조선대학교
CHOSUN UNIVERSITY

2018년 2월
석사학위 논문

The Effects of Family-Friendly Programs on Career Development and Organizational Commitment

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2017년 10월

조선대학교 대학원

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Abstract

가족친화 프로그램이 여직원의 경력개발과 조직몰입에 미치는 영향

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 최근 한국 여성인력의 활용 문제는 기업 차원에서 뿐만 아니라 국가적 차원에서도 매우 중요한 이슈이다. 하지만 한국 여성의 노동 시장 참여는 OECD(경제협력개발기구)국가들에 비해 여전히 낮은 편이다. 게다가 급격한 저출산과 고령화로 인해 인구감소와 부양에 대한 부담 증가 등의 문제에 직면한 한국은 여성인력 활용의 중요성이 제기되고 있다. 이 연구의 목적은 가족친화 프로그램, 경력개발, 남녀평등 조직문화 및 조직몰입의 관계를 탐구하였다. 가족친화 프로그램은 생리휴가, 출산휴가, 육아휴직, 가족간호휴가, 직장보육시설제공, 학비보조, 보육비지원 등을 포함하며 직원들에게 직장과 가정에서의 두 가지 영역에서 조화로운 삶을 누릴 수 있도록 기업차원에서 제공하는 다양한 복지제도로 정의가 되고 있다. 따라서 본 연구는 여직원들의 가족친화 프로그램에 대한 인지가 조직몰입과 경력개발에 미치는 영향을 분석하였다. 아울러 가족친화 프로그램과 조직몰입 사이에서 경력개발의 매개효과를 파악하였다. 뿐만 아니라 가족친화 프로그램과 경력개발 사이에서 남녀평등 조직문화의 조절효과를 분석하였다. 이 논문 사용된 자료는 2014년 한국 여성 정책 연구원이 조사한 434 개 기업의 1,627 명의 여직원 대상으로 수집되었다. SPSS 23을 이용하여 회귀 분석을 수행하였다. 실증분석 결과는 가족친화 프로그램이 여직원의 조직몰입과 경력개발에 긍정적인 영향을 미쳤다. 따라서 가설1과 2는 입증되었다. 또한, 가족친화 프로

그램과 조직몰입 사이에서 경력개발의 매개효과가 있었다. 가설3은 입증되었다. 그리고 가족친화 프로그램과 경력개발 사이에서 남녀평등 조직문화의 유의적인 조절효과가 없었다. 따라서 가설4는 기각되었다.

본 연구의 결과를 종합해보자면 가족친화 프로그램이 여직원의 경력개발과 조직몰입과에 미치는 영향을 확인할 수 있었다. 따라서 여직원을 고용한 조직에서 가족친화 프로그램의 강화가 필요하다.

Ⅰ. Introduction

1.1. Research Background

Change in the workplace, as well as the growth of the number of working females and dual-income families has expanded the responsibilities of women both within the household and at work (Bond, Galinsky & Swansberg, 1998). A dynamic workforce change has contributed to making 'family-friendly programs' an important issue in human resource management (Moon and Roh 2010). Demographic and sociological changes have also transformed South Korea' Statistics Korea, 2012). Additionally, fertility rates for South Korea have dropped from 4.53 in 1970 to 1.26 in 2005(The Republic of Korea Civil Service Commission, 2006). Korea is on the edge of a precipice because its aging is the fastest in the world. With a fertility rate as low as 1.24 in 2015. The rapidly aging population will force the younger generation to support more elderly people that had added to the levels of home and work related stress felt by both male and female.

Although a marked increase in female employees appears in South Korea, the participation of females in the labor market is low, compared with the organization for economic co-operation and development (OECD) countries. South Korea ranked the 27th among 30 OECD members in the female economic participation in 2008 (OECD, 2009).

Another issue is that South Korean women are in a dilemma between focusing on their career and having children. Women in South Korea spend five times as long at home taking care of children than men do. According to a survey conducted by McKinsey and Company in 2012, many women employees decide to quit their job to focus on child care partly due to a lack of family-friendly programs at work and the double burden on the workplace and at home(Kim, 2013; Mckinsey & Company, 2012). In addition, in Korea, the female labor force participation is forming an M-shaped pattern that female participation rate was high in the late 20s and rapid labor market deviation occurred in the 30s, and then re-increasing again in the 40s. Since the early 30s, women career interrupted with their marriage, childbirth, and childcare. It is difficult for women with career disruptions to

return to society, and even when they return, it's hard to take care of career and family.

Statistics show that women in South Korea only earn 65 percent of what men earn. According to The Economist's 2013 'Glass-ceiling index' of five indicators of friendliness towards working women, South Korea ranks the lowest of all OECD countries because of its lack of women in senior jobs. There is a common phenomenon in the Korea companies, the high-level position of women is far less than men. The reasons why South Korea's female worker economic participation was not active are the result of traditional Korean expectation for female behavior, a male-centered workplace, societal pressure, cultural barriers and gender differentiation.

In response to the change of the workforce environment, especially the increase in female employees, two-job families, and single-parent families, to keep the balance between work-family is a very important issue in human resource management. The challenges involved in this issue reflected on a variety of individual and the so-called family-friendly programs and benefits provided by sector organizations, including family care-focused leave programs, flexible work schedules and places and on-site child care.

Much research has focused on providing evidence that family-friendly programs have positive effects on employees' productivity and attitudes towards their job or organizations (Bashir & Ramay, 2008). In addition, several researchers have studied the relationships between family-friendly programs and performance and turnover. Employees with access to family-friendly programs expressed significantly lower intention to quit their jobs, and they demonstrate a higher organizational commitment and an increase in performance(Grover & Crooker, 1995; Shepard, Clifton, & Kruse, 1996). Grover and Crooker(1995) also found that family-friendly programs have a positive impact on the organization beyond the employees who take advantage of those programs. Other empirical research has observed that family-friendly programs have contributed to reducing employee withdrawal and has increased organizational commitment (Halpern, 2005). Clifton & Shepard (2004)found that family-friendly programs have positive effects on organizational performance, absenteeism, and productivity. Other studies, however, have been unable to find a positive relationship between family-friendly programs and productivity. Preece & Filbeck(1999) claim that

companies with family-friendly policies do not perform better than organizations with non–family-friendly policies.

In this reality, it is necessary to examine why career development of female workforce is necessary. First, the activation of the female labor force is directly related to the improvement of women's status, and the country with high female status is analyzed as having high GDP. The higher the participation in skilled female workers in economic activities in the knowledge and information society, the greater the efficiency of utilization of human resources in the whole country.

Second, women's career development leads to self-actualization and quality of life. To improve the quality of life through employment has become the basis of enjoying life, not increasing income.

Third, it is necessary to actively utilize female workers in order to cope with the labor shortage due to the rapid progress of aging. With the rapid population aging which is unprecedented in the world, there is a need to worry about the shortage of the labor force due to the demographic decline. An alternative to this is to actively engage in the high-quality female workforce.

Fourth, the career development of women can be found in the dimension of eliminating gender discrimination in the workplace. In other words, women who suffer invisible barriers and differences in the internal and external of the labor market can resume their women's rights through career development. Here, the goal of women's career development is achieved through the correction of gender discrimination.

