

跨國企業員工組織認同、情緒勞務與情緒耗竭關係之研究 = A study of the relationships among transnational corporation's empl

江淑智、楊豐華, 鍾育明

E-mail: 352413@mail.dyu.edu.tw

摘要

組織認同對於員工在工作表現有很大的影響。因此組織認同是員工對於自我職業投入的一種衡量。近年許多企業都提出組織再造、部門精簡等策略提升領域之競爭力。但這些策略中幾乎忽略了員工自我本身的組織認同，因此組織須注意與提高員工的組織認同而提升整體服務效率。當員工對於組織認同低時，亦會降低組織信任、減少工作投入的熱誠等負面影響。因此，本研究計劃探究第一線員工組織認同、情緒勞務(淺層演出與深層演出)與情緒耗竭三者之關係。本研究採用不記名問卷調查法，以與顧客直接接觸之第一線服務人員為研究樣本，共發放問卷418份，收回392份，問卷回收率達93.8%，研究結果如下：1. 組織認同對情緒耗竭有顯著負向關係 2. 組織認同對淺層演出負向關係，對深層演出正向關係 3. 淺層演出對情緒耗竭正相關，深層演出對情緒耗竭無相關 4. 淺層演出對組織認同與情緒耗竭具有中介效果，深層演出對組織認同與情緒耗竭無中介效果

關鍵詞：情緒勞務、組織認同、情緒耗竭

目錄

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 4	第二章 文獻探討與研究假說 6
. 6	第一節 組織認同 6
. 10	第二節 情緒勞務 16
. 20	第三節 情緒耗竭 16
. 26	第四節 影響情緒耗竭的因素 22
. 27	第五節 各變數之間的關係與研究 26
. 35	第一節 研究架構 26
. 37	第二節 研究對象與資料收集 35
. 37	第三章 研究結果與分析 37
. 41	第一節 研究變項之信度分析 37
. 44	第二節 研究變項之效度分析 41
. 44	第三節 相關分析 44
. 44	第四節 迴歸分析 44
. 44	第五章 建議與結論 44
. 44	第一節 結論 44
. 44	第二節 管理實務意涵 44
. 44	第三節 研究限制與建議 44
. 44	參考文獻 44
. 44	附錄 研究問卷 44

參考文獻

- 一、中文部份 李苑玲 (2008)，自我認同、角色認同、組織認同與工作績效關聯性之研究，銘傳大學管理研究所碩士論文未出版之碩士論文。李家勳 (2008)，情緒勞動、情緒耗竭、工作滿意度與職業諾一以工作投入、知覺主管支持為調解變項，國防大學管理學院資源管理研究所碩士學位論文未出版之碩士論文。李榮泰 (2008)，教育替代役男組織認同與組織公民行為之研究 以桃竹苗地區為例，臺北市立教育大學教育行政與評鑑研究所教育行政碩士班碩士論文未出版之碩士論文。汪文綜 (2011)，跨國企業員工情緒勞務、文化智商與知覺服務品質關係之研究，大葉大學管理系碩士班未出版之碩士論文。林木泉、張桂彬、梁淑娟、張嘉齡、彭渝珍(2008)，情緒勞務對顧客導向行為之影響。醫管期刊9卷2期 林尚平(2000)，組織情緒勞務負擔量表之發展，中山管理評論，3(8)，p427-447。林尚平(2002)，情緒勞務構面與專業倦怠、自評績效及人力資源管理方案期望之關聯性研究—以某一遊樂事業組織為例。科技學刊，11(3)，p205-218。林家五 (2006)，認定與認同在組織運作歷程:利益關係者理論的觀點，人力資源學報，6 (3)，119-142。林家五，熊欣華，黃國隆 (2006)，認同對決嵌陷行為的影響:個體與群體層次的分析，台灣管理學刊，6 (1)，157-180。邱文川 (2011)，醫療資源稀少性與情緒勞務關係之研究，大葉大學管理系碩士班未出版之碩士論文。邱如玫 (2007)，空服員情緒勞務與情緒耗竭關係之研究，南台科技大學技職教育與人力資源發展研究所未出版之碩士論文。吳淑容、王秀洪(2005)，護理人員情緒勞務及其相關因素探討。實證護理1卷4期 吳嘉澤(2006)，從教師得情緒勞務談學校人力資源管理的啟示。學校行政雙月刊41 張乃文(2009)，教師情緒素養建立之研究:情緒勞務負荷的觀點。台中教育大學學報:教育類 張振傑 (2004)，情緒勞務、工作滿足與組織承諾關係知言究—北部某教學醫院之實證，真理大學管理科學研究所碩士班。張嘉達 (2009)，轉換型領導、組織認同與工作投入關係之研究—以外籍勞工為例，大葉大學國際企業管理系碩士班未出版之碩士論文。陳弘芳 (2010)，國際觀光飯店員工角色衝突、工作滿意度與服務品質關係

