

倫理氣候、情緒耗竭與離職意願關係之研究

蔡坤志、楊豐華

E-mail: 324771@mail.dyu.edu.tw

摘要

近年來，所發生的企業弊案不斷，對於行員間本身的倫理價值是否會因情緒而有所影響，且對企業本身是否也會造成人才外流的損失。本研究將探討行員的倫理氣候對於情緒耗竭的影響，以及情緒耗竭離職意願之影響，並探討情緒耗在倫理氣候與離職意願之間的關係。本研究以台灣地區外商銀行為實證對象，共計發放300份問卷，有效回收253份。本研究研究結果發現，倫理氣候對情緒耗竭與離職意願接有顯著影響；情緒耗竭對離職意願也有顯著影響；最後，情緒耗竭在倫理氣候與離職意願之間有存在部份中介效果。本研究依據結果，提出建議供未來相關研究之參考。

關鍵詞：倫理氣候，情緒耗竭，離職意願

目錄

中文摘要	iii	英文摘要
iv 誌謝辭	v	內容目錄
vi 表目錄	viii	圖目錄
x 第一章 緒論	1	第一節 研究背景與動機
1 第二節 研究問題與目的	4	第二章 文獻探討
6 第一節 倫理氣候	6	第二節 情緒耗竭
11 第三節 離職意願	16	第三章 研究方法
23 第一節 研究架構	23	第二節
研究假說	23	第三節 操作性定義與衡量
第四節 問卷設計	31	第五節 資料蒐集
第六節 資料分析方法	32	第四章 資料分析
37 第一節 敘述性統計	37	第二節 信度與效度分析
42 第三節 結構方程模式	52	第五章 結論與建議
60 第一節 研究結論	60	第二節 研究意涵
62 第三節 管理意涵	62	第四節 研究限制
63 第五節 後續研究與建議	63	參考文獻
65 附錄A 研究問卷	85	

參考文獻

- 一、中文部份 王鳳生，蔡豐隆(2003)，企業倫理氣候、倫理行為與企業社會績效，亞太經濟管理評論，6(2)，103-119。吳宗祐，鄭伯壩(2006)，難應付客戶頻次、知覺服務訓練效用兩者及情緒勞動與情緒耗竭之關係 - 「資源保存理論」的觀點，中華心理學刊，48(1)，69-87。黃英忠(1998)，現代管理學，台北:華泰書局。路遙(2002)，美國安隆黑洞，矛頭指向白宮[線上資料]，來源：<http://www.newtaiwan.com.tw/bulletinview.jsp?bulletinid=8102> [2002, January 21]。齊先予(2008)，法國興業銀行的巨額虧空醜聞[線上資料]，來源: <http://mag.epochtimes.com/b5/059/4323.htm> [2008, February 14]。蕭文龍(2007)，多變量分析最佳入門實用書，台北:碁峰資訊。藍黃財(2009)，爭取到外商銀行工作的機會[線上資料]，來源: http://www.asia.edu.tw/Main_pages/hot_news/news_09_11_30_5.htm [2009, November 30]。二、英文部分 Abelson, M. A. (1987). Strategic management of turnover: A model for the health service administrator. *Health Care Manage Re-view*, 11(2), 61-71. Anderson, J. C., & Gerbing, D. W. (1988). Structural equation model-ing in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423. Arthur, J. B. (1994). Effects of human resource systems on manufac-turing performance and turnover. *Academy of Management Journal*, 37(3), 670-87. Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in ser-vice roles: The influence of identity. *Academy of Management Review*, 18(1), 88-115. Babin, B. J., Griffin, M., & James, S. B. (2004). Buyer Reactions to ethical beliefs in the retail environment. *Journal of Business Research*, 57(10), 1155-1163. Babin, B. J., James, S. B., & Robin, D. P. (2000). Representing the perceived ethical work climate among marketing employees. *Academy of Marketing Science*, 28(3), 345-358. Babin, B., & Boles, J. S. (1998). Employee behavior in a service environment: A model and test of potential differences between men and women. *Journal of Marketing*, 62(2), 77-91. Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equa-tion models. *Academy of Marketing*

