

國立成功大學
經營管理碩士學位學程
碩士論文

影響台灣企業員工協助方案之因素探討
及成果評估研究

A Study of Impact Factors and Outcome Evaluation about
Employee Assistance Programs in Taiwan

研究生：劉璟育

指導教授：張紹基 博士

中華民國 111 年 12 月

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研究生：劉璟育

本論業經審查及口試合格特此證明

論文考試委員：

張紹基

丁原有

曾研文

指導教授：

張紹基

單位主管：

曾研文

(單位主管是否簽章授權由各院、系(所)學位學程)自訂)

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摘要

近年來員工協助方案(EAPs)逐漸獲得台灣企業關注，有越來越多實證研究顯示 EAPs 有助於降低員工壓力、提升幸福感...等效益，且多以「利用率」和「滿意度調查」來衡量成果，然而這兩項評估方法並非員工實際 EAPs 服務的成果，且無法與企業生產力連結，使得企業仍然對 EAPs 的價值主張及成果抱持懷疑的態度。

本研究以滾雪球方式發放問卷給國內已導入 EAPs 之企業內負責 EAPs 的人資主管或承辦人員填寫，共回收 121 份有效問卷，用以分析不同變項對企業 EAPs 成果的期待程度的影響程度，並了解企業 EAPs 成果評估機制現況與困境；進而引用美國 Workplace Outcome Suite[®]職場狀態量表(WOS)，實際應用於外置式 EAPs 服務提供商之企業員工進行諮詢前後測，共回收 56 份有效前後測問卷進行分析，以探討員工使用 EAPs 諮詢後問題狀態是否顯著改善。研究結果如下：

1. 不同背景變項的企業對於 EAPs 成果期待有所不同，但企業實施 EAPs 年限卻對 EAPs 成果期待無顯著差異。
2. 企業不同導入目的不會影響成果評估方式，並分析企業目前面臨最大的評估困境與建議。
3. 職場狀態量表(WOS)分析結果顯示員工在 EAPs 諮詢後，整體處於問題狀態項目數量上已有顯著下降，主訴議題相關的工作滿意度及工作壓力問題狀態比例顯著下降，但在工作投入度、缺勤等項目問題狀態比例有下降趨勢但不顯著；而假性出席之前後測問題狀態比例則沒有改變。

本研究結果為企業與 EAPs 服務提供商一個具有研究理論基礎、簡短精確、易用且保密性高的量化評估工具，藉此獲得量化 EAPs 諮詢成果，並提出研究限制與建議供相關實務工作者、單位及未來研究者參考，以期突破 EAPs 產業發展限制。

關鍵字：員工協助方案(EAPs)、成果期待、成果評估、職場狀態量表(Workplace Outcome Suite, WOS)

A Study of Impact Factors and Outcome Evaluation about Employee Assistance Programs in Taiwan

Ching-Yu Liu

Shao-Chi Chang

The Advanced Master of Business Administration Program (AMBA)

College of Management

SUMMARY

The purpose of this study is to investigate the current situation and difficulties of the Employee Assistance Programs (EAPs) and examine whether enterprises' expected results are achieved in Taiwan. Questionnaire results from 121 responses were received from HR supervisors or contractors in charge of EAPs. Additionally, this paper uses the Workplace Outcome Suite© (WOS)-2020 Version as a to examine if an EAP intervention improves employees' workplace functioning with a sample of 65 employees receiving EAP counseling from an external EAP vendor in Taiwan. The survey results include: (a) Enterprises with different background variables have different expectations for EAPs outcomes, but there is no significant difference in EAPs expectations for EAPs for the number of years they have been implementing EAPs. (b)The current evaluation methods cannot completely reflect whether enterprises' expected result was achieved. (c) There has been a significant downward trend in the total number of problem status by using WOS. The cases after EAPs have seen significant improvement in their main issue. Although the improvement in the results that enterprises pay more attention to is less significant. This study provides a short, accurate and confidential quantitative measure for enterprises and EAPs service vendors to evaluate the effects of program outcomes. Future research should examine the influences of different EAP models, client organizations, and dimensions of workplace functioning.

Key words: Employee Assistance Programs(EAPs), outcome expectation, outcome evaluation, Workplace Outcome Suite(WOS)