

# 員工的容貌與逢迎對主管評價員工的影響:年齡與性別組合的干擾效果

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## 摘要

主管看待員工並非全從才能方面來評量，人際溝通及人脈的經營甚或與主管之關係對評價結果亦有極大的影響。因此員工常會透過某些策略來營造自身良好的形象，以影響主管心中的認知。本研究旨在了解容貌與逢迎這兩項因素，對主管在評價其員工時產生的效應，主管與部屬在透過良好的互動關係後，主管是否會給予成員好的評價，並探究「美即是好」的月暈現象是否能替部屬在職場上贏得較高的評價。另外，我們亦同時檢測主管的年齡是否會干擾容貌與逢迎對員工評價的影響。本研究以台中市公教機關行政人員為對象，共計發放280份問卷，回收有效問卷210份，驗證之結果如下：(1)員工從事逢迎行為會正向影響主管對該員工之評價。(2)員工的容貌並不會影響主管對該員工的評價結果。(3)主管在評價員工時，主管的年齡對員工容貌與員工評價的結果有顯著干擾作用。(4)主管在評價員工時，主管的年齡對員工逢迎行為與主管評價的結果不具干擾作用。

關鍵詞：才能、逢迎、印象管理、月暈效應、外表吸引力、世代差異、性別

## 目錄

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