

組織支持與角色外顧客服務行為—市場導向人力資源管理活動之調節效果與情感性承諾之中介效果

吳泰震、童惠玲

E-mail: 360070@mail.dyu.edu.tw

摘要

本研究探討組織支持、情感性承諾與角色外顧客服務行為三者之間的關係，並檢測市場導向人力資源管理活動是否對組織支持與角色外顧客服務行為扮演著調節角色。本研究採便利抽樣調查，以A量販店為研究對象，針對其第一線服務人員與直屬主管及往來顧客三種問卷。結果發現組織支持對角色外顧客服務行為有正向影響效果。又情感性承諾在組織支持與角色外顧客服務行為間有中介效果的產生。本研究採階層線性模式進行分析，結果顯示市場導向人力資源管理活動對組織支持與角色外顧客服務行為具調節效果。當組織支持漸高時，高市場導向人力資源管理活動相對於低市場導向人力資源管理活動，所帶給顧客角色外行為之差異則遞減。

關鍵詞：組織支持、情感性承諾、角色外顧客服務行為、市場導向人力資源管理活動

目錄

內容目錄 中文摘要	ii	英文摘要	ii
iii 誌謝辭	iv	內容目錄	iv
v 表目錄	vii	圖目錄	vii
viii 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究目的	3	第二章 文獻探討	3
4 第一節 組織支持與角色外顧客服務行為	4	第二節 情感性承諾之中介效果	4
7 第三節 市場導向人力資源管理活動之調節效果	10	第三章 研究方法	10
12 第一節 研究架構	12	第二節 研究假設	12
13 第三節 研究對象與抽樣程序	13	第四節 量測工具	13
14 第五節 資料處理與統計方法	16	第四章 統計分析與結果	16
19 第一節 樣本資料特性	19	第二節 信效度分析	19
26 第三節 整體模式衡量分析	28	第四節 相關分析	28
30 第五節 迴歸分析與假設驗證	31	第五節 階層線性模式	31
32 第五章 結論與建議	36	第一節 研究結論	36
36 第二節 實務意涵	37	第二節 研究限制與後續研究建議	39
39 第三節 參考文獻	41	附錄A 主管問卷	51
41 附錄B 員工問卷	53	附錄C 顧客問卷	56
56 表目錄 表 4-1 受測者之樣本特性	56	表 4-2 各變項驗證性因素分析	27
27 表 4-3 本研究變項量測模式比較分析表	27	表 4-4 研究變項之相關分析表	29
29 表 4-4 研究變項之相關分析表	30	表 4-5 個人層次組織支持、情感性承諾對角色外顧客服務行為之迴歸分析	32
32 表 4-6 組織支持對角色外顧客服務行為之分析	32	表 4-7 市場導向人力資源管理活動之直接與調節效果	34
34 圖目錄 圖 3-1 研究架構	35	圖 4-1 市場導向人力資源管理活調節組織支持與角色外顧客服務行為之間的交互作用圖	35

參考文獻

中文部份 行政院主計處(2012), 行政院主計處網頁, <http://www.dgbas.gov.tw> 廖述賢、張文榮(2010)。市場導向、創新能力、行銷能力與經營績效。商略學報, 2(2), 87-107。汪美伶、鄭雯憶(2007)。組織支持與服務導向組織公民行為 - 服務氣候之干擾角色。人力資源管理學報, 7(4), 71-93。溫福星(2006)。層線性模式:原理、方法與應用, 台北: 雙葉書廊。英文部份 Allen, D.G., L.M. Shore, and R.W. Griffeth (2003). "The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process." *Journal of Management*, 29(1), 99-118. Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, 24, 491-509. Bowen, D. E., S.W. Gilliland, and R. Folger (1999). "HRM and Service Fairness: How Being Fair Wit Employees Spills Over to Customers?" *Organizational Dynamics*, 27(3), 7-23. Bettencourt, L. A., & Brown S. W. (1997).

Contact employees: Relationships among workplace fairness, job satisfaction and prosocial service behaviors. *Journal of Retailing*, 73(1), 39-61.

Bowen, D. E., Schneider, B. (1988). *Services Marketing and Management: Implications for Organizational Behavior*. In Stair, B. M. & Cummings, L. L. (Eds.). *An Annual Series of Analytical Essays and Critical Reviews*, 43-80, Greenwich: JAI Press.

Byrd, M. E. (2006). Social exchange as a framework for client-nurse interaction during public health nursing maternal-child home visits. *Public Health Nursing*, 23(3), 271-276.

Buchanan, B. (1974). "Building Organizational Commitment: The Socialization of Managers in Work Organizations". *Administrative Science Quarterly*, 19(4), 533-546.

Brislin, R. W. (1986). The Wording and Translation of Research Instruments. In W. J. Lonner, & J. W. Berry (Eds.). *Field Methods in Cross-Cultural Research*, 137-164. Beverly Hills, CA.: Sage.

Eisenberger, R., Huntington, R., Hutchison, S., Sowa, D. (1986). "Perceived Organizational Support". *Journal of Applied Psychology*, 71(3), 500-507.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42-51.

Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59.

Feather, N. T., & Rauter, K. A. (2004). Organizational citizenship behavior in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. *Journal of Occupational and Organizational Psychology*, 77, 81-94.

Geyskens, I., Steenkamp, J. B. E. M., Scheer, L. K., Kumar, N. (1996). "The Effects of Trust and Interdependence on Relationship Commitment: A Trans-Atlantic Study". *International Journal of Research in Marketing*, 13(4), 303-317.