1.2. Research Purpose

This study is intended to overcome the limitations of previous studies and to show the black box around the family-friendly program. The detailed of research purpose is as follows. First, with the increase of women's participation in economic activities, and the

contradiction between work and family, the introduction of family-friendly programs are becoming more and more necessary. Moreover, in South Korea, the rapid decline in the birth rate of the population and the reduction in population caused by aging, and the increase in the burden of dependency also confirmed the introduction of this program is necessary. According to previous studies, most studies have examined the relationship between family-friendly policies and organizational outcomes. In this study, we will examine the impact of family-friendly program on women's career development. Through the employee's awareness of family-friendly programs, they will be more valued their career plan, and actively develop their career.

Second, in pay and reward, performance based pay develops the relationship between employees and employers, and family-friendly program is an incentive for individuals to encourage their development. They will also become more loyal and committed to the organization. However, in order to enhance organizational commitment, organizations should do their best to provide job security, sustained growth, increased skills and abilities, and opportunities for personal and professional development(that is, employee or career development opportunities). In this study, family-friendly program' functions like a reward, and we will explore the relationship between it and organizational commitment. At the same time, we also explore whether or not women's career development plays a mediating role between family-friendly program and organizational commitment.

Third, women often encounter many obstacles in the work place. There is a lot of discrimination, and in the male center organizational culture there are usually fewer female employees, and women's promotion and training opportunities are often less than men. Latimer & Conroy(1994) when there is an unfavorable organizational culture in the career path of women, it is revealed that the gender composition ratio in men and women at the high level is severely distorted. Lim(2009) also found that the male-centric organizational culture influenced the career success of female managers. Therefore, we set the gender equality culture as a moderator variable to explore whether it has a moderating effect between family-friendly program and career development.

Ⅱ. Theoretical Background

2.1. Family-Friendly Programs

A family-friendly program can be defined as a variety of welfare systems provided by the enterprise to eliminate conflicts and tensions between the two roles at work and at home, and to enjoy a harmonious life between the two domains. On the other hand, Lewis(1997)examined family-friendly culture in terms of organizational culture theory of Shine(1985) by distinguishing family-friendly institutions and programs. As we have seen above, Shine(1985) divided organization culture into artifacts, values, and assumptions, Lewis(1997) finds that family-friendly programs are artifacts, and family-friendly cultures represent values and assumptions. Lim(2003) the family-friendly program is a system that helps to resolve the conflict between work and family and to enjoy a balanced life between the two areas. It has been used in a variety of names, such as family-friendly policies(Chung, 2005), family-friendly programs(Wang & Walumbwa, 2007), and work-life balance policies(Song, 2008).

Frye & Breaugh(2004) defined family-friendly policy as the 'degree to which people perceive that their company has programs to personally assist them in integrating their work and family roles.' Han(2009) defined family-friendly program as a system that the state and corporations support so that workers can balance work and family efficiently. However, the concept of the family-friendly program is defined in various ways according to the scholar and the time, but it is consistent with the system for the harmonization of work and family.

Therefore, a family-friendly program as part of organizational support is a very important, especially for married people. If the employer implements a family-friendly program, the career commitment of the female manager will increase and the promotion will be equal to that of the male. Since this helps women achieve equal economic success(Osterman, 1995),

family-friendly programs can be a means of strengthening career development. Thus, family-friendly programs need to be actively studied to support women's balance between home and work.

The classification of family-friendly programs varies according to the study of each scholar. As can be seen in Table 1, several studies have been carried out so far, showing that constitute a family-friendly programs included flexible work scheduling, child care assistance, parental leave, workplace nursery, information on community day care and so on. And the ministry of health, welfare and family affairs distinguishes the family-friendly programs as flexible work system, childbirth care, education support system, family support system, worker support system and family-friendly social culture.

Table 1 Preceding Study on Family-Friendly Program

Researcher	Classification of family-friendly programs
Kim & Go (2001)	Child care support, the maternity and child care leave system, spouse maternity nursing leave system, unpaid leave, 5 days a week and Saturday biweekly holiday, flexible commuting, Family Invitation Events
Sohn (2006)	Work support system, family support system, growth support system, leisure and health support system, work and life balance organizational culture foundation system
Yu & Kim (2006)	Maternity leave, parental leave, work day care facilities, feeding time, holiday work restriction for pregnant women, limit overtime to more than 2 hours per day for pregnant women, restriction on the employment of pregnant women harmful work, Menstruation, maternity leave, etc.
Yoo (2007)	Flexible scheduling, vacation, child care and caring support system, worker support system, economic support system
Lim (2003)	Child care leave incentive system, paid parental leave, flexible scheduling
Chung & Chang (2005)	Leave of absence (maternity leave, parental leave, sick leave), child care / support for the elderly, family-friendly work management

Osterman (1995)	Child care support, local nursery school donation, full time telecommuting, work-at-home workshop, child care/elderly care information system, elasticity time system
Perry-Smith and Blum (2000)	On-site day care, help with day care costs, elder care assistance, information on community day care, paid parental leave, maternity or paternity leave with reemployment, flexible scheduling
Wood et al. (2003)	Parental leave, work at home, term-only contracts, working part time, job sharing, workplace nursery, child care subsidies
Wang and Walumbwa (2007)	Flexible work scheduling, child care assistance, flexible work arrangement, elder care assistance

Source: Lee (2008), "2008 Korea Labor Institute Workplace Panel Workshop Presentation", p.110.

Meanwhile, although there is no agreement on the category of family-friendly programs, the report on the 'In-depth case study of international family-friendly policies in 2008' by the Korea Women's Policy Institute gave the family-friendly programs divided into four categories. This report of family-friendly policies include child care policies, leave policies, labor-time policies, and cash and tax support policies.

In this study, family-friendly program consists of 11 individual systems. It mainly includes menstruation leave, sick leave, child care leave, family care leave, child care facilities in the workplace, tuition grant, child care support, training vacation and leave, selective welfare system, and parenting period working time shortening agent. Menstruation leave is a holiday for women during menstruation. The 73rd provision of the Labor Standards Act requires employers to give women employees one day's menstrual leave each month if female workers require them. Parental leave is that allows workers to leave their jobs so that they do not engage in job duties for a certain period of time while maintaining the status of their employees. Parenting period working time shortening agent is that shortens the period to 15-30 hours per week and pays part of the child care leave benefit according to the reduction rate of working hours.

2.2. Career Development

Hall(1986) defined a career as 'a set of attitudes and behaviors perceived in an individual's experience and activity in relation to work over a lifetime.' The career of individuals is not only the jobs they have, but also their training for fulfilling the expectation, goal, emotion, and desires related to their job role, and, as a result, progressing in that workplace with the knowledge, skill, quality and desire to work(Yalçın, 1994). Career is the process that is directly related to personal and organizational goals and creates an accumulation of experiences emerging from the tasks, jobs, positions of the person or from the transitions such as promotions, transfers that the person goes through in these positions(Yılmaz, 2006). In this sense, the career can be seen as a series of behaviors and attitudes related to changing job experience and activities in the process of organizational life, including both vertical and horizontal concepts including activity level and transition can do.

In this context, career development is defined as the process by which an individual develops himself or herself through experience gained in relation to work over a lifetime. Career development is an organized learning experience in a given time period to increase the likelihood of improvement in growth performance of duties, in accordance with the education, training and environmental change in an activity of the organization(Nadler, 2007). Lee & Choi(1988) career development provides individuals to do work that suits their aptitudes and hopes, thus enabling them to have a rewarding and fun work experience, also it means establishing and implementing a system for organization that enhances productivity and effective utilization of human resources while enhancing productivity, and securing the effectiveness of individual development and organization. Career development can provide an opportunity with clear goals for individual development, to provide career paths to members of the organization, and to ensure that they have a vision for the future. It can also stimulate achievement motivation that affects the ability to grow and achieve a sense of accomplishment by giving a sense of security to the workplace(Lee, 2007; Yoo, 2006).

