

# 組織公民行為與服務補救關係之研究

何毅、劉莉玲

E-mail: 345491@mail.dyu.edu.tw

## 摘要

以往各類型組織在面對問題或危機時，往往偏向「制度面」的重新定位或「作業流程」的改變來解決問題，惟醫療服務攸關人命，當發生服務缺失時，服務補救就格外顯得重要，然而如何提高醫護人員服務補救的行為及認同，或許一般制式的規定及章程能夠有所規範，但經由組織倫理這種社會道德、社會價值及組織公民行為這種非制式的利他行為，能否提高醫護人員服務補救行為及認同，是本研究所探討的議題。本研究架構以組織倫理為自變數，組織公民行為為中介變數，服務補救為因變數，針對台灣各醫療院所，並以等級區分醫學中心、區域醫院、地區醫院及診所之醫護人員進行問卷調查，回收有效問卷332份，並以SPSS17.0之階層迴歸等工具進行統計分析，驗證得知，組織倫理對組織公民行為有正向影響，組織公民行為對服務補救有正向影響，組織倫理對服務補救有正向影響。根據上述研究結果，本研究對醫療組織及醫療服務業者的建議為：一、組織倫理能指引組織及其組成份子的行為方式，當醫療組織內倫理結合核心價值及信念也結合社會需求與期待時，組織內成員會為了維護組織利益及聲譽，會增進產生了組織公民行為維護及認同所存在組織。二、醫療組織內的醫護人員具備了組織倫理及其成員具備了組織公民行為時，當發生服務缺失時，會主動願意對病患及其家屬採取補救措施，進而提高病患及其家屬服務滿意度。

關鍵詞：組織公民行為、服務補救

## 目錄

封面內頁 中文摘要 . . . . .	iii	英文摘要 . . . . .	iii
. . . . . v 誌謝辭 . . . . .	v	. . . . . vii 內容目錄 . . . . .	vii
. . . . . viii 表目錄 . . . . .	viii	. . . . . x 圖目錄 . . . . .	x
. . . . . xii 第一章 緒論 . . . . .	xii	. . . . . 1 第一節 研究背景與動機 . . . . .	1
. . . . . 1 第二節 研究問題與目的 . . . . .	1	. . . . . 4 第三節 研究範圍與對象 . . . . .	4
. . . . . 6 第二章 文獻探討 . . . . .	6	. . . . . 7 第一節 組織倫理 . . . . .	7
. . . . . 7 第二節 組織公民行為 . . . . .	7	. . . . . 10 第三節 服務補救 . . . . .	10
15 第三章 研究方法 . . . . .	15	. . . . . 20 第一節 研究架構 . . . . .	20
第二節 操作型定義與衡量工具 . . . . .	20	. . . . . 20 第三節 研究假設 . . . . .	20
27 第二節 操作型定義與衡量工具 . . . . .	27	. . . . . 25 第四節 樣本與資料蒐集 . . . . .	25
27 第五節 資料分析方法 . . . . .	27	. . . . . 27 第四章 研究結果與分析 . . . . .	27
30 第一節 描述型統計分析 . . . . .	30	. . . . . 30 第二節 因素分析 . . . . .	30
. . . . . 30 第三節 信度分析 . . . . .	30	. . . . . 35 第四節 相關分析 . . . . .	35
. . . . . 37 第五節 平均數差異分析 . . . . .	37	. . . . . 39 第六節 迴歸分析 . . . . .	39
. . . . . 48 第五章 結論與建議 . . . . .	48	. . . . . 68 第一節 結論 . . . . .	68
. . . . . 68 第二節 與先前文獻之異同說明 . . . . .	68	. . . . . 70 第三節 實務上的建議 . . . . .	70
. . . . . 72 第四節 研究限制與研究建議 . . . . .	72	. . . . . 74 參考文獻 . . . . .	74
. . . . . 75 中文部份 . . . . .	75	. . . . . 75 英文部份 . . . . .	75
. . . . . 77 附錄A 問卷 . . . . .	77	. . . . . 82	82

## 參考文獻

一、中文部分：王梅珍(2001)，業務人員人格特質、組織承諾與組織公民行為之研究-以中華電信公司為例，國立中山大學研究所碩士論文。王揚新(2005)服務失誤嚴重性、服務補救認同度與認知公平關係之探討-以醫學中心為例-銘傳大學管理研究所碩士論文。江岷欽、許道然(2002)，政府組織公民行為之研究，T&D 飛訊期刊，4，1-23。行政院主計處(2010)，中華民國台灣地區國民經濟動向統計季報、國民所得統計評審委員會資料。自由時報(2005)，醫療人球案 邱母促北市府檢討，林相美、鍾麗華、陳曉宜、陳璟民 台北報導。李政翰(2005)，組織公民行為對於學校行政運作之啟示，學校行政雙月刊，40，124-134。林師模，陳欽苑著(2003)，多變量分析(初版)，台北：雙葉書廊。林淑姬(1992)，薪酬公平、程序公平與組織承諾、組織公民行為之研究，國立政治大學企管研究所出版 博士論文。吳錦棉(2001)，國內醫療服務缺失及服務補救現況之探討-以桃園縣區域醫院為例，元智大學管理研究所 碩士論文。周漢陽(2005)我國公務員組織倫理、工作滿足、績效認知及離職意圖因果關係之研究，玄奘大學企業管理學系碩論文。黃柏勳(2003)，教師組織公民行

