understanding of the implementation lag', this study tries to explore how the implementation attributes of the work-life initiatives influence employees' use of these work-life programs. We argue that work-life practices are designed to support employees for 'real' work and non-work demands. In particular, the work-life practices in Taiwanese firms are almost mandatory employee benefits which are enforced by labor laws, these practices become isomorphism due to coercive institutional pressures (Powell and DiMaggio, 1983). Thus, the so-called 'implementation gap' should also result from the implementation of the work-life programs in which the program objectives are defined. The 'implementation gap' should result from the implementation attributes of the work-life programs.

In addition, we also argue that gender diversity in top management will also have influence on the implementation of work-life practices, and then to influence the employees' accessibility of work family policies. Work family policies which are now important human resources strategies, so we argue that diversity in top management has been considered as an critical influencing factor on organizational decision making (Dwyer, Rihard, and Chadwick, 2003; Krishnan and Park, 2005). Thus, we argue that both types of gender diversity in top management, should not only have impacts on the adoption of work-life practices, but also the well implementation of these practices. Then, the second objective of this study is to explore how the gender diversity influence the implantation attributes of the work-life programs, and then employees' use of the programs.

Method

Figure 1 presents the research framework of this study. Our data came from two different sources: Taiwan Economic Journal (TEJ) dataset and survey data. Survey data were collected through structured questionnaires administered to 35 publicly-listed firms in Taiwan. We contacted the firms in advance, explained the purpose of the study to them, and invited them to participate in our research. Each firm which is willing to participate in our research was then given a survey package containing 20 questionnaires. Three questionnaires were distributed to 20 employees of the firm. Questionnaires were completed anonymously and were mailed back using pre-addressed stamped envelopes included in the survey package. A cover letter attached to each questionnaire explained the objective of the survey and assured participants of the confidentiality of their responses. Of the 35 distributed survey packages, we totally received 687 employee questionnaires, which came up with our final data set.

The variables concerning gender diversity were obtained from TEJ data set. The variables related to the implementation of work-family practices were aggregated from individual data for each firm. Work family accessibility was obtained from individual survey directly.