Career development aims to nurture human resources through a series of processes that

emphasize the needs of individuals and the needs of organizations. It is the management of the human resources efficiently through the expansion of the personal self-concept and the manpower management of the organization when the personal subjective viewpoint is important. In other words, individuals can establish a rational career path from entry to retirement to meet the individual's desire for growth, while at the same time, the organization is able to achieve the harmony of individual needs and organizational goals by developing the individual's capabilities as much as possible and applying them to career opportunities(Park, 2004). That is, career development refers to these two goals in order to achieve self-actualization at the individual level and performance oriented at the organizational level.

The goal of career development is divided into individual and organizational dimensions. First, on an individual level, career development to seek individual career flow patterns and organizational career development centered on organizational purpose and necessity(Kim, 2008). Career development at the individual-level is a participatory activity in which an individual develops himself/herself in relation to his current or planned role. The desirable direction of individual-level career development is to find out what you want, and need to know what action steps you need to take to achieve that goal. In addition, based on accurate self-diagnosis, you have to set up a career plan in the direction you want(Kim & Kim et al., 2007; Lee & Seo, 2009).

Career development at the organizational-level fosters the personnel needed by the current or future organization and helps organizational members to their career goal achievement maximize the potential of the individual to contribute to the organization's performance. In other words, organizational career development involves a series of activities that help individuals develop and implement career plans, including activities such as educational programs, activities among organizational members, and job rotation(Kim, 2007; Kim, 2008). These career management can improve the attitude of the organization members to their work, and effective career development programs can ultimately affect job satisfaction. Career development is done giving a very profitable impact on the organization of improving the ability to compete in an increasingly competitive environment.

In other words, on an individual level career development is defined as the process by which one improves his/her work attitudes, abilities, and accomplishments through experiences gained with lifelong work. From an organizational perspective, career development is the management of human resources through the career development system that establishes human resource development and performance management strategies linked to career strategy by various career paths and education.

Through career development, employees can examine career pathways in the future, analyzing their own abilities and interests, and harmonizing individual growth and development needs with organizational needs(Walton, 1999). In other words, an effective career development program increases productivity and efficiency, promotes employee attitudes toward work, and increases satisfaction. In addition, through the career development process will improve the efficiency of human resources placement and employee loyalty.

Moreover, the research on the factors of career development disorder is mainly carried out by women. The obstacles were initially classified into internal obstacles such as personality and motivation, external factors such as employment discrimination and wages(O'Leary, 1974). After, Nieva &Gutek(1981) found 3 factors that include personal characteristics (such as race, age, and education), attitude factors (job satisfaction, the perception of married women), situational factors (husband's understanding or occupational position, age, child care facilities, and past job experience).

2.3 Organizational Commitment

Organizational commitment plays an important role in studying organizational attitudes and behaviors(Matthieu & Zajac, 1990; Allen & Meyer, 1990). The definition of organizational commitment among scholars was difference. Since the beginning of the concept of organizational commitment in the 1960s, various studies have been continuous. In general, organizational commitment is an element that binds individuals and organizations together. Organizational commitment is a phenomenon that organizational members engage

in the entire organization itself, and it is a characteristic that defines the relationship between the organization as a whole and its members.

Then, we will reveal some definitions of various organizational commitment. First, Sheldon(1971) defines organizational commitment from a psychological point of view, in which an individual participates positively in an organization and intends to work with the organization. Porter, Steers, Mowday and Boulian(1974) organizational commitment consists of three dimensions, including recognition and trust in organizational goals and values, voluntary willingness to work toward achieving organizational goals, a strong need to retain the qualifications of an organization member. Wagner(1992) argues that organizational commitment is a willingness of employees to work hard in an organization and a willingness to remain a member of the organization. Lee(1972) regarded organizational commitment as a form of psychological bonding of individuals and organizations based on their sense of belonging and loyalty.

Meyer & Allen(1990) distinguished organizational commitment by affective commitment, continuance commitment, and normative commitment. Affective commitment is defined as the psychological attachment that an organization member feels toward an organization, which means that an organization member has an emotional attachment to the organization and has a sense of unity with the organization. Thus, if affective commitment is strong, then members of the organization will be receptive to organizational goals and values, or willing to work hard for the organization(Mowday et al., 1979). Continuance commitment is a psychological state that is persistent in an organization to which it belongs, because of the various benefits and losses that are lost by giving up. Finally, normative commitment means the belief of the members of the organization on their obligation to the organization. Members with normative commitment are committed to the organization because of their sense of duty.

The study of organizational commitment at home and abroad has been extensively verified for a number of variables including personal characteristics, job characteristics, work experience, and organizational characteristics and so on(Ostroff et al., 2005; Verquer et al., 2003; Meyer et al., 2002). There is a variety of research results that indicate that the increase in the number of years of service has a significant positive impact on affective commitment due to an increase in emotional attachment to the organization(Park, 1993;

Chang, 1997; Kim, 2003). Recently, many variables related to career development have been discussed as the predecessor variable of organizational commitment. Ahn(2011) examined the influence of perception of education training on the member's organizational commitment in general hospitals. As a result, perception of education training and practice had a significantly positive relationship with organizational commitment.

Ⅲ. Research Model and Hypothesis

3.1. Effect of family-friendly programs on organizational commitment

Family-friendly programs play an important role in increasing employees' positive attitude and organizational efforts and helps enterprises to gain competitive advantages(Datta et al., 2005). And it is positive for a woman to enter a high-ranking position through an excellent a family-friendly system, a personal incentive system, and a career development system(Lim, 2008). A lot of investment in the personnel system has the effect of making the employees feel a strong attachment to the organization by realizing that they are the source of the company's competitive advantage.

The family-friendly system is one of the excellent human resource management systems. When it implemented, employees feel that they are getting special treatment as they create organizational values or some principles. In addition, as more diverse family-friendly systems are implemented, employees become aware that organizations are paying attention to their welfare and value system. Under these employee-centered working conditions, employees are more likely to respond in a more favorable way, more committed to the success of the organization, and more committed to achieving organizational goals.

The universalistic perspective is that some specific policies and measures exist in the human resource system. As long as the implementation of these specific measures will bring positive performance to the organization. Over the years, researchers have amassed a fair amount of empirical evidence that certain family-friendly programs have a positive effect on the organization. Various HRM practices should be integrated in order to elevate organizational performance. Separate individual practices don't gain competitive advantages(Becker & Gerhart, 1996). A family-friendly program is a company's HR system or practice. In this study measures the effectiveness of bundling with existing family-friendly programs. The more family-friendly programs introduced and implemented and the higher the employees' perception of family-friendly programs, the members felt more positive about the organization.

The impact of family-friendly programs on employees can be explained by the social

exchange theory. Social exchange theory posits that unspecified obligations based on trust will lead to gestures of goodwill being reciprocated at some point in the future. In other words, social exchange theory is through the exchange of individuals and organizations to determine whether their interests are met to determine their attitude and behavior of the organization. This theory is built on the principle of reciprocity, which is based on two assumptions: "(a) people should help those who have helped them, and (b) people should not injure those who have helped them"(Gouldner, 1960)

Lambert(2000) found that workers' experiences with family-friendly benefits fostered organizational citizenship behaviors. If an employer implements a family-friendly system, the career commitment of women managers will increase and equal promotion with men will be possible, which can also contribute to women's equal financial success(Osterman, 1995). In other words, when the employees perceive that the organization provides for family-friendly programs(e.g., childcare, flexible work arrangements, etc.) to take care of them, the staff will recognize the organization is to treat them well, so they will feel obligated to become more committed to the organization.

