

跨國企業員工工作滿足、文化智商與離職傾向關係之研究 = A study of the relationships among transnational corporation's empl

吳玉娥、楊豐華, 李泊諺

E-mail: 352412@mail.dyu.edu.tw

摘要

在全球化的環境競爭壓力下，企業之管理仍然倚重各項人力資源及管理手段來進行跨國的企業活動。對一個企業組織而言，過高的員工離職率意謂著人事成本的負擔，因而員工的離職行為一直受到企業管理上相當的重視，故本研究希望透過文化智商為調節變數，以釐清工作滿足與離職傾向間的關係，並進而提供跨國企業管理之參考。本研究採用問卷調查法，以桃園國際機場各跨國航空公司及各大國際飯店之員工為問卷樣本，回收有效問卷690份，收集後進行統計分析，經實證研究後結果顯示，跨國企業員工工作滿足與離職傾向具有負向顯著關係，而文化智商對離職傾向的正向關係不顯著，文化智商對工作滿足與離職傾向間不具有調節效果。

關鍵詞：工作滿足、文化智商、離職傾向

目錄

中文摘要	iii	英文摘要	iii
iv 誌謝辭		v 內容目錄	
vi 表目錄		viii 圖目錄	
ix 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究問題與目的	5	第二章 文獻探討與研究假說	5
6 第一節 工作滿足	6	6 第二節 離職傾向	6
10 第三節 文化智商	13	13 第四節 影響離職傾向之因素	13
17 第五節 各變數之間的關係與研究假說	18	第三章 研究方法	18
22 第一節 研究架構	22	22 第二節 變數操作型定義與衡量工具	23
32 第三節 研究對象與資料蒐集	32	32 第四節 統計方法	32
34 第四章 資料分析	34	34 第一節 信度分析	34
34 第二節 效度分析	38	38 第三節 相關分析	38
43 第四節 層級迴歸分析	44	44 第五章 結論與建議	44
47 第一節 研究結論	47	47 第二節 管理實務意涵	47
49 第三節 研究限制與建議	49	49 參考文獻	49
52 附錄 研究問卷	62		62

參考文獻

一、中文部份 吳靜吉，潘養源，丁興祥(1980)，內外控取向與工作滿足工作績效之關係，政大學報，41，61-74。林麗美(2010)，文化智商高低攸關國家競爭力，Taiwan News國際財經&文化月刊，5，397。林耀南，楊婉如(2008)，多向度幽默感對自尊、工作倦怠與工作滿足之影響 - 以第一線服務人員為例，商管科技季刊，9(4)，417 - 442。翁婉靜(1988)，工作績效對銷售人員工作滿足與離職傾向的干擾效果，私立大同工學院事業經營研究所未出版之碩士論文。陳宏光(2002)，員工工作投入、工作滿足與離職傾向相關因素之探討—以面對組織變革台鐵為例，國立中山大學人力資源管理研究所未出版之碩士論文。曾信超，周宥均(2009)，台南地區民營銀行從業人員工作滿足之調查研究，明新學報，35(1)，231 - 248。楊世瑩(2009)，SPSS統計分析即學即用，台北市：碁峰資訊。蔣瑋琳(2005)，空服員離職傾向分析—以C航空公司空服員為例，私立大同大學資訊經營學系未出版之碩士論文。二、英文部份 Ali, N., & Baloch, Q. B. Predictors of Organizational Commitment and Turnover Intention of Medical Representatives (An Empirical Evidence of Pakistani Companies). Journal of Managerial Sciences, III, 2. Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology, 63(1), 1-18. Alon, I., & Higgins, J. M. (2005). Global leadership success through emotional and cultural intelligences. Business Horizons, 48, 501-512. Amsden, A. H., Tschang, T., & Goto, A. (2001). Do Foreign Companies Conduct R&D in Developing Countries? A New Approach to Analyzing the Level of R&D, with an Analysis of Singapore. ADB Institute Working Paper Series, 14. Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation and Task Performance. Management