之研究，大葉大學管理系碩士班未出版之碩士論文。陳國華（2008），工作壓力、組織承諾、工作滿足對組織變革態度之間關係之研究—以亞洲華人地區非營利組織為例，大葉大學國際企業管理系碩士班未出版之碩士論文。黃子珍（2008），員工對組織認同、工作滿意度、離職傾向關係之研究—自行車產業為例，大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。許士軍（1988），《管理學》，台北：東華。葉健宗（2007），組織承諾對工作壓力與工作滿足兼之干擾效應，大葉大學管理系碩士班未出版之碩士論文。葉嘉修（2007），職業認同與情緒耗竭之關係：情緒勞動之角色，中國文化大學商學院國際貿易研究所未出版之碩士論文。劉冠伶（2009），主管領導風格、工作壓力與情緒耗竭關係之研究—以生技公司研發人員為例，長庚大學企業管理研究碩士論文未出版之碩士論文。劉雅惠、劉偉文(2009)。護理人員情緒勞務、工作壓力與因應行政行為之相關性研究。護理科技期刊11卷2期 蕭文龍(2007)，多變量分析最佳入門實用書，台北市：碁峰資訊 蕭昇諺（2009），組織認同與認知組織支持對個人目標關係干擾知研究，大葉大學人力資源暨公共關係學系碩士班未出版之碩士論文。嚴國樑、李昱憲(2008)，情緒勞務與工作倦怠內涵與相關研究分析及其對國民小學行政的啟示。學校行政雙月刊57 二、英文部份 Adelman, P. K. & Zajonc, R. B. (1989). Facial effects and the experience of emotion. *Annual Review of Psychology*, 40,249-280. Arvey,R.D., Renz,G.L. & Watson, T.W. (1998). Emotional and job performance: Implications for personnel selection. *Research in Personnel and Resources Management*,16,103-147. Ashforth, B. E., & Tomiuk, M. A. (2000). Emotional labor and authenticity: Views from service agents. Thousand Oaks: Sage Publications, 184-203. Ashforth, B.E. & Humphrey, (1993). Emotional labor in service roles: The influence of identity. *Academy of Management Review*, 18(1), 88-115. Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives of people work. *Journal of Vocational Behavior*,60(4), 17-39. Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labour scale. *Journal of Occupational and Organizational Psychology*, 76,365 – 379. 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 Cheney, G. (1982), " Organizational identification as process and product: A field study Unpublished master's thesis ", Purdue University. Cordes, C. L., & Dougherty, T. W. (1993). A review and integration of research on job burnout. *Academy of Management Review*, 18(4), 621-656. Diefendorff, J. M., Richard, E. M., & Croyle, M. H. (2006). Are emotional display rules formal job requirements? Examination of employee and supervisor perceptions. *Journal of Occupational and Organizational Psychology*, 79, 273-298. Dutton, J. E., Dukerich, J. M. & Harquail, C. V. (1994) " Organizational images and member identification. " *Administrative Science Quarterly*, 39: 239-263. Ekman, P. J., Friesen, W.V. & O' Sullivan, M.(1988).Smiles when lying .*Journal of Personality and Social Psychology*, 54(3), 414-420 Gaines, J., & Jermier, J. M. (1983). Emotional exhaustion in a high stress organization.*Academy of Management Journal*, 26, 567 – 586. Gautam, T., Dick, R., & Wagner, U.(2004). Organizational identification and organizational commitment: Distinct aspect of two related concepts. *Asian Journal of Social Psychology*,7,301-315 Goffman, E. (1959). *Presentation of self in everyday life*. New York: Overlook Press. Grandey, A. A. (2000). Emotion regulation in the workplace: a new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, 5(1), 95-110. Groth, M., Thorsten, H.T., Walsh G. (2009). Customer reactions to emotional labor: The roles of employee acting strategies and customer. *Academy of Management Journal*, Vol. 52, No. 5, 958 – 974. Hamwi, G. A., Rutherford, B. N., Boles, J. S. (2011). Reducing emotional exhaustion and increasing organizational support. *Journal of Business & Industrial Marketing*, 26/1 4 – 13 Hartel, & W. J. Zerbe(Eds.), *Emotional in the workplace: Research and practice*. Westport, Connecticut: Quorum Books /Greenwood, 189-214. Hobfoll, S. E., & Freedy, J. (1993). Conservation of resources: A general theory applied to burnout. In W. B. Schaufeli, C. Maslach, & T. Marek (Eds), *Professional burnout: Recent developments in theory and research*. Washington, DC: Taylor & Francis, 115-129. Hochschild, A. R. (1983). *The managed heart: the commercialization of human feeling*. Berkeley: University of California Press. Hochschild, A.R.(1979).Emotion work, feeling rules, and social structure. *American Journal of Sociology*, 85, 555-575. Hoppock, R. (1935). *Job satisfaction*, New York: Happer and Row. James, N. (1989). Emotional labor: skill and work in the social regulation of feelings. *Sociological Review*, 37, 15-42. Kanungo, R. N. (1979). The Concepts of alienation and involvement revisited. *Psychological Bulletin*, 86(1), 119-138. Kanungo, R. N. (1982). Measurement of job and work involvement. *Journal of Applied Psychology*, 67, 341-349. Kim, M.j. & Han, S. Y. (2009). Relationship between emotional labor consequences and employees' coping strategy. *Asia Pacific Journal of Tourism Research*, Vol. 14, No. 3, (9) . Lane, V. R., Scott, S.G. (2007). The neural network model of organizational identification. *Organizational Behavior and Human Decision Processes* 104, 175 – 192 Lobel, S. A., & Clair, L. S. (1992). Effects of family responsibilities, gender, and career identity salience on performance outcomes. *Academy of Management Journal*, 5, 1057-1069. Mael, F. A., & Ashforth, B.E. (1992). Alumni and their alma mater: A partial test of the reformulated model of Organizational identification. *Journal of Organizational Behavior*, 13(13(2)), -123 Maslach, C., & Jackson, S. E. (1984). Burnout in organizational setting. In S. Oskamp (Ed.), *Applied social psychology annual: Applications in organizational settings*, 5: 133-153. Beverly Hills, CA: Sage. Maslach, C., & Jackson, S. E. (1986). *Maslach burnout inventory: Manual (2nd ed)*. Palo Alto, California: Consulting Psychologists Press. Morris, J. A., & Feldman, D. C. (1996). The dimensions, antecedents, and consequences of emotional labor. *Academy of Management Review*, 21(4), 986-1010. Mudrack, P.E. (2004). Job involvement, obsessive-compulsive personality traits, and workaholic behavioral tendencies. *Journal of Organizational Change Management* Vol. 17 No. 5, Patchen, M. (1970). *Participation, achievement, and involvement on the job*. Englewood Cliffs, New Jersey: Prentice Hall Porter, L.W. & Lawler E.E.(1968). What job attitudes tell about motivation. *Harvard Business Review*, 46, 53-62 Rafaeli, A., & Sutton, R. L. (1987). Expression of emotion as part of the work role. *Academy of Management Review*, 12, 23-37. Rafaeli, A., & Sutton, R. I. (1989). The expression of emotion in organizational life. *Research in Organizational Behavior*, 11(1), 1-42. Saxton, M. J., Phillips, J. S., & Blakeney, R. N. (1991). *The Changing Nature of Work*. San Francisco: Jossey-Bass. Saxton, M. J., Phillips, J. S., & Blakeney, R. N. (1991). Antecedents and consequences of emotional exhaustion in the airline reservations service sector. *Human Relations*, 44, 583-602. Schaubroeck, J. & Jones, J. R.