Prior researches on family-friendly programs and job-related attitudes are mainly from Greenber et al.(1989), Grover and Crooker(1995), Scandura & Lankau(1997) and Chiu & Ng(1999), Kang & Choi(2001), Lee(2007), Chung & Chang(2005). Greenberg et al.(1989) reported a significantly higher level of organizational commitment for those who had benefited from women-friendly policies in a study of private firms. Grover and Crooker(1995) found that women-friendly HR policies had positive effects on job satisfaction, motivation, and organizational commitment on the part of organizational members. On the other hand, they reduced the turnover rate, absenteeism, stress, and improve productivity. Scandura & Lankau(1997) and Chiu & Ng(1999) also argue that women-friendly policies affect the organizational commitment of organizational members.

In an empirical analysis of the relationship between family-friendly systems and performance, Perry Smith and Bloom(2000) verified that family-friendly bundles consider the health and value of employees, communicate exchange signals to employees, and enable employees to work harder to achieve organizational goals. As a result, family-friendly bundles were positively related to organizational performance, and also showed that the

more family-friendly policies are used, the more effective it is.

Kang & Choi(2001) discovered that the higher the degree of family-friendly culture, the lower the conflict between work families. Thus, if work-family conflict negatively affects organizational commitment, it can be assumed that family-friendly organizational culture can positively affect organizational commitment as a result of reducing work-family conflicts. Lee(2007) the effects of the women-friendly policy on the job-related attitudes such as job satisfaction, organizational commitment, job motivation, and job stress were analyzed. The results showed that women's friendly policies positively affected job satisfaction and job motivation, and decreased job stress. Chung & Chang(2005) suggested that the degree of adoption of family-friendly systems does not directly influence organizational commitment but the perception of family-friendly systems has a positive impact on organizational commitment. Thompson et al.(2004) found that the more employees' perceived the usefulness of family-friendly programs and the superior's support, the greater the positive impact they had on organizational commitment, but had a negative impact on job searching behavior, and work-family conflict. Thus, on the basis of past research and theory, we hypothesize

Hypothesis 1: Women employees' perception of family-friendly programs will be positively related to organizational commitment.

3.2. Effect of family-friendly programs on career development

Career women play the role of society, but also play the role of family, which makes the career women have to be influenced by the family so that they are facing the role conflict. Compared with men, women pay more attention to marriage, and, as women, they often play the role of wife, mother and the role of the workplace, so that they mostly put their career goal in the second position. They have given up their careers for the sake of their families, reduced their career ambitions, and ultimately failed to have a better career development. Career women seek a balance between family and career, but the roles of

their wives and mothers occupy most of the time and spend less on their careers. Marriage and child care limit the career development of women. The role of women in the home limits the opportunities for education, work experience, promotion, and development in the organization. In addition, career women lack confidence and lack career planning, which lead their career development can't be promoted.

However, family-friendly program is a policy that provides women with the opportunity to successfully integrate their role as an individual, as a worker, and as their spouse and their family(Cattaneo et al., 1994; US OPM, 1998). Park & Kim(2001) Women-friendly policies can facilitate the entry of women into the organization, elimination of obstacles and gender inequalities that impede the career development of women in the organization, it relieves stress and psychological exhaustion feeling, and can enhance women's job motivation, job satisfaction, and organizational commitment that to improving productivity.

The rationale for the influence of family-friendly programs on career development of female employees can be explained by job demands-resources model(Bakker et al., 2004). Whereas every occupation may have its own specific risk factors associated with job stress, these factors can be classified in two general categories: job demands and job resources. Job demands means' a job characteristic that requires a person in charge to continue his/her physical and mental endeavors to perform or fulfill his/her duties, resulting in a substantial physiological and psychological sacrifice to the person in charge. In contrast, job resources are not only responsible for fulfilling their task goals, but also contribute to reducing the negative psychological and physiological effects of job demands, and further promote personal growth, learning, and development job function(Bakker & Demerouti, 2006; Hakanen et al., 2008; Van den Broeck et al., 2008).

According to job demands-resources model suggested that family-friendly programs provide substantial resources to effectively cope with the dual needs of the work and family, thereby reducing work-family conflicts and enhancing organizational commitment and job satisfaction. The primary purpose of the family-friendly program is to eliminate or ease many of the difficulties that may arise in controlling and managing work and family. In this sense that family-friendly programs provide a resource for coping with the needs of the workplace and the family and for harmonizing the two roles.

In terms of the job demand-resource model, providing family-friendly welfare benefits to workers creates a positive attitude toward the organization at the psychosocial and symbolic level, and at the practical level, it can also increase the willingness to maintain a career by providing the resources required to balance work and family. As a result of the analysis of women working in marriage between the ages of 20 and 30, the job interruption of women was mainly observed at the time of 2-3 months before the birth of the first child. we found if family-friendly programs such as maternity leave and parental leave were available that the likelihood of this job interruption was significantly lower(Lee, 2009). When the childcare related factors are the cause of career interruption for female workers, the results suggest that if family-friendly programs such as maternity leave and parental leave are provided, it means that workers are more likely to overcome career interruption and continue their careers(Kim, 2002). In addition, the adoption of the family-friendly program will provide a sense of workplace security for the female employees and allow them to perform dual roles. Through the family-friendly program, female employees feel a sense of security in the workplace that demonstrate their abilities and to motivate their achievement.

Family-friendly programs can be designed to facilitate a balance between work and family that reduced work-family conflicts(Tomposon et al., 1999). Beauvais & Kowalski(1993) supportive organizational atmosphere has a negative correlation with work-family conflict. Kang & Lim(2000) the higher the perception of work-family conflict, the greater the negative influence on career commitment. In addition, the implementation of the family-friendly welfare system has been shown to control the negative relationship between work-family conflict and career commitment. Herriot(1995) said working environment effects on employees' interest to contribute to development. In contrast, family-friendly programs which allow employees to balance their work and family-lives whilst maintaining a full-time presence in the workplace. This could allow the employees as full-time to learn experience, improve their skills, training and have promotion opportunities in the organization. Therefore,

Hypothesis 2: Women employees' perception of family-friendly programs will be positively related to women career development.

3.3 The Mediating Influence of Career Development on the Family-Friendly Programs and Organizational Commitment

Steers(1997) classified the factors that affect organizational commitment into four categories as personal characteristics, job characteristics, structural characteristics, and work experience. Especially, work experience was more related to organizational commitment than the other variables. Demographic variables such as incumbency time, age, and education level were used as variables related to organizational commitment. The reason for this is that the organizational commitment represents the degree of psychological ties expressed by the interactions between individuals and organizations, and there are differences among individuals depending on their degree. Among them, incumbency time and age are positively related to organizational commitment. The reason for this is that the long-term and older members have a greater benefit in the organization than the non-members in the organization. In addition, the lower the role ambiguity and conflict, the higher the organizational commitment is needed. More specifically, the degree of investment in personal traits, job characteristics, and work experience has an impact on affective commitment. Social experience and organizational socialization process have an impact on normative commitment.

According to social exchange theory, organizational members feel obligated to reward organizations when they form a belief that an organization provides benefits to its members(Blau, 1964; Eisenberger et al., 2001). When members recognize that an organization benefits them in various ways, they have some sense of obligation in return for that. Therefore, when employees are highly aware of organizational support, they not only enhance the emotional attachment to the organization but also cause positive behaviors that are helpful to organizations such as responsibility for work, organizational commitment, and organizational citizenship behavior(Eisenberger et al., 1986). In an employee-friendly environment where employers devote themselves to providing career opportunities and educational opportunities to employees, they will show a higher affective commitment.