and Organization Review, 3(3), 335 – 371. Arnold, H. J., & Feldman, D. C.(1982). A Multivariate Analysis of the Determinants of Job Turnover. *Journal of Applied Psychology*, 67,350-360. Caplan, R.D. et al. (1975). Job Demand and Worker Health, NIOSH Research Report. Carsten, J. M., & Spector, P. E. (1987). Unemployment, Job Satisfaction, and Employee Turnover: A Meta-analytic Test of the Muchinsky Model. *Journal of Applied Psychology*, 72, 374-381. Chan, K. W., Yim, C. K., & Lam, S. S. K. (2010). Is customer participation in value creation a double-edged sword? Evidence from professional financial service across cultures. *Journal of Marketing*, 74(May), 48-64. Chen, A. S. Y., Lin, Y. C., & Sawangpattanakul, A. (2010). The relationship between cultural intelligence and performance with the mediating effect of culture shock: A case from Philippine laborers in Taiwan. *International Journal of Intercultural Relations*, 35(2), 246-258. Cribbin, J. J. (1972). *Effective Managerial Leadership*. American Management Association, New York. Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334. Dalton, D. R., Todor, W.D., & Krackhardt, D.M.(1982). Turnover overstated:The functional taxonomy. *Academy of Management Review*, 7(1), 117-123. Earley, P. C. (2002). Redefining Interactions Across Cultures And Organizations: Moving Forward With Cultural Intelligence. *Research in Organizational Behavior*, 24, 271-299. Earley, P. C., & Ang, S.(2003). *Cultural intelligence: Individual interactions across cultures*. Stanford, CA: Stanford University. Earley, P. C., & Mosakowski, E. (2004). Cultural Intelligence. *Harvard Business Review*, 139-146. Gupata, N., & Beehr, T. A. (1979). Job Stress & Employee Behaviors. *Organizational Behavior and Human Performance*, 23, 373-387. Guralnik, D. B. (1971). *The Webster's New World Dictionary of the American Language*. N. J: Prentice Hall. Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, 67-76,159-170. Herzberg, F. B. (1966). *Work and the nature of man*. New York: World Publishing Co. Hoppock, R. (1935). *Job Satisfaction*. New York: Harper and Brothers Amo Press. Hwang, I. S., & Kuo, J. H. (2006). Effects of Job Satisfaction and Perceived Alternative Employment Opportunities on Turnover Intention — An Examination of Public Sector Organizations. *The Journal of American Academy of Business*, 8 , 2, 254-259. Jackofsky, E. F.(1984). Turnover and job performance:An integrated process Model.*Academy of Management Review* , 9, 24-83. Kalleberg, A. L. (1977). *Work Value and Job Rewards, A Theory of Job Satisfaction*. *American Sociological Review*, 42. Kawakubo, M. K. (1987). Perception of authority, control, and commitment in Japanese organizations. *Dissertation Abstracts International*, 49, 01-A. Lait, J., & Wallace, J. E. (2002). *Stress at Work : A Study of Organizational-Professional Conflict and Unmet Expectations*. *Relations industrielles Industrial Relations*, 57(3), 463-490. Lee, L.Y., & Sukoco, B. M. (2010). The effects of cultural intelligence on expatriate performance: the moderating effects of international experience. *The International Journal of Human Resource Management*, 21, 7, 963 – 981. Locke, E. A.(1976). *The Nature and Consequences of Job Satisfaction*. *Handbook of Industrial and Organizational Psychology*. Chicago:Rand-McNally. MacNab, B. R., & Worthley, R. (2010). Individual characteristics as predictors of cultural intelligence development: The relevance of self-efficacy. *International Journal of Intercultural Relations*. (In Press) Maria Teresa de la Garza Carranza, & Egri, C. P. (2010). Managerial Cultural Intelligence and Small Business in Canada. *Management Revue*, 21(3), 353-371. Meredith, D., Anisya, S. T., & Rodger, B. S. (2002). Predicting expatriate job satisfaction: the role of firm internationalization. *Career