為的意涵及其成因分析，學校行政雙月刊，27，63-79。 曾陳發(2003)，服務導向組織公民行為與服務品質關聯性之探討-以台灣電力公司為例，佛光人文社會學院管理學研究所碩士論文。 楊浩二(2007)服務補救、知覺公平對顧客滿意度與忠誠度效果之研究，大同大學事業經營研究所 碩士論文。 蔡甫昌(2009)，臺大醫學院社會醫學科、家庭醫學科副教授、臺大醫院醫學研究部主治醫師-「臨床倫理 諮詢之原則與實務」。 鄭紹成(1997)「服務業服務失誤、挽回服務與顧客反應之研究」，私立中國文化大學國際企業管理研究博士論文。 賴明政(2004)，企業倫理行為、組織承諾、工作滿足與組織公民行為關係之研究，企業管理學報，60，31-59。 二、英文部分: Barnard, C. I. (1938). The Functions of the Executive, ambridge. Mass: Harvard University Press. Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: the relationship between affect and employee citizenship. *Academy of Management Journal*, 26(4), 587-595. Bell, C. R. and R. Zemke,( 1987). Service Breakdown: The Road to Recovery, *Management Review*, 76, 5-32. Bitner, M. J., B. H. Booms, and M. S. Tetreault, (1990). The Service Encounter, 11,76-98 Boshoff, C.R. (1997), "An experimental study of service recovery options", *International Journal of Service Industry Management*, 8 (2), 110-30. Carroll B.A.(1979), " A three-dimensional conceptual model of corporate performance, " *Academy of Management Review*, 14(4), 456-499. Cerald F,Cavanaugh,Dennis J, Moberg,and Manuel Velasquez (1986), " The ethics of vorganizational politics, " *Academy of Management Review*,6(3),367-374. Christo, B.,( 1997), "An Experimental Study of Service Recovery Options," *International Journal of Service Industry Management*, 8, 110-130. Coleman Venetta I. & Borman Walter C.( 2000). Investigating the underlying structure of the citizenship performance domain. *Human Resource Management Review*.10(1)25-44. Cullen,J.B.,Victor,B.and Bronson,W.J.(1993), " The ethical climate questionnaire: An assessment of its development and validity, " *Psychological Reports*,73,667-674. David E. Bowen, Robert Johnston.( 1999). *International Journal of Service Industry Management*. Bradford:. 10 (2) , 118 Diagnosing Favorable and Unfavorable Incidents, *Journal of Marketing*, 54, 71-84. Etzel, M. J. and Silverman, B. I., (1981), "A Managerial Perspective on Directions for Retail Customer Dissatisfaction Research," *Journal of Retailing*,57 (Fall),124-136. Farh, Jiing-Lih, P. Christopher Earley and S. Lin ( 1997 ) ,*Impetus for Action: A Cultural Analysis of Justice and Organizational Citizenship Behavior in Chinese Society*,*Administrative Science Quarterly*, 42, 421-444. Firnstahl, T. W. (1989). My employees are my service guarantees. *Harvard Business Review*, 67(4), 4-8. Fry,L.W.,and Slocum,J.W. ( 1984 ) , " Technology,structure,and workgroup effectiveness:A test of a contingency model " ,*Academy of Management Journal*, 27 ( 2 ) , 221-246. Gilly, M. C.,( 1987), "Post Complaint Processes: From Organizational Response To Repurchase Behavior," *Journal of Consumer Affairs*, 21, Winter. Gronroos, C.,(1988), " Service Quality: The Six Criteria of Good Perceived Service Quality, " *Review of Business*, 9(3) 10-13. Hart, Ch. W. L., Heskett, J. L. and Sasser, W. E., Jr., (1990), "The Profitable Art of Service Recovery," *Harvard Business Review*, 68 (July-August), 148- 156 Hoffman, K. D., Kelley, S. W. and Rotalsky, H. M., (1995), "Tracking Service Failures and Employee Recovery Efforts," *Journal of Service Marketing*, 9 (2) , 49-61. Hunt,S.D.,Chonko,L.B.andWilcox,J.B.(1984), " Ethical problem of marketing researcher, " *Journal of Marketing Research*,21,309-324. Johnston, R. (1995), "Service failure and recovery: impact, attributes and process", *Advances in Services Marketing and Management: Research and Practice*, 4, 28-211. Johnston, T. C., & Hewa, M. A.,( 1997), " fixing service failure, " *Industrial Marketing Management*, 26 (5), 467-473. Katz, D., & Kahn, R. I. (1978). *The Social Psychology of Organizations*(2d ed). New York: Wiley. Keaveney, S. M., (1995), " Customer Switching Behavior in Service Industries: An Exploratory Study, " *Journal of Marketing*, 59, 71-82. Kelley, S. W., Hoffman K. D. and Davis M. A., (1993), " A Typology of Retail Failures and Recoveries, " *Journal of Retailing*, 69(4), 429-452. Kenney, M. J., (1995), " Antecedents to Customer Expectations for Service Recovery, " *Journal of Academy of Marketing Science*, 22(1), 52-62. Kohlberg,L.