Guzzo, R., Noonan, K. A., and Elron, E. (1994). "expatriate managers and psychological contract." *Journal of Applied Psychology*, 79(4), 617-626.

Gerhart, B., Wright, P. M., McMahan, G. C., & Snell, S. A. (2000). Measurement Error in Research on Human Resources and Firm Performance: How Much Error Is There and How Does It Influence Effect Size Estimates? *Personnel Psychology*, 53, 803-834.

Hutchison, S. (1997). "Perceived organizational support: Further evidence of construct validity." *Educational and Psychology Measurement*, 57(6), 1034-1052.

Hutchison, S., and Garstka, M. L. (1996) "Sources of perceived organizational support: Goal setting and feedback." *Journal of Applied Social Psychology*, 26, 1351-1366.

Joseph, W. B. (1996). "Internal Marketing Builds Service Quality." *Journal of Health Care Marketing*, 16(1), 54-59.

Jones T. M. (1995) "Instrumental Stakeholder Theory: A Synthesis of Ethics and Economics." *Academy of Management Review*, 20(2), 404-437.

Jackson, S.E. and R.S.Schuler (1992). "HRM Practices in Service-Based Organizations: A Role Theory Perspective." In *Advances in Services Management and Marketing*, edited by T.C. Swartz, D.E. Bowen, and S.W. Brown, Greenwich, CT: JAI Press, 123-157.

Katz, D. (1964). "The Motivational Basis of Organizational Behavior". *Behavior Science*, 9(2), 131-146.

Kelley, S. W. and Hoffman, K. D. (1997). "An Investigation of Positive Affect, Prosocial Behaviors and Service Quality." *Journal of Retailing*, 73(3), 407-427.

Kuehn, K. W. & Al-Busaidi, Y. (2002). Citizenship behavior in a non-Western context: an examination of the role of satisfaction, commitment and job characteristics on self-reported OCB. *International Journal of Commerce & Management*, 12(2), 107-126.

Kaufman, J. D., Stamper, C. L., Tesluk, P. E. (2001). "Do Supportive Organizational Make for Good Corporate Citizens". *Journal of Managerial Issues*, 8(4), 436-449.

Lee, Y. K., Nam, F. H., Park, D. H., & Lee, K. H. (2006). What factors influence customer-oriented prosocial behavior of customer-contact employees? *Journal of Service Marketing*, 20(4), 251-264.

Levinson, H. (1965). "Reciprocation: The Relationship between Man and Organization". *Administrative Science Quarterly*, 9(4), 370-390.

Maxham, J. G., III, & Netemeyer, R. G. (2003). Firms reap what they sow: The effects of shared values and perceived organizational justice on customers' evaluations of complaint handling. *Journal of Marketing*, 67(1), 46-62.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299-326.

Meyer, J. P., & Smith, C. A. (2000). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences*, 17(4), 319-332.

Masterson, S. S., Lewis, K., Goldman, G. B., Taylor, M. S. (2000). "Integrating Justice and Social Exchange: The Differing Effects of Fair Procedures and Treatment on Work Relationships". *Academy of Management Journal*, 43(4), 738-748.

Mowday, R. T., Porter, L. W., Steers, R. M. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52.

Morrison, E.W. (1994). "Role Definitions and Organizational Citizenship Behavior: The Importance of the Employee's Perspective." *Academy of Management Journal*, 37(6), 1543-1567.

Narver, J. C. and Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(4), 20-35.

Organ, D. W. (1990). "The Motivational Basis of Organizational Citizenship Behavior", In Staw, B.M. & Cummings, L.L. (Eds.). *Research in Organizational Behavior*, 12, 43-72. Greenwich, CT: JAI Press.

Paulin, M., R. J. Ferguson, and J. Bergeron (2006). "Service Climate and Organizational Commitment: The Importance of Customer Linkages." *Journal of Business Research*, 59(8), 6-15.

Podsakoff, P. M., & Mackenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10(2), 133-151.

Podsakoff, P. M., MacKenzie, S. B., Lee J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903.

Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825-836.

Schneider, B. (1990). "The climate for service: An application of the climate construct," In B. Schneider (Ed.). *Organizational Climate and Culture*, 383-412. San Francisco: Jossey Bass.

Schneider, B. and D.E. Bowen (1985). "Employee and Customer Perceptions of Service in Banks: Replication and Extension." *Journal of Applied Psychology*, 70(3), 423-433.

Schneider, B. and D.E. Bowen (1995). *Winning the Service Game*, Boston, MA: Harvard Business School Press.

Shore, L. M., Shore, T. H. (1995). Perceived Organizational Support and Organizational Justice: In *Organizational Politics, Justice,*

and Support. In Cropanzano, R. S. & Kacmar, K. M. (Eds.). *Quorum Books*: Westport, CT, 149-164. Settoon, R. P., Bennett, N. and Liden, R. C. (1996) " Social exchange in organizations: perceived organizational support, leader-member exchange and employee reciprocity. " *Journal of Applied Psychology*, 81(3), 219-227. Schneider, B., M.G. Ehrhart, D.M. Mayer, J.L. Saltz, and K. Niles-Jolly (2005). " Understanding Organization-Customer Links in Service Settings. " *Academy of Management Journal*, 48(6), 1017-1032. Van Dyne, L., and LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive. *Academy of Management Journal*, 41(1), 108. Wayne, S. J., Shore, L. M., Liden, R. C. (1997). " Perceptions of Organizational Support and Leader-Member Exchange: A Social Exchange Perspective " . *Academy of Management Journal*, 40(1), 82-111. Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). ' Human Resources and the Resource Base View of the Firm. *Journal of Management*, 27, 701-721.