Development International*, 7 (1) , 24-36. Miller, H. E., & Katerberg, R. (1979). Evaluation of the Mobley, and Hollingsworth Model and Employee Turnover. *Journal of Applied Psychology*. Mitchell, T. R. (1979). Organizational behavior. *Annual Review of psychology*, 30, 243-281. Mobley, W. H. (1977). Intermediate Linkages in the Relationship Between Job Satisfaction and Employee Turnover. *Journal of Applied Psychology*. Mobley, W. H., Horner, S. O. & Hollingsworth, A. T. (1978). An Evaluation of Precursors of Hospital Employee Turnover. *Journal of Applied Psychology*, 63(4), 408-414. Mowday, R. T., Porter, L. M., & Steers, R. M.(1982). *Employee organization linkages:The psychology of commitment, absenteeism, and turnover*. New York:Academic Press. Naresh, K., Chong, T. F., & Pawan, B. (2001).Explaining employee turnover in an Asian context. *Human Resource Management Journal*, 11(1), 54-74. O ' Hara, B. S., Boles, J. S., & Johnston, M. W. (1991). The Influence of Personal Variables on Salesperson Selling Orientation. *Journal of Personal Selling and Sales Management*, 11(1), 61-67. Peterson Brooks (2004). *Cultural Intelligence*. Andrew Nurnberg Associates International Ltd. Porter, L. W. & Lawler, E. E. (1968). *Managerial Attitude & Performance*. Illinois:Homewood. Porter, L. W. & Steers, R. M. (1973). Organizational, Work, and Personal Factors in Employee Turnover and Absenteeism. *Psychological Bulletin*, 80, 151-176. Porter, L. W., Steers, R. N., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric patients. *Journal of Applied Psychology*, 59, 603-609. Price, J. L. (1977). *The Study of Turnover*. Ames :The Iowa State University Press. Price, J. L., & Mueller, C. W. (1981). A Casual Model of Turnover for Nurses. *Academy of Management Journal*, 24(3), 543-556. Rabinowitz, S. L., Hall, D. T. (1977). Organizational Research on Job Involvement, *Psychological Bulletin*, 41 , 574-599. Ramalu, S. S., Rose, R. C., Kumar, N., & Uli, J. (2010). Doing Business In Global Arena: An Examination Of The Relationship Between Cultural Intelligence And Cross-Cultural Adjustment. *Asian Academy of Management Journal*, 15(1), 79 – 97. Reddy, P. (2000). Globalization of Corporation R & D:Implications for Innovation Systems in Host Country. London, Routledge. Reyes, P. (1990). Teachers and their workplace:commitment, performance, and productivity. California:Sage publication. Robbins, S. P. (1996). *Organizational Behavior* , 7th. Englewood Cliffs, NJ, Prentice-Hall. Roderick, I. D., & Stephen, D. J.(2000). Job Performance and Voluntary Turnover: An Examination of Linearity, Curvilinearity, and the Moderators of Time Unemployment Rate, and Perceiver Ease of Movement Using Event .History Analysis. *Academy of Management Proceedings*, 1-7. Sailer, N. R., Schlactor, J., & Edwards, R. (1982). Stress: Causes, Consequences, and Coping Strategies. *Personnel*, July-August, 35-48. Scott, R. C. (1975). Productivity Improvement through better Management of Human Resources. *Cost and Management*, 49(1), 14-24. Seashore, S. E., & Taber, T. D. (1975). Job satisfaction and their correlations. *American Behavioral Scientist*, 18(3), 333-368. Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The Measurement of Satisfaction in Work and Retirement*. Chicago: Rand McNally. Tett, R. P., & Meyer, J. P. (1993). Job Satisfaction, Organization Commitment, Turnover Intention, and Turnover: Path Analyses Based on

Meta-Analytic Findings. *Personal Psychology*, 40, 259-291. Vroom, V. H. (1962). Ego-Involvement, Job Satisfaction, And Job Performance. *Personnel Psychology*, 15, 159-177. Vroom, V. H. (1964). *Work and motivation*. New York: John Wiley & Sons. Weiss, D. J., Davis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*, Minneapolis: University of Minnesota. Industrial Relations Center.