The study of Granrose & Portywood(1987) suggested that the organization induces

individuals' commitment by providing opportunities and information related to career development. Becker(1960) found that members who received organizational-level career management became more involved in the organization by perceiving that their continued involvement in the current organization would help their career development. Liu(2010) investigated the relationships between organizational career management strategy and organizational commitment and found that organizational career management strategy had significant positive impacts on organizational commitment. Sturges et al.(2002) conducted a longitudinal study on career management and organizational commitment. The results showed that these two concepts were highly correlated. Good career management practice brought high organizational commitment. Ahn & Park(2008) career development has a significant effect on job satisfaction. In a study by Bong(2005) career development has resulted in improving organizational commitment to employees.

Based on the above discussion, it can be inferred that organizational commitment is strengthened due to the perception of mutual reciprocal normal recognition and sense of investment when organizational support is provided. Accordingly, we expect:

Hypothesis 3: Career development mediates the relationship between women employees' perception of family-friendly programs and organizational commitment.

3.4 Gender Equality Culture as Moderator

With women's participation in economic activities, many studies have been conducted on how gender-equality organizational culture affects female workers' attitudes toward organizational life(O'Neill & O'Reilly, 2010). Creating a gender-equality organizational culture for women plays a big role in enabling women workers to exert their talents and increase their organizational performance(Ahn & Kim, 2010; Ahn et al, 2010).

The relationship between family-friendly programs and career development depends on the cultural characteristics of the organization. The organizational culture determines the

organizational competitiveness and becomes a force to cope with the uncertainty of the external environment(Trice and Beyer, 1983). Even in the presence of a family-friendly programs, they are not effective when women employees suffer from gender discrimination.

In the early 1990s, Korean women began to be employed equally with men. But, from the employment situation of women, the rate of employment of female workers in professional or administrative positions was very low, and the proportion of women in senior positions was very low compared to men. The higher the job position, the lower the proportion of women. Therefore, in the field of Korean companies, the task of overcoming gender discrimination remains a very important task.

According to the career motivation model, the level of individual career and achievement motivation is determined by three factors: background factors(such as gender, race, age, and socioeconomic status of parents), individual characteristics (academic self-esteem, independence, values, attribution bias), and environmental variables(parent and teacher's support), among which background factors have the greatest impact(Farmer, 1985).

There are many reasons why female workers are discriminated against. First, corporate executives are discriminating against female employees because women are low productivity expectations compared to men. In other words, managers not only do not believe in women's ability to work, but they do not feel that women's employment motivation is imminent. Compared with male employees, they think that female worker have a low contribution and sense of belonging to the organization, so they assign female employees to petty and low paid jobs(Chang, 1997).

Second, managers who pursue economic rationalism have a fixed perception of the roles and abilities of female workers. Managers have traditionally fixed attitudes and prejudices about women's careers. They believe that male employees are responsible for the livelihood, while female employees should take on family roles. Therefore, this recognition of the role difference greatly impedes the rational operation of the organization and the productivity improvement, and it maintains the gender inequality of the laborers.

Third, many researchers consider men to be more competitive, responsible, dedicated and productive than women. Thus, women are placed in an adverse position regardless of their

status, and many men are trying to maintain a male-dominated culture.

Fourth, the support system related to the career development of women in enterprises is very inadequate. Specifically, in companies with female managers, only 6.8% of organizations are operating 'flexible working hours'(Lee, 2002). In addition, mentoring programs that help women to grow in their organizations through tutors are rarely established(Lee, 2002).

The rules of behavior of these masculine organizational cultures are familiar to men but unfamiliar to women and can be detrimental to women's career development. As the organization emphasizes collective action and participation or emphasizes the work of the organization rather than the personal problem, discrimination against women is more likely to occur. Therefore, the stronger the collective organizational culture, the greater the possibility of gender diversity experienced by female managers. On the other hand, the likelihood of discrimination against women decreases from companies with a horizontal organizational culture. Masculine organizational culture has a negative impact on utilization and fostering of female workforce. Because of the male-centered organizational culture, many women feel frustrated in their work life(Lim, 2008) and women feel deprived of their desire for career success, it exhibits the reverse function(Lee, Kang & Joung, 2013). While masculine organizational culture negatively affects the training and development opportunities for female managers, but it positively affects male(Kang & Cho, 2007).

Gender equality culture and family-friendly programs are all important for women workers to build trust in their companies and successfully develop their careers. For example, more friendly organization environment and support for the lives of employees, work-family conflicts will be reduced, organizational commitment will be increased. The gender equality culture has been studied as an important factor influencing the career success and wage discrimination of female workers. In the organizational culture which is not favorable to the career development of women, gender ratio between men and women of the high position will be distorted(Kim, 2012).

If family-friendly program is emphasized in a situation where gender equality culture is not established within the workplace, it may result in limiting women to 'mother

track'(Hayashi, 2001). If female workers are burdened with these prejudices and anticipate the negative consequences of career development, even if there is a family-friendly program, it is not possible to exclude the possibility that women may reduce their job satisfaction, organizational commitment and give up career development. Based on this theory, we can propose the hypothesis that family-friendly program and gender equality culture have mutual interaction effects.

Hypothesis 4: Gender equality culture moderates the relationship between women employees' perception of family-friendly programs and career development.

<Figure 1> Hypothesis Model
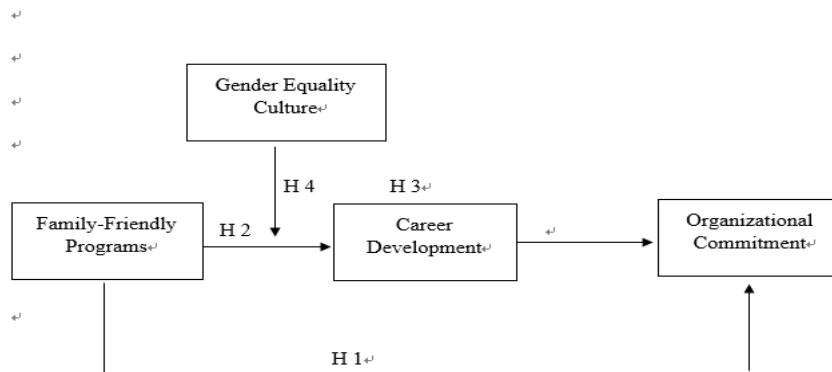
The relationship proposed to Hypotheses 1-4 can be viewed graphically in Figure 1. As shown, family-friendly programs affect women employees' organizational commitment and career development. Specifically, career development as a mediator affects family-friendly programs and organizational commitment. Furthermore, the gender equality culture moderates between family-friendly programs and women employees' career development.

Ⅳ. Research method

4.1. Participations and Procedure

This research was conducted using the 5th female manager panel survey data collected by the Korean Women's Policy Institute in 2014. The sample was selected from the corporate panel survey data of the female workers of 1,627(3.74 per organization) respondents in 434 companies.