( 1978), " Revision in the theory and practice of moral development, " *Moral Development*.Josey- Bass, 2,86. Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37(3),656-669. Kotler, P. (1999), " *Marketing Management: Analysis* ", *Planning and Control*, 9th Ed., NJ: Prentice-Hall. Lind,E.A.,Kulik,C.T.,Ambrose,M.and de Vera Park,M.V.(1993), " Individual and Corporate dispute resolution: using procedural fairness as a decision heuristic, " *Administrative Science Quartely*,38,224-248. Oliver, R. L. and Swan, J. E., (1989), "Equity and Disconfirmation Perceptions as Influences on Merchant and Product Satisfaction, " *Journal of Consumer Research*,16 (December), 372-383. Oliver, R. L. and Swan, J. E., (1989), "Consumer Perceptions of Interpersonal Equity and Satisfaction in Transactions: A Field Survey Approach," *Journal of Marketing*, 53 (April), 21-35. Organ, D. W. (1988). *Organizational citizenship in behavior: The good soldier syndrome*. Lexington, MA: Lexington Books. Organ, D. W. (1990). *The Subtle Significance of Job Satisfaction*. *Clinical Laboratory Management Review*, 4(1), 94-98. Piccolo, F. & Coiquitt, A. (2006). Transformational leadership and job behavior: The mediating role of core job characteristics. *Academy of Management journal*, 49(2) , 327-340. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G.. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*. 26(3): 513-563. Reichheld, F. F. and Sasser,W. E. Jr., (1990), "Zero Defection: Quality Comes to Services," *Harvard Business Review*, Sep-Oct., 301-307. Richins and Bronislow J. Verhage (1985), "Seeking Redress for Consumer Dissatisfaction: The Role of Attitudes and Situational Factors," *Journal of Consumer Policy*,8 ( 1) , 29-44. Robbins, S.P.(2001). *Organizational Behavior*(9thed).New Jersey: Prentice Hall. Tax, S. S. and Brown, S. W., 1998, " Recovering and Learning From Service Failure, " *Sloan Management Review*, 75-88. Sarel, D. and Marmorstein, H., (1999), "The Role of Service Recovery in HMO Satisfaction," *Marketing Health Service*, 19,6-12. Schneider, B. & Bowen, D.,( 1999), " understanding consumer delight and outage, " *Sloan Management Review*, 41, 35-46. Smart, Denise T. and Charles L. Martin (1992),"*Manufacturer Sinclair, A. (1993). Approach to organizational cultural and ethical. Journal of Business Ethics*, 12, 63- 73. Smith. A K., Bolton R. N. and Wagwer J., (1999), "A Modle of Customer Satisfaction with Service Encounters Involving Failure and Recovery," *Journal of Marketing Research*, XXXVI, 356-372 Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68 (4), 653-663. Steiner,G.A.and Steiner,J.F.(1980),*Business, government and society: A management*

perspective. Random House , N.Y. Spreng, Harrell A. S. G. D. and Mackoy R. D , (1995) "Service Recovery: Impact on Satisfaction and Intentions," *Journal of Services Marketing* , 9, 15-23. Taylor, P.W.(1975), *Principles of ethics: An introduction*. Dickerson Publishing Co., Inc.,91California. Van Dyne, L., J. W. Graham and R. M. Dienesch, (1994) , " Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation, " *Academy of Management Journal*, 37(4), Aug,765-802. Velasquez, M.G.(1988).*Business ethics-concepts and cases*. 2nded., Englewood Cliffs,New Jersey: Prentice Hall. Velasquez,M.G.(2002), *Business ethics, concepts and cases* , Fifth edition. Prentice Hall. Vitell,S.J., Wells, W. D., and Prensky, D. ( 1996 ) , " Consumer behavior " .New York:John Wiley & Sons. Williams, L. J., & Anderson, S. E. (1991). Job Satisfaction and Organizational Commitment Predictors of Organizational Citizenship and In-role Behaviors. *Journal of Management*, 1(17), 601-617.