Science, 23(4), 272-277. Barger, P. B., & Grandey, A. A. (2006). Service with a smile and en-counter satisfaction: Emotional contagion and appraisal mecha-nism. Academy of Management Journal, 49(6), 1229-1238. Beebe, R. S. (2007). Predicting burnout, conflict management style, and turnover among clergy. Journal of Career Assessment, 15(2), 257-275. Blau, F. D., & Kahn, L. M. (1981). Race and sex differences in quits by young workers. Industrial and Labor Relations Review, 34(1), 563-577. Brigham, K. H., & DeCastro, J. O. (2003). Entrepreneurial fit: The role of cognitive misfit. In J. A. Katz & D. A. Shepherd (Eds.), *Cognitive approaches to entrepreneurship research*, (pp.37-73). New York: Praeger. Brown, M. E., Tevino, L. K., & Harrison, D. A. (2005). Ethical lead-ership: A social learning perspective for construct development and testing. Organizational Behavior and Human Decision Processes, 97(2), 117-134. Burke, R. J., & Mikkelsen, A. (2006). Burnout among norwegian po-lice officers: Potential antecedents and consequences. Interna-tional Journal of Stress Management, 13(2), 64-83. Chan, M. (2002). Violations of service fairness and legal ramifications: The case of the managed care industry. Journal of Business Eth-ics, 36(4), 315-336. Charles H. S. Jr. (2001). Ethical climate 's relationship to job satisfac-tion, organizational commitment, and turnover intention in the salesforce. Journal of Business Research, 54(2), 39-52. Cherniss, C. (1980). Professional burnout in human service organiza-tions. New York: Praeger. Cordes, C. L., & Dougherty, T. W. (1993). A review and integration of research on job burnout. Academy of Management Review, 18(4), 621-656. Cotton, J. L., & Jeffery M. T. (1986). Employee turnover: A meta-analysis and review with implications for research. Academy of Management Review, 11(1), 5570. Crant, J. M. (1995). The proactive personality scale and objective job performance among real estate agents. Journal of Applied Psy-chology, 80(4), 532-537. Cristina, R., Luksyte, A., Perry, S. J., & Volpone, S. D. (2009). How do stressors lead to burnout? The mediating role of motivation. Journal of Occupational Health Psychology, 14(3), 289-304. Cropanzano, R., Goldman, B. M., & Benson, L. (2005). Organiza-tional justice. In J. Barling, E. K. Kelloway, & M. R. Frone (Eds.), *Handbook of work stress*, (pp. 63-87). Thousand Oaks, California: Sage. Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. Journal of Applied Psy-chology, 88(3), 160-169. Cullen, J. B., Parboteeah, K. P., & Victor, B. (2003). The effects of ethical climates on organizational commitment: A two-study analysis. Journal of Business Ethics, 46(2), 127-134. Cullen, J. B., Victor, B., & Bronson, J. W. (1993). The ethical climate questionnaire: An assessment of its development and validity. Psychological Reports, 73(2), 667-674. Curry, D. M. T., & Dellmann-Jenkins M. (2005). Training, transfer, and turnover: Exploring the relationship among transfer of learning factors and staff retention in child welfare. Children and Youth Service Review, 27(4), 931-48. Dalton, D. R., Todor, W. D., & Krackhardt D. M. (1982). Turnover overstated: The functional taxonomy. Academy of Management Review, 7(1), 118-119. DeConinck, J. B., & Stilwell, C. D. (2004). Incorporating organiza-tional justice, role states, pay satisfaction and supervisor satis-faction in a model of turnover intentions. Journal of Business Research, 57(2), 225-231. Deery, M. A., & Shaw, R. N. (1999). An investigation of the relation-ship between employee turnover and organizational culture. Journal of Hospitality and Tourism Research, 23(4), 387-400. Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. Journal of Applied Psychology, 86(4), 499-512. Durst, B., & Samantha, V. (1999). The effect of family-friendly pro-grams on public organizations. Review of Public Personnel Ad-ministration, 19(3), 19-33. Ezra, M., & Melissa D. (1996). Balancing work and family responsi-bilities: Flextime and childcare in the federal government. Pub-lic Administration Review, 56(3), 174-179. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39-50. Garman, A. N., Corrigan, P. W., & Morris, S. (2002). Staff burnout and patient satisfaction: Evidence of relationships at the care unit level. Journal of Occupational Health Psychology, 7(1), 235-241. Gilbert, J. (2003). A matter of trust. Sales & Marketing Management, 155(3), 30-35. Gonzalez, M. A. (1997). Study of the relationship of stress, burnout. Ivey Business Journal, 16(2), 47-54. Gould, W., & Julian, H. C. (2004). The effects of ' high-commitment ' HRM practices on employee attitude: The views of public sector workers. Public Administration, 82(4), 63-81. Gouldner, A. W. (1957). Cosmopolitans and locals: Toward an analy-sis of latenet social roles. Administrative Science Quarterly, 2(2), 281-306. Green, D. E., Walkey, F. H., & Taylor, A. J. W. (1991). The three-factor structure of the Maslach Burnout Inventory. Journal of Social Behavior and Personality, 6(1), 453-472. Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-anailsis of antecedents and correlates of employee turnover: Update, mod-erator tests, and research implications for the next millennium. Journal of Management, 29(2), 78-85. Hair, Jr. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatharn, R. L. (2006). Multivariate data analysis (6th eds.). New York: Macmillan. Halbesleben, J. R. B., & Bowler, W. M. (2007). Emotional exhaustion and job performance: The mediating role of motivation. Journal of Applied Psychology, 92(1), 93-106. Halbesleben, J. R. B., & Buckley, M. R. (2004). Burnout in organiza-tional life. Journal of Management, 30(3), 859-879. Halbesleben, J. R. B., & Demerouti, E. (2005). The construct validity of an alternative measure of burnout: Investigating the english translation of the oldenburg burnout inventory. Work & Stress, 19(1), 208-220. Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. American Psychologist, 44(5), 13-524. Hobfoll, S. E., & Shirom, A. (2001). Conservation of resources theory: Applications to stress and management in the workplace. In R. I. Golembiewski (Ed.), *Handbook of organizational behavior*, (pp. 57-80). New York: Marcel Dekker. Hochschild, A. R. (1983). *The Managed Heart : Commercialization of human feeling*. Berkeley: University of California Press. Hoyle, R. H. (1995). Structural equation modeling: Concepts, issues, and applications. Newbury Park, California: Sage. Ito, J. K. (2003). Career branding and mobility in the civil service: An empirical study. Public Personnel Management, 32(4), 1-21. Iverson, R. D., & Douglas B. C. (2003). Union participation, job sat-isfaction, and employee turnover: An event-history analysis of the exit-voice hypothesis. Industrial Relations, 42(3), 101-5. Jansen, E. C. (1994). Innovation and restrictive conformity among hospital employees: individual outcomes and organizational considerations. Hosp Health Serv Adm, 39(4), 63-80. Jaramillo, F., Jay, P. M., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson ' s job attitudes and intentions to quit. Journal of Personal Selling & Sales Man-agement, 26(1), 19-26. Jaramillo, F., Jay, P. M., & Locander, W. B. (2008). Effect of ethical climate on turnover intention:

linking attitudinal- and stress theory. *Journal of Business Ethics*, 78(4), 559-574. Jaramillo, J. F., Jay, P. M., & Solomon, P. (2006). The role of ethical climate on salesperson ' s role stress, job attitudes, turnover intention, and job performance. *Journal of personal selling & sales management*, 26(3), 271-282. Jay, P. M., Jaramillo, J. F., & Locander, W. B. (2009). Critical role of leadership on ethical climate and salesperson behaviors. *Journal of Business Ethics*, 86(2), 125-141. Jex, S. M. (1998). Stress and job performance: Theory, research, and implications for managerial practice. Thousand Oaks, California: Sage. Johnston, M. W., & George, W. M. (2003). Churchill/Ford/Walker ' s sales force management. Boston: McGraw-Hill. Kellough, J. E., & Osuna, W. (1995). Cross-agency comparisons of quit rates in the federal service: Another look at the evidence. *Review of Public Personnel Administration*, 15(4), 15-68. Kim, M. (1999). Where the grass is greener: Voluntary turnover and wage premiums. *Human Relations*, 52(1), 584-92. Kohlberg, L. (1984). *The Psychology of Moral Development*. New York: Harper & Row. Kompier, M., & Cooper, C. (1999). *Preventing Stress/Improving Productivity*. New York: Routledge. Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). The copenhagen burnout inventory: A new tool for the assessment of burnout. *Work & Stress*, 19(2), 192-207. Lazear, E. P. (1999). Personnel economics: Past lessons and future directions. *Journal of Labor Economics*, 17(4), 199-236. Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81(2), 123-133. Leonard, J. S. (1987). Carrots and sticks: pay, supervision, and turn-over. *Journal of Labor Economics*, 5(1), 136-52. Lewis, B. G., & Kyungho, P. (1989). Turnover rates in federal white-collar employment: Are women more likely to quit than men? *American Review of Public Administration*, 18(2), 13-28. Litwin, G. H., & Stringer, R. A. (1968). *Motivation and organizational climate*, Boston: Division of Research. Graduate School of Business Administration, Harvard University. March, J. G., & Simon, H. A. (1958). *Organization*. New York: Wiley. Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2(1), 99-113. Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(4), 397-422. Maslach, C. (1978). The client role in staff burnout. *Journal of Social Issues*, 34(3), 111-124. McManus, I. C., Winder, B. C., & Gordon, D. (2002). The causal links between stress and burnout in a longitudinal study of UK doctors. *The Lancet*, 359(4), 2089-2090. Melamed, S., Shirom, A., Toker, S., Berliner, S., & Shapira, I. (2006). Burnout and the risk of cardiovascular disease: Evidence, possible causal paths, and promising research directions. *Psychological Bulletin*, 132(4), 327-353. Miller, H. E., & Katerberg, R. (1979). Evaluation of the Mobley, Horner, and Hollingsworth Model of Employee Turnover. *Journal of Applied Psychology*, 64(5), 509-517. Mobley, H. W., Griffeth, W. R., Herbert, H., & Meglino, M. B. (1979). A review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493-522. Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237-240. Mor, B., Michal, E., Nissly, A. J., & Levin, A. (2001). Antecedents to retention and turnover among child welfare, social work, and other human service employees: What can we learn from past research? A review and metanalysis. *Social Science Review*, 75(1), 625-637. Muchinsky, P. M., & Paula, C. M. (1980). A multidisciplinary model of voluntary employee turnover. *Journal of Vocational Behavior*, 17(2), 263-280. Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson ' s job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management*, 26(2), 19-26. Mulki, J. P., Jaramillo, F., & Locander, W. B. (2007). Effect of ethical climate on turnover intention: Linking attitudinal and stress theory. *Journal of Business Ethics*, 7(4), 151-162. Neese, W. T., Ferrell, L., & Ferrell, O. C. (2005). An analysis of federal mail and wire fraud cases related to marketing. *Journal of Business Research*, 58(6), 910-918. Park, Y. H., Joseph, Ofori-Dankwa, & Deborah R. B. (1994). Organizational and environmental determinants of functional and dysfunctional turnover: Practical and research implications. *Human Relations*, 47(3), 353-67. Pines, A., Aronson, E., & Kafry, D. (1981). *Burnout: From tedium to personal growth*. New York: Free Press. Price, J. L. (1977). *The Study of Turnover*. Ames: Iowa State University Press. Pugh, S. D. (2002). Emotional regulation in individuals and dyads: Causes, costs, and consequences. In R. G. Lord, R. J. Klimoski, & R. Kanfer (Eds.), *Emotions in the workplace: Understanding the structure and role of emotions in organizational behavior* (pp. 147-182). San Francisco: Jossey-Bass. Rafaeli, A., & Sutton, R. I. (1989). The expression of emotion in organizational life. *Research in Organizational Behavior*, 11(1), 1-42. Rirolli, L., & Savicki, V. (2006). Impact of fairness, leadership, and coping on strain, burnout, and turnover in organizational change. *International Journal of Stress Management*, 13(4), 351-377. Robbins, S. P. (1998). *Organizational behavior: Concepts, controversies, and applications*. Englewood Cliffs. New Jersey: Prentice Hall, Inc. Roman, S., & Ruiz, S. (2005). Relationship outcomes of perceived ethical sales behavior: The customer ' s perspective. *Journal of Business Research*, 58(4), 439-445. Ross, L. E., & Boles, J. S. (1994). Exploring the influence of work-place relationships on work-related attitudes and behaviors in the hospitality work environment. *International Journal of Hospitality Management*, 13(2), 155-171. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315. Schaufeli, W. B., & Taris, T. W. (2005). The conceptualization and measurement of burnout: Common grounds and worlds apart. *Work & Stress*, 19(2), 256-262. Schneider, B. (1975). *Organizational climate: An essay*. *Personnel Psychology*, 28(1), 447-479. Schwepker, C. H., & Good, H. (2004). Sales management practices: The impact of ethics on customer orientation, employment and performance. *Marketing Management Journal*, 14(3), 134-147. Schwepker, C. H. J., & Hartline, M. D. (2005). Managing the ethical climate of customer-contact service employees. *Journal of Service Research*, 7(4), 377-397. Schwepker, C. H. J. (2001). Ethical climate ' s relationship to job satisfaction, organizational commitment and turnover in the sales force. *Journal of Business Research*, 54(1), 39-52. Selden, S. C., & Moynihan, D. P. (2000). A model of voluntary turn-over in state government. *Review of Public Personnel Administration*, 20(2), 63-74. Shaw, J. D., Delery, J., Jenkins, G. D., & Gupta, N. (1998). An organization-level analysis of voluntary and involuntary turnover. *Academy of Management Journal*, 41(4), 511-525. Shaw, J. D., Nina G., & Delery, J. E. (2005). Alternative conceptualizations of the relationship between voluntary turnover and organizational performance. *Academy of Management Journal*, 48(3),