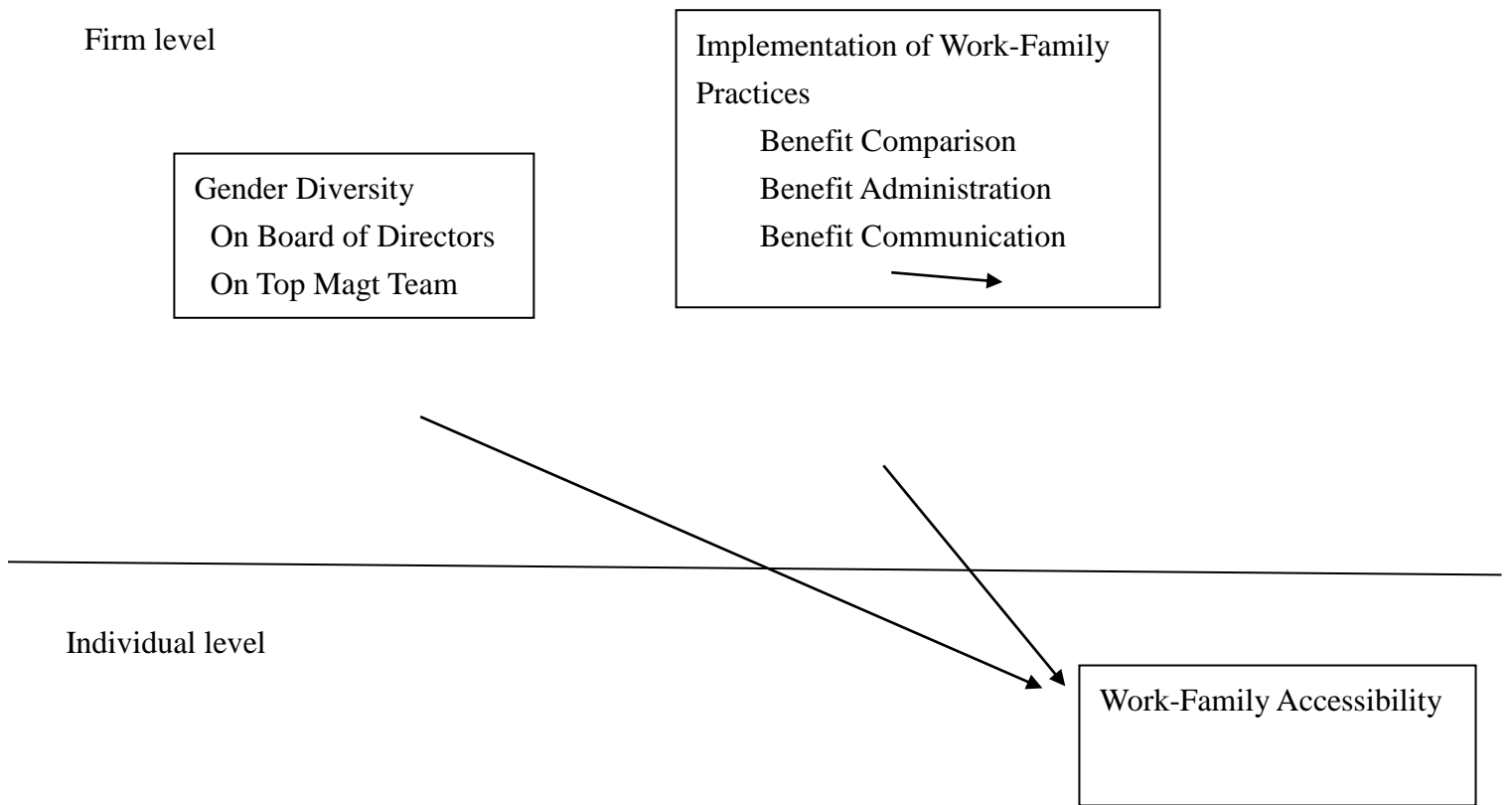


Figure 1 Research Framework

Results

Since the model was a multi-level framework, we utilize hierarchical linear regression models to explore our research objectives. Table 1 and table 2 present our preliminary findings. The results indicated that the gender diversity on board of directors has positive impacts on employees’ use of work-life practices, as well as the distribution justice while implementation work-life initiatives and the communication of work-life initiates. However, the gender diversity of top management team has no effects on both the use of work-life practices, nor the implementation attributes of the work-life initiatives. The interactional justice of work-life practices has positive impact on

employees' use of work-life programs, but the programs communication has little effect on it. It seems that the increase of gender diversity on the board of director may foster a more systematic way the firm implement the work-life practices; however, it still has little impact on managerial behaviors on implementing the work-life programs (interactional justice). Yet, the functional division of labor on top management may result in the lack of impact of the gender diversity of the top management team on the implantation attributes of the work-life practices and the employees' use of work-life programs.

Table 1. Hierarchical Regression Results

| | WF benefit comparison | WF benefit administration | WF benefit communication |
|---------------------------|--------------------------|------------------------------|-----------------------------|
| | M1 | M2 | M3 |
| Independent variable | | | |
| Diversity of directors | .13 | .41* | .41* |
| Diversity of top managers | -.17 | -.14 | -.03 |
| R ² | .04 | .19 | .17 |
| F | .71 | 3.64* | 3.27* |

Note. Standardized regression coefficients are reported. N = 35

†p < 0.10, *p < .05, **p < .01

Table 2. Hierarchical linear modeling results

| Variable | WF accessibility | | |
|---------------------------|------------------|--------------|--------------|
| | M1 | M3 | M2 |
| Level 1 (N = 687) | | | |
| Intercept | 4.27** (.08) | 4.30** (.06) | 4.29** (.06) |
| Gender | .21* (.08) | .17* (.07) | .18* (.07) |
| Age | .00 (.01) | .00 (.01) | .00 (.01) |
| Education | -.01 (.03) | -.01 (.03) | -.02 (.03) |
| Marital status | -.19† (.11) | -.18† (.10) | -.18† (.10) |
| Number of children | -.04 (.05) | -.05 (.05) | -.04 (.05) |
| Firm tenure | -.01 (.01) | -.01 (.01) | -.00 (.01) |
| Working hours per week | .00 (.00) | .00 (.00) | .00 (.00) |
| Level 2 (N = 35) | | | |
| Diversity of directors | 2.17** (.54) | | .64† (.37) |
| Diversity of top managers | -.33 (.31) | . | -.01 (.13) |
| WF benefit comparison | | .32** (.11) | .33** (.10) |
| WF benefit administration | | .87** (.16) | .83** (.15) |
| WF benefit communication | | .08 (.11) | .04 (.11) |
| Model deviance | 1980.79 | 1951.32 | 1949.91 |

Note. Entries are estimations of the fixed effects (γ values) with robust standard errors.

Standard errors are in parentheses.

Gender: 0 = female, 1 = male; Marital status: 0 = unmarried, 1 = married;

† $p < 0.10$, * $p < .05$, ** $p < .01$

References available upon request.