Table 2 Characteristics of Respondents

Variables	Division	Freque ncy	Ratio (%)	Variables	Division	Freque ncy	Ratio (%)
Age	20s	24	1.5	Level of education	Master	282	17.3
	30s	778	47.8				
	40s	727	44.7		Doctor	18	1.1
	50s or more	98	6.0	Position	Staff	2	0.1
Level of education	High school graduate	147	9.0		Deputy Section Chief	551	33.9
					Section Chief	547	33.6
	Technical college	246	15.1		Deputy Department Head	1356	21.9
	College graduate	934	57.4		Head of Department	135	8.3
					Director	29	1.8

Table 3 Characteristics of Organizations

Variables	Division	Frequency	Ratio (%)
Industry	Manufacturing Industry	273	16.8
	Financial Business	469	28.8
	Public Administration	376	23.1
	Publishing Industry	142	8.7
	Health and Welfare Business	102	6.3
	Others	265	16.8

Of 1,627 respondents, the most participation was the 30s and 40s. Their level of education was the highest among college graduates. The position will include deputy section chief, section chief, deputy department head, head of department, director, and deputy section chief was the most.

The industry of company is mainly manufacturing, finance, publishing, health and welfare, and public administration. The number of respondents from the financial business was the highest with 469, and 376 respondents from the publishing, 273 respondents from the manufacturing.

4.2. Measures

(1) Family-Friendly Programs

Family-Friendly programs were measured using 11 questions. The individual systems included menstrual leave, maternity leave, sick leave, child care leave, family care leave, child care facilities in the workplace, tuition grant, child care support, training vacation and

leave, selective welfare system, and parenting period working time shortening agent. These programs were selected because they appear to have received the most empirical research attention in the West(Grover & Crooker, 1995). To help employees complete the family-friendly program items, a short description of each program was provided to ensure respondents understood the program in a similar way. Sample items included: 'Have a child care facilities in the workplace.' Respondents were asked to answer 'yes' if a particular program was provided to them by their organization and 'no' if a program was not offered. These responses were then dummy coded into 0= no and 1= yes, family-friendly programs are calculated by adding 11 systems.

(2) Organizational Commitment

Organizational commitment was measured wit six items by Meyer, Allen & Smith(1993). Six items represented one component of the original scale, namely affective commitment and continuance commitment. The six items were (1) 'I do not feel a strong sense of belonging to my organization'; (2) 'I do not feel like part of the family at my organization'; (3) 'I do not feel emotionally attached to my organization'; (4) 'I really feel as if this organization's problems are my own'; (5) 'This organization has a great deal of personal meaning for me'; (6) 'I would be very happy to spend the rest of my career with this organization.' And all these items were on a 5-points scale, ranging from 1(strongly disagree) to 5(strongly agree).

(3) Career development

Career development one of the most important issues in human resources is essential to organizations. Organizational career development refers to a variety of policies and practices of organizations to improve and enhance career success(Orpen, 1994; Yahya et al., 2004). Gutteridege & Otte(1983) found that the measurement of career development was divided into two dimensions: a comprehensive system consisting of career management behaviors at the organization level and career planning activities at the individual level. A total of 8

activities are offered by organizations to their employees(Feldman, 1988) including (1) career information systems; (2) human resource planning and forecasting; (3) career counseling; (4) career pathing; (5) skills assessment and training; (6) career development for disadvantaged; (7) career development for "fast-track" employees; and (8) career development skills workshops for supervisors.

According to the previous researches, this study selected 4 similar items to measure. Sample items included (1) Improvement of foreign language ability; (2) Management and leadership training; (3) Acquisition of job-related qualifications and capabilities; (4) Acquired an upper degree. Respondents were asked to answer 'yes' if a particular program was supported to them by their organization and 'no' if a program was not offered. These responses were then dummy coded into 0= no and 1= yes, career development was calculated by adding 4 programs.

(4) Gender Equality Culture

Gender equality culture was measured with 2 questions on a 5-points scale, through Hofstede & Hofstede'(2005) concept of masculinity and femininity, and Jandeska & Kraimer'(2005) male organizational culture and collectivism. The questions such as (1) Managers treat both men and women equally in merit rating and efficiency rating; (2) Managers provide equal opportunities for men and women to improve their abilities.

(5) Control variable

Age, the level of position, and the level of education were set as demographic control variables. Age is current as of 2014. We divide the age into four groups coded as 20's (1), 30's (2), 40's (3), more than 50 (4). The level of position was coded as staff (1), deputy section chief (2), section chief (3), deputy department head (4), head of department (5), director (6). The level of education was coded as high school graduate (1), technical college (2), college graduate (3), master (4), doctor (5).

Ⅴ. Result

5.1. Validity of Measures

Before testing hypotheses, we conducted an exploratory factor analysis. The factors were divided into organizational commitment and gender equality culture. As shown in Table 4, the explanation ratio was 74.50. The factor loading was based on over 0.5. All questions regarding organizational commitment and gender equality culture were separately combined into each factor. On the other hand, 6 questions regarding organizational commitment and 2 items of the gender equality culture. Cronbach's alpha value showed that organizational commitment was 0.907, gender equality culture was 0.917. Both of the Cronbach's coefficient alpha was over 0.7, it means   highly reliable.

Table 4 Reliability for measurement factors analysis

Item		1	2	Reliability α
OC 1	Belonging to organization	.170	**.869**	
OC 3	Feel emotionally attached to organization	.103	**.840**	
OC 5	Organization has a great deal of personal meaning	.173	**.833**	**0.907**
OC 4	Organization's problems are my own	.131	**.803**	
OC 2	Feel like part of the family at organization	.089	**.775**	
OC 6	Very happy to spend the rest of my career with this organization	.230	**.755**	
GEC 1	Managers treat men and women equally	**.948**	.155	**0.917**
GEC 2	Equally in merit rating and efficiency rating	**.943**	.178	
Eigenvalue		4.025	1.934	
% of Variance		50.308	24.179	
% of Cumulative		50.308	74.487	

Note: OC: Organizational commitment; GEC: Gender equality culture

5.2 Descriptive and correlation Statistics

The means, standard deviations, and reliabilities of the variables in this study are shown in Table 5. The age had a positive correlation with family-friendly programs(r=.180, p<.01), and organizational commitment(r=.256, p<.01). In other words, family-friendly programs are more suitable for older members, and also found that members of high level position, the higher the degree of the organizational commitment.

Family-friendly programs were positively related to career development (r=.237, p<.01), gender equality culture(r=.150, p<.01), and organizational commitment(r=.298, p<.01). Career development was positively related to organizational commitment(r=.153, p<.01). Also, gender equality culture was positively related with organizational commitment(r=.348, p<.01). A strong internal consistency across all measures was reported.

Table 5 Descriptive Statistics and Correlation of Variables

Variables	Mean	s.d.	1	2	3	4	5	6	7
Age	2.55	.630	1						
Position	3.10	1.025	398**	1					
Education	2.86	.844	.032	.175**	1				
FFP	6.345	2.493	.180**	-.035	.115**	1			
CD	1.121	.841	.026	.034	.183**	.237**	1		
GEC	3.631	.955	.057*	.105**	088**	.150**	.045	1	
OC	3.791	.758	.255**	.217**	.051*	.298**	.153**	.348**	1

Note: *: p<.05, **: p<.01, ***: p < .001. FFP: Family-friendly program; CD: Career development; GEC: Gender equality culture; OC: Organizational commitment

5.3 Regression Analysis

This research test used hierarchical multiple regression in SPSS 23. First, we ran a regression test of the independent variable, family-friendly programs on the dependent variable, organizational commitment. As showed by Table6 (model 2), family-friendly program was significantly positive impact on organizational commitment(β=.281, p<.001). Thus, the result was supporting Hypotheses 1.

Hypothesis 2 suggests that employees' perception of family-friendly programs will be positively related to women's career development. Table7 (model 6) shows that family-friendly programs significantly related to career development(β=.227, p<.001). The result supported Hypotheses 2.

