

摘要

對跨國企業而言，建立完整的人才職涯管理系統與師徒制是必要的。然而，組織職涯管理、個人職涯管理與職涯晉升之間的關係仍不清楚。本研究根據社會認知職涯理論及師徒制理論，探討此變項間的關係，及師徒制的影響。抽樣調查樣本為 225 位跨國企業之中階經理人於中國。研究結果顯示，組織職涯管理與個人職涯管理均正向影響職涯晉升。進一步地，師徒制會中介影響組織職涯管理與職涯晉升間的關係。完整的組織職涯管理制度之建立，有助於師徒制的實施，最終可提升員工的職涯晉升。師徒制同時也會調節個人職涯管理與職涯晉升間的關係。當個人接收到師徒制的支持時，會知覺到更多的職涯晉升機會與努力意願。最後，本研究提出管理意涵與未來研究建議。

關鍵詞：組織職涯管理、個人職涯管理、師徒制、職涯晉升

Abstract

It is necessary on building talents' comprehensive career management and mentoring system in multinational companies in China. However, the consideration for organizational career management (OCM) and individual career management (ICM) relate to career advancement opportunities of talents is unclear. This study examines the role of mentoring in the relationships among OCM, ICM and career advancement from the social cognitive career theory and mentoring theory. Data were collected from 225 multinational companies' talents (middle-level managers) and their supervisors (225) in China by questionnaire. Results showed that OCM and ICM are positively related to career advancement, in turn, mentoring plays a mediating role between OCM and career advancement. The pre-positive establishment of OCM programs plays critical roles in encouraging mentoring, and finally enhances the employees' career advancement. Mentoring also plays a moderating role between ICM and career advancement. Individuals who receive mentoring support will perceive more opportunities for career advancement. Finally, this study discusses managerial implications and highlights future research suggestions.

Keywords: organizational career management, individual career management, mentoring, career advancement