科技部補助計畫衍生研發成果推廣資料表

日期:2017/04/13

| | |
|-----------|--|
| 科技部補助計畫 | 計畫名稱: 性別多元性, 工作生活平衡措施設計與實施, 及員工措施使用 |
| | 計畫主持人: 劉念琪 |
| | 計畫編號: 104-2629-H-008-001- 學門領域: 人力資源管理 |
| 無研發成果推廣資料 | |

104年度專題研究計畫成果彙整表

| | | | | | | | |
|----------------------------------|----------|-----------|--------------------------|-----|---|-----|--|
| 計畫主持人：劉念琪 | | | 計畫編號：104-2629-H-008-001- | | | | |
| 計畫名稱：性別多元性，工作生活平衡措施設計與實施，及員工措施使用 | | | | | | | |
| 成果項目 | | | 量化 | 單位 | 質化 (說明：各成果項目請附佐證資料或細項說明，如期刊名稱、年份、卷期、起訖頁數、證號...等) | | |
| 國內 | 學術性論文 | 期刊論文 | | 1 | 篇 | 撰寫中 | |
| | | 研討會論文 | | 1 | | 撰寫中 | |
| | | 專書 | | 0 | 本 | | |
| | | 專書論文 | | 0 | 章 | | |
| | | 技術報告 | | 0 | 篇 | | |
| | | 其他 | | 0 | 篇 | | |
| | 智慧財產權及成果 | 專利權 | 發明專利 | 申請中 | 0 | 件 | |
| | | | | 已獲得 | 0 | | |
| | | | 新型/設計專利 | | 0 | | |
| | | 商標權 | | 0 | | | |
| | | 營業秘密 | | 0 | | | |
| | | 積體電路電路布局權 | | 0 | | | |
| | | 著作權 | | 0 | | | |
| | | 品種權 | | 0 | | | |
| | | 其他 | | 0 | | | |
| | 技術移轉 | 件數 | | 0 | 件 | | |
| | | 收入 | | 0 | 千元 | | |
| | 國外 | 學術性論文 | 期刊論文 | | 0 | 篇 | |
| | | | 研討會論文 | | 0 | | |
| | | | 專書 | | 0 | 本 | |
| 專書論文 | | | 0 | 章 | | | |
| 技術報告 | | | 0 | 篇 | | | |
| 其他 | | | 0 | 篇 | | | |
| 智慧財產權及成果 | | 專利權 | 發明專利 | 申請中 | 0 | 件 | |
| | | | | 已獲得 | 0 | | |
| | | | 新型/設計專利 | | 0 | | |
| | | 商標權 | | 0 | | | |
| | | 營業秘密 | | 0 | | | |
| | | 積體電路電路布局權 | | 0 | | | |
| | | 著作權 | | 0 | | | |
| | | 品種權 | | 0 | | | |
| 其他 | | 0 | | | | | |

| | | | | | |
|--|------|--------|---|----|--|
| | 技術移轉 | 件數 | 0 | 件 | |
| | | 收入 | 0 | 千元 | |
| 參與計畫人力 | 本國籍 | 大專生 | 0 | 人次 | |
| | | 碩士生 | 7 | | |
| | | 博士生 | 1 | | |
| | | 博士後研究員 | 0 | | |
| | | 專任助理 | 0 | | |
| | 非本國籍 | 大專生 | 0 | | |
| | | 碩士生 | 0 | | |
| | | 博士生 | 0 | | |
| | | 博士後研究員 | 0 | | |
| | | 專任助理 | 0 | | |
| 其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。) | | | | | |

科技部補助專題研究計畫成果自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現（簡要敘述成果是否具有政策應用參考價值及具影響公共利益之重大發現）或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估

達成目標

未達成目標（請說明，以100字為限）

實驗失敗

因故實驗中斷

其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形（請於其他欄註明專利及技轉之證號、合約、申請及洽談等詳細資訊）

論文： 已發表 未發表之文稿 撰寫中 無

專利： 已獲得 申請中 無

技轉： 已技轉 洽談中 無

其他：（以200字為限）

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性，以500字為限）

本研究結果指出董事會的性別多樣性對公司中員工是否認為其工作生活措施的可使用性有正向的影響，同時這樣的影響會透過工作生活措施的政策設計而中介。然而，高層管理團隊的性別多樣性則對前述變項無顯著效果。這指出了董事會的性別多樣性似乎可能會促使企業更有系統地實踐工作生活方案。然而，高層管理人員因為其多數為功能分工，因此其性別多樣化與公司的工作生活方案實踐無主要關聯。

4. 主要發現

本研究具有政策應用參考價值： 否 是，建議提供機關勞動部 金管會（勾選「是」者，請列舉建議可提供施政參考之業務主管機關）

本研究具影響公共利益之重大發現： 否 是

說明：（以150字為限）

本研究指出，員工的工作生活平衡，不僅是個勞動關聯的政策實踐，事實上公司的公司治理結構，與公司的工作生活實踐也有著可能的相關聯結。主事者的性別多樣性，對於員工政策的影響，在本研究中得到證實