

企業組織中升遷機會的決定 及員工的期望：兼論內部勞動 市場理論的應用*

張晉芬**

對於大多數的員工而言，除了薪資以外，其它形式的勞動條件如：升遷或調動的機會、福利及退休制度、和工作環境的安全等，也是相當重要的。這其中又以升遷的問題較為受到重視。對雇主來說，升遷機會的存在本身即是一個甚佳的勞力控制機制，可用以激勵員工的士氣及增進員工對企業的向心力。就員工而言，升遷不但是代表工作報酬的增加及權力的提升，同時也顯示了企業對員工過去工作績效的肯定。本文是要利用作者對國內一家製造業工廠（C廠）所做的調查結果，探討企業內的升遷模式及其是否具有內部勞動市場的特徵，並探索決定升遷機會的因素和員工的期望。研究的結果顯示，由於具有明確的職務層級、職務的空缺均由內部升調、及層級和技術之間具有正向關係等特徵，C廠的升遷及雇用情形符合學者有關於內部勞動市場的描述。實際分析員工現職等的決定因素之後發現，性別及教育程度的確影響員工的現職等。此外，年資、部門別、及在公司的第一個職務等也有不同程度的效果。在對升遷期望的分析方面，女性遠比男性悲觀，教育程度高的比程度低者具有信心。主、客觀的分析結果相當一致。不過，製造部門的員工雖有較多短程的升遷，但或許由於更進一步升等機會較少的關係，員工對升遷的期望並不樂觀。這篇文章顯示了個人因素及結構性特徵對於C廠員工升遷的重要性，尤其是前者。內部勞動市場的型式比理論所述的要複雜。不同的工作職務或部門具有不同的升遷管道和機會，然兩者卻仍屬於企業內部勞動市場的一環。未來的研究應試圖蒐集更完整的資料，繼續探討在跨產業和組織的情況下，員工的升遷和異動模式及內部勞動市場的多樣性。

* 作者十分感謝兩位評審人對本文原稿所提出的許多批評和指正。這篇文章所使用的資料是來自於作者的一項國科會專題計畫（NSC800301-H005-19）。作者感謝林雅琳小姐在問卷調查過程中所給予的協助及陳怡伶和劉靜芬小姐在文獻搜集與中文電腦輸入方面的幫助。

** 中央研究院歐美研究所副研究員

Determinants and Expectation of Workers' Promotion: The Applicability of Propositions of Internal Labor Markets

Chin-fen Chang

Abstract

Among various labor market outcomes, earnings is the most studied topic in past empirical research. Other kinds of outcomes such as promotion or fringe benefits are equally or even more important for some workers and deserve additional attention from scholars. Up to now only very few studies analyzed the determination of promotion patterns and related issues in business or other kinds of organizations in Taiwan. This paper utilizes survey data collected from a local food manufacturing plant (plant C) to investigate the possible existence of a firm internal labor market (ILM) in the plant and determinants of promotions. The results show that characteristics of a firm ILM can be used to describe promotion and hiring patterns in plant C. Analyzing the determination of employees' current positions, I find that individual factors such as sex, education level, and tenure and organizational factors such as departmental divisions all have significant effects. As to the self-evaluated chances of promotion, female workers are more pessimistic than their male colleagues and highly educated workers have more confidence than those with less education. The results show that individual characteristics are critical in determining employees' promotion chances in a closed

firm ILM. Furthermore, industrial and salaried sub-ILM coexist within the firm ILM. Future studies may want to examine the general pattern of workers' career mobility across industries or organizations in Taiwan and the diversities of internal labor market formations.