50-68. Shirom, A. (1989). Burnout in work organizations. In C. L. Cooper & I. Robertson (Eds.), International review of industrial and organizational psychology, (pp. 25-48). Singh, J. (2000). Performance productivity and quality of frontline employees in service organizations. Journal of Marketing, 64(4), 15-34. Singh, J., Goolsby, J. R., & Rhoads, G. K. (1994). Behavioral and psychological consequences of boundary spanning burnout for customer service representatives. Journal of Marketing Research, 31(1), 558-569. Singh, R. P. (2000). Comparative Analysis. In Rainder Paul Singh, (ed.), Arms Procurement Decision Making Volume IL chile, Greece, Malaysia, poland,South Africa and Taiwan. Oxford, New York: Oxford University Press. Smith, C. B. (1979). Influence of internal opportunity structure and sex of worker on turnover patterns. Administrative Science Quarterly, 24(4), 362-381. Stawiski, S., Tindale, R. S., & Engblade, A. D. (2009). The effects of ethical climate on group and individual level deception in negotiation. International Journal of Conflict Management, 20(3), 287-308. Steel, R. (2002). Turnover theory at the empirical interface: problem of fit and function. Academy of Management, 27(3), 346-360. Taris, T. W. (2006). Is there a relationship between burnout and objective performance? A critical review of 16 studies. Work & Stress, 20(2), 316-334. Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. Personnel Psychology, 46(3), 180-259. Thomas, T., Schermerhorn, J. R., & Dienhart, J. W. (2004). Strategic leadership of ethical behavior in business. Academy of Management Executive, 18(2), 56-66. Toppinen-Tanner, S., Kalimo, R., & Mutanen, P. (2002). The process of burnout in white-collar and blue-collar jobs: Eight year prospective study of exhaustion. Journal of Organizational Behavior, 23(2), 555-570. Vahey, D. C., Aiken, L. H., Sloane, D. M., Clarke, S. P., & Vargas, D. (2004). Nurse burnout and patient satisfaction. Medical Care, 42(2), 57-66. Valentine, S., & Barnatt, T. (2003). Ethics code awareness, perceived ethical values, and organizational commitment. Journal of Personal Selling & Sales Management, 23(4), 359-367. Van der Doef, M. P. & Maes, S. (1999). The job demand-control (-support) model and psychological well-being: A review of 20 years of empirical research. Work and Stress, 13(2), 87-111. Verbeke, W., Ouwerkerk, C., & Peelen, E. (1996). Exploring the contextual and individual factors on ethical decision making of salespeople. J Bus Ethics, 15(2), 1175-1187. Victor, B., & Cullen, J. B. (1987). A theory and measure ethical climate in organizations. Research in Corporate Social Performance and Policy, 9(2), 51-71. Victor, B., & Cullen, J. B. (1988). The organizational bases of ethical work climates. Jonson Administrative Science Quarterly, 33(1), 101-125. Wegge, J., Van, D. R., & Fisher, G. K. (2006). Work motivation, organizational identification, and well-being in call centre work. Work and Stress, 20(1), 60-83. Wharton, A. S. (1993). The affective consequences of service work: Management emotions on the job. Work and Occupation, 20(3), 205-232. Williams, L. J., & Hazer, J. T. (1986). Antecedents and consequences of satisfaction and commitment in turnover model: A reanalysis using latent variable structural equation methods. Journal of Applied Psychology, 71(2), 219-231. Wimbush, J. C., & Shepard, J. M. (1994). Toward an understanding of ethical climate: Its relationship to ethical behavior and supervisor influence. Journal of Business Ethics, 13(1), 637-647. Wright, R. F., & Lundstrom, W. J. (2004). Physicians' perceptions of pharmaceutical sales representatives: A model for analyzing the customer relationship. International Journal of Medical Marketing, 4(1), 29-38. Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. Journal of Applied Psychology, 83(2), 486-493. Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary personality for TQM implementation. Total Quality Management, 13(3), 335-346. Xie, J. L., & Johns, G. (1995). Job scope and stress: Can job scope be too high? Academy of Management Journal, 38(1), 1288-1309. Yavas, U., & Shemwell, D. J. (1998). Meeting the service quality challenge: Structural problems and solutions. Managing Service Quality, 7(4), 198-203. Yavas, U., Karatepe, O. M., Babakus, E., & Avci, T. (2004). Customer complaints and organizational responses: A study of hotel guests in Northern Cyprus. Journal of Hospitality and Leisure Marketing, 11(3), 31-46.