

# 倖存者之組織公平知覺、組織承諾與離職傾向：溝通品質之調節效果

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## 摘要

為了因應2008年美國金融風暴給企業帶來的影響，多數組織選擇以組織精簡的方式來達成縮小組織規模、節省人事成本的目的，以求組織能夠繼續生存，而組織精簡也被認為是減少冗員、保持最佳勞動力的最佳方式，多數的組織將組織精簡的焦點放在是否能為組織節省成本或人力運用是否更具有彈性，但通常都忽略了，進行組織精簡時，是否會對留下來的倖存者造成負面的影響？企業在進行組織精簡時是否是依照員工對組織的貢獻程度、工作績效來決定誰是要離開的犧牲者，誰是能留下來的倖存者？與員工進行有效正確及時的溝通，是否能提高倖存者的公平知覺？本研究旨在探討企業在組織精簡的情況下，倖存者的組織公平知覺、組織承諾與離職傾向之間的關係。本研究採立意抽樣法，以近半年內實施過裁員的企業為抽樣母體，問卷發放對象為公司進行裁員後，沒被資遣繼續留下服務的倖存者，發出正式問卷239份，扣除無效問卷27份，有效問卷為212份，回收率88%。根據實證資料，由層級迴歸分析得知，組織公平與組織承諾呈現正向影響，與離職傾向呈現負向影響，溝通品質對組織公平與組織承諾之間具有干擾效果，組織承諾對組織公平與離職傾向具有完全中介效果。

關鍵詞：組織公平、組織承諾、溝通品質、離職傾向

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