(2000). Antecedents of workplace emotional labor dimensions and moderators of their effects on physical symptoms. *Journal of Organizational Behavior* J. Organiz. Behav. 21, 163-183

Smith, A. C., & Kleinman, S. (1989). Managing emotional in medical school: Students' contact with the living and the dead. *Social Psychology Quarterly*, 52, pp. 56-69.

Snow, C.C., Snell, S.A. Davison, S.C., & Hambrick, D.C. (1996). Use transnational teams to globalize your company. *Organizational Dynamics*, 24(4), 50-67

Vance F. Mitchell, Vishwanath Baba et Timothy Epps (1975). On the Relationship Between Job Involvement and Central Life Interest. *Relations industrielles / Industrial Relations*, vol. 30, 2, pp. 166-180.

Vroom, V. H. (1964). "Work and Motivation." New York: John Wiley & Sons.

Wan-Huggins, Veronica N. (1998), "The development and longitudinal test of a model of organizational identification." *Journal of Applied Social Psychology*, 28:724-749.

Wharton, A. S. (1993). The affective consequences of service work: Managing emotions on the job. *Work and Occupation*, 20, 205-232.

Wharton, A. S., & Erickson, R. J. (1993). Managing emotions on the job at home: understanding the consequences of multiple emotional roles. *Academy of Management Review*. 18(1), 457-487.

Williams, L.J., & Anderson, S.E. (1991). Job satisfaction and Organizational commitment as predictors of organizational citizenship and in-role behavior. *Journal of Management*, 17, 601-617.

Wright, T. A. & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, 83, 486-493.

Wright, T. A., & Hobfoll, S. E. (2004). Commitment, psychological well-being and job performance: An examination of conservation of resources (COR) theory and job burnout. *Journal of business and Management*, 9(4), 389-415.

Yang, F.H. & Chang, C.C. (2008). Emotional labour, job satisfaction and organizational commitment amongst clinical nurses: A questionnaire survey. *International Journal of Nursing Studies* 45, 879 – 887

Zerbe, W. J. (2000). Emotional dissonance and well-being. In N. M. Ashkanasy, C. E. J. Hartel, & W. J. Zerbe (Eds.), *Emotional in the workplace: Research and practice*. Westport, Connecticut: Quorum Books/Greenwood, 189-214.