Of course, Baron & Kenny's(1986) three-step regression and Sobel's Z-score methods are widely used for mediating effect analysis, but these methods basically assume normality. However, it is pointed out that there is a high possibility of inducing a Type 2 error when using the normal distribution assuming that the mediation effect because the distribution deviates substantially from the normal distribution.(Preacher, Rucker & Hayes, 2007). Thus, in recent years, it has been suggested that bootstrapping which does not assume normality for mediating effect analysis, can increase the verification efforts(Preacher et al., 2007).

The results show that female employees are more aware of the fact that companies are introducing and implementing family-friendly programs, the higher the organizational commitment and career development. According to bootstrap method mediation analysis, sample selection in 5000, 95% confidence interval, as shown in Table 8, the median effect factor of career development was .0063, LLCI= .0028 and ULCI = .0102. Because the confidence interval excluded 0 that the mediating effect of career development is significant.

The results of the above bootstrapping showed that the career development as mediator variable influenced between family-friendly program and organizational commitment. Thus, specifically, does career development plays a full mediator or partial mediators between family-friendly programs and organizational commitment? In order to confirm it, we were

re-verified through three-step regression analysis of Baron & Kenny (1986).

According to Baron and Kenny(1986), the verification of the mediating effect shall satisfy the following three conditions. That is, independent variable=X, intervening variable=M, dependent variable=Y, constant=a, normalized regression coefficient=β.

Condition 1: The independent variable must have a statistically significant effect on an intervening variable. In other words, the regression equation $M=a_1+\beta_1 X$, β_1 should be significant.

Condition 2: The independent variable should have a statistically significant effect on the dependent variable. In other words, the regression equation $Y=a_2+\beta_2 X$, β_2 should be significant.

Condition 3: The intervening variable should have a statistically significant effect on the dependent variable. In other words, the regression equation $Y=a_3+\beta_3 X+\beta_4 M$, β_4 should be significant.

In order to verify the mediating effect of career development, as showed by Table 7(model 6) and Table 6(model 2 and model 4) the conditions 1, 2, and 3 are satisfied. But model 4 showed that family-friendly program(β=.260, p<.001) was less influential than model 2(β=.281, p<.001). Therefore, career development has a partial mediating effect between family-friendly program and organizational commitment.

Next, we analyzed the mediation effect through the Sobel-test. As shown in Table 9, the Sobel-z value was 5.147, p <0.01, indicating that mediating effects were obtained at the 10% significance level.

Table 4(model 7) shows moderating effect of gender equality culture, the significance of coefficient associated with the interaction of family-friendly programs and the career development did not support Hypothesis 4.

Table 6 Results of Regression Analysis for Organizational commitment

Variables	Model 1	Model 2	Model 3	Model 4
Age	.203 ***	.137 ***	.199***	.139***

Position	.132 ***	.175 ***	.133***	.172***
Education	.021	-.016	-.006	-.030
FFP		.281***		.260***
CD			.148***	.091***
R²	.082	.155	.103	.163
F	47.877	74.278	46.321	62.870

Note: *: p<.05, **: p<.01, ***: p < .001. FFP: Family-friendly program; CD: Career development.

Table 7 Results of Regression Analysis for Career development

Variables	Model 5	Model 6	Model 7
Age	.026	-.028	-.029
Position	-.008	.026	.027
Education	.183***	.153***	.153***
FFP		.227***	.227***
GEC			-.001
FFP*GEC			-.017
R²	.034	.082	.083
F	18.938	36.227	24.231

Note: *: p<.05, **: p<.01, ***: p < .001. FFP: Family-friendly program; GEC: Gender equality culture.

Table 8 Analysis of mediation effect using bootstrapping

	Path	Effect	Boot SE	LLCI	ULCI
H3	FFP → CD → OC	.0063	.0019	.0028	.0102

Note: CI=95% confidential level; FFP: Family-friendly program; CD: Career development; OC: Organizational commitment.

Table 9 Analysis of mediation effect using Sobel-test.

	Paths	Non-SD	SD	SE	Sobel-test Score
H3	FFPs → CD → OC	.077	.227	.008	5.147***
		.134	.148	.022	

Note: *: p<.05, **: p<.01, ***: p < .001. FFP: Family-friendly program; CD: Career development; OC: Organizational commitment.

The results of all tests for hypothesis was summarized in Table 10 as follows:

Table 10 Summary of the Test for Hypothesis

Hypothesis	Support
Hypothesis 1: Employees' perception of family-friendly programs will be positively related to organizational commitment.	○
Hypothesis 2: Employees' perception of family-friendly programs will be positively related to women career development	○
Hypothesis 3: Career development mediates the relationship between family-friendly programs and organizational commitment	○
Hypothesis 4: Gender equality culture moderates the relationship between family-friendly programs and organizational commitment.	X

Note: X: not supported; ○: supported.

5.4 Additional Analysis

Moreover, we divided the age into two parts, one is under 50 years old, the other is more than 50 years(including 50 years old), and analyzed and compared the influence of family-friendly programs on career development and organizational commitment at different ages. In the age group under 50 years of age, we collected 1,529 respondents, more than 50 years(including 50 years old) with 98 respondents.

As shown in Table 11, the analysis showed that the hypotheses of this study were supported in groups age less than 50 years, but were not certified in groups older than 50 years old(including 50 years old). However, in Table 11(model 9) show that the impact of family-friendly programs on organizational commitment was greater in groups under the age of 50 than in groups 50 years or older. Family-friendly programs are different from other personnel systems and their advantages apply only to persons deemed necessary. Thus, members who recognize such institutional needs are recognized as sponsors of the organization and are committed to the organization. That is, employees under the age of 50 are better informed and more aware of family-friendly programs.

As indicated in Table 11(model 11), the impact of career development on organizational commitment was more influential in groups 50 years or older than under the age of 50. Among groups older than 50 years old(including 50 years old), career development has a greater impact on the organizational commitment. Therefore, in order to make members more willing to stay in the organization, organizations should emphasize the importance of career development rather than actively implementing family friendly programs.

The lack of old employees of enterprises is lack of cultural precipitation, and the lack of cultural precipitation of enterprises, there must be lack of knowledge and experience in dealing with various environments problems. Old employees are an important channel of communication for the enterprise culture. Because the older employees who are familiar with enterprise culture, system and working process, have higher work efficiency, strong business level, and have a strong sense of responsibility and identity to the enterprise, are very valuable wealth for enterprises. In addition, the old employees are accustomed to their way of working and thinking mode, conservative, lack of innovation, the ability to accept new things is relatively weak. Therefore, on the one hand, enterprises should focus on the old employees' career development, through the staff training, education and other ways to reshape the enthusiasm of older employees. On the other hand, the old employees must be aware of the internal and external environment in the enterprise constantly changing. By continuously learning, improving their ability constantly, expanding their career development to keep up with the changes of the times.

Table 11 Results of Regression Analysis for Organizational commitment at different ages

Variables	Model 8	Model 9	Model 10	Model 11
Level 1				
Age	.235***	.167***	.229***	.168***
Position	.095***	.140***	.098***	.139***
Education	.009	-.025	-.018	-.039
FFP		.280***		.260***
CD			.144***	.086***
R²	.085	.158	.102	.162
F	46.749	71.357	44.297	59.941
Level 2				
Age	.144	.147	.151	.152
Position	.133	.168	.124	.148
Education	.234*	.199	.184	.165
FFP		.128		.084
CD			.121*	.204*
R²	.108	.085	.118	.115
F	3.810	3.250	4.241	3.511

Note: *: $p < .05$, **: $p < .01$, ***: $p < .001$. FFP: Family-friendly program; CD: Career development. Level 1: Level 1: age < 50. Level 2: age ≥ 50. The Level 1 N is 1529 and the level 2 N is 98.

