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# 臺灣長期照顧管理專員之工作滿意度 及留任意願之影響因素分析

## Factors Associated with Job Satisfaction and Retention among Care Managers in Taiwan's Long-Term Care Program

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## Abstract

As the population in Taiwan ages and the family function declines, the Taiwanese government has launched a series of social programs to prepare for the care of the elderly, aiming to implement a comprehensive long-term care (LTC) system. As the policy ideas are being put into practice, several key issues have emerged during the LTC planning stage, especially regarding the workforce required to implement the program, such as care managers. However, as the role of care managers is novel in Taiwan's social welfare system, a pilot scheme of care management had been implemented at the city/county level between 2007 and 2016 under the Ten-Year Long-Term Care Program. This study conducted a universal survey with a total of 278 care managers in 2012 under the Ten-Year Long-Term Care Program. This paper aims to explore the following questions. What were the working situations of care managers under the LTC pilot scheme, such as work stress and job autonomy? What individual or organizational factors might influence the job satisfaction among care managers? To what extent would care managers be willing to continue their job following the implementation of a comprehensive LTC program? The results of this research will provide insights into the planning of LTC program, especially in relation to human resources management.

**Keywords:** long-term care, care manager, job satisfaction, retention

## 摘要

隨著人口結構老化與家庭功能下降，政府啟動一系列老人照顧方案，例如長期照顧制度的建立。長期照顧制度規劃包含許多面向，其中一項為人力資源規劃，例如照顧管理專員的人力規劃。對於臺灣的社會福利系統而言，照顧管理專員是一個新的職務，也值得進一步探討。照顧管理專員應首見於2007~2016年實施的長期照顧10年計畫，因此，本研究於2012年進行全台照顧管理專員的問卷調查（成功受訪率為89%），以了解他們的工作角色、工作任務、工作滿意度以及留任意願等議題。本文以該實證調查為基礎，探討照顧管理專員的工作狀況，例如工作壓力及工作自主性等等；其次，探討可能影響照顧管理專員之工作滿意度及留任意願的影響因素，例如個人特質因素、工作相關因素、組織承諾因素；最後則由人力資源管理的角度，提出相關的討論及建議。

**關鍵詞：**長期照顧、照顧管理專員、工作滿意度、留任意願