The aging of Korean society is proceeding at a rapid pace. The average age at which a worker retires from a long-term job in the 50s. The unemployment of the elderly has reduced some elderly people to the working poverty class, resulting in psychological anxiety and alienation, which can lead to family problems. And, in the enterprise, the fear of the unemployed of the older employees may cause the loss of morale, the exclusion of

ability development, and the loss of motivation, which may hinder the productivity, the quality of the product and the growth of the company. Nationally, unemployment among the elderly can cause economic growth to deteriorate and worsen social insurance finances. Companies are experiencing frequent early retirement and honorary retirement due to the intensification of competition, resulting in employment anxiety, stress and low organizational commitment among older employees. Therefore, employment instability of the elderly is intensifying in an aging society. Considering the socioeconomic problems caused by the unemployment of the elderly, maintaining the employment of the elderly is an important social task. It would be desirable for companies to make full use of their knowledge and experience, if possible, to contribute to the growth of the company.

Ⅵ. Discussion and Conclusion

6.1 Result and Discussion

In modern society, women entry into the labor market has begun to expose the conflicts between work and family. Women with occupations feel responsible for the dual role of balancing work and family, and it has been reported that these conflicts have a negative impact on both family life and work life(Hughes & Galinsky, 1994; Hokahan & Giibert, 1979). Especially, Korean married women workers are avoiding childbirth due to work-family conflicts so that the age at marriage increased from 28.1 years in 2007 to 29.6 years in 2013, and the first childbirth age increased from 29.42 in 2007 to 30.73 in 2013(National Statistical Office, 2014).

In order to solve such social problems and unbalanced labor market, Korea has legislated on a family-friendly system and introduced family-friendly certification system to promote the family management of enterprises. However, Korean enterprises lack the cognition of the purpose and necessity of family-friendly management and lack the sense of social responsibility. As a result, the level of improvement of family-friendly system is very low.

Family-friendly program is a support system that helps to lessen and reduce the conflict and stress between work and family and to enjoy a balanced life in both areas and to enjoy a balanced life in both areas(Lim, 2003). Although a large number of studies have been conducted on family friendly culture, this study demonstrates the impact of family-friendly programs on women's career development and organizational commitment, while also confirmed the mediating role of career development. In addition, there are still issues of gender discrimination in employment, compensation, training, and promotion for women at present. Thus, this study also explored the effects of family-friendly programs on career development through gender equality culture interaction.

The results of this study are summarized as follows: First, we found that the effect of family-friendly program is as expected, the perception of the workplace atmosphere as

family friendly and that the conflict between work and family will be weakened, the higher the degree of organizational dependency, the more positive the organization commitment. The results were empirically confirmed by researchers(Allen, 2001; Fry & Breaugh, 2004; Poelmas & Sahibzada, 2004; Swanberg, 2004; Thompson et al.,) who emphasize the importance of organizational culture in family-friendly management. The implementation of family-friendly programs in the organization, through the support of personal development and ensure the balance between work and life, thus partially influence employee contributions to the organization. In this study, the female are mainly over 30 years old. Considering women over 30, dependents such as children, parents, or grandparents are in the age of caring. In addition, as the aging process rapidly progresses, it is difficult for young people to bring up their children, but now they need to take care of their parents, which add burden to them. Although various programs have been proposed to increase women's organizational commitment in the workplace, the problem is that the programs have not been effectively implemented. Therefore, in order to improve the organizational commitment of female workers, it is necessary to improve women's preferential treatment programs.

Second, the relationship between family-friendly programs and career development suggests that family-friendly programs can promote women's career development. In this study, family-friendly programs were measured for 11 items including menstrual leave, maternity leave, sick leave, child care leave, family care leave, child care facilities in the workplace, tuition grant and so on. Through the adjustment of work family support, it can not only improve the quality of life of employees but also improve their career development efforts. These results are consistent with previous studies suggesting that higher organizational support such as family-friendly welfare system leads to higher career commitment(Lee, 2001). The results of this study also indicate that when a company implements a family-friendly program, it strengthens the willingness of female workers to feel a sense of unity in their careers and to continue their careers. Therefore, the implementation of the family-friendly system can be regarded as having the effect of allowing the female workers to overcome the career interruption which is a problem in our society. As discussed in the theoretical discussion, whether the system is implemented or

not, the implementation of a family-friendly system has a positive effect on the attitudes and behaviors of workers.

Third, career development has proven to be mediated in the relationship between family-friendly programs and organizational commitment. Family-friendly programs and career development can positively influence organizational commitment because employees have a positive awareness of organizational support programs, so it is desirable to develop warm-hearted family-friendly programs and career development at the organizational. This implies that support for career development for women can improve organizational commitment, and Park & Kim(2001), Kang(2005) also support this point. Furthermore, by comparing the effects of different age groups on organizational commitment, we found that for younger employees, we should actively promote family-friendly programs to encourage employees to continue to contribute to the organization. For older employees, through education, training and other related career development programs to prove that the organization is to energize them into the new learning and work, help them in reducing psychological anxiety, and promote loyalty to the organization. Therefore, in view of the increase in women's economic activities and their contribution to social development, it is necessary to adopt a career development program that can improve the characteristics of women. Such as providing career counseling center for women employees and the provision of tailored training programs for the development of women's skills.

Last, gender equality culture as a moderator does not affect the relationship between family-friendly programs and career development. However, if female workers are discriminated against in the areas of employment, training, salary, and promotion, they will not be recognized by the society and the law. Because they become the object of criticism by the state and society, they will also face the problem of social responsibility. On the other hand, this may reduce women's job satisfaction and organizational commitment, and by declining the motivation, they can lead to huge economic losses due to lower productivity and efficiency. Therefore, we should boldly eradicate discriminatory practices against women workers and it is desirable to institutionalize fair and equal organizational management.

The results of this study suggest that in order to ensure and maintain a good female

labor force, top managements should actively operate the family-friendly system. In addition, in the workplace, top managements should not only concern about the staff due to work and family problems, and provide a variety of support and understanding as much as possible to the employees.

6.2 Limitation and Future Research

The limitations and future research of this study are as follows. First, this study measured the effectiveness of family-friendly programs in a single bundle. Family-friendly programs include a variety of programs, but it is necessary to classify them by type and to differentiate their effectiveness. Because family-friendly programs measure effectiveness in a single bundle is likely to have the wrong result. Therefore, in the future research, family-friendly programs should be differentiated into types of working hours, childcare support, and dependent family support rather than a single bundle, and to examine the relationship between organizational commitment and career development.

Second, there is a limit in the operational definition of family-friendly programs and career development. This study measured the effectiveness of family friendly programs and career development, focusing only on the presence of systems. And this study is lacking in academic aspect because it is the survey data of the 5th female manager panel collected in 2014 by the Korean Women's Policy Institute. In the future research, we need to revise the operational definition of career development by collecting data through academic research.

Third, this research did not confirm the moderating effects of gender equality culture. The perception of the gender equality organizational culture was measured in two items, and there are limitations in the reliability and construct validity of the measurement. Future research should be more diverse in measuring gender equality culture, and provide a richer account of the impact of cultural factors such as artifacts, value, and assumption on women employees' career development based on a richer theoretical background of gender equality culture.

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