

A Study of the Relationships among Multinational Enterprises Employees' Psychological Empowerment, Job Satisfaction and

高芷萱、楊豐華

E-mail: 387195@mail.dyu.edu.tw

ABSTRACT

This study aims to understand the multinational employee psychological empowerment, job satisfaction and customer satisfaction relevance. Examples of McDonald's and KFC in Taiwan fast food restaurant industry. Data collection conducted by questionnaire, distributed objects were fast food industry employees and dine customers. 400 questionnaires were distributed to employees and customers, a total of 800 questionnaires; employees recycle 346 questionnaires, 49 were excluded invalid questionnaires, 297 valid questionnaires were real; customer recovered 400 questionnaires, 67 were excluded invalid questionnaires, the actual effective questionnaires 343 copies of the final number of 297 questionnaires can be used, the recovery rate was 74.25%. Effective sample descriptive statistics, reliability and validity analysis, correlation analysis and hierarchical regression analysis for verification. Based on the results the following conclusions: 1.The improvement of employees' psychological empowerment on customer satisfaction has no significant impact. That is, when the competent delivery of mission makes psychological empowerment increases, the customer experience will not necessarily be satisfied. 2.The psychological empowerment improve job satisfaction has a positive significant effect. Psychological empowerment that staff awareness is higher, job satisfaction is also higher. 3.Improve job satisfaction had no significant impact on customer satisfaction. Ie employees for job satisfaction is higher, but would not necessarily improve customer satisfaction. 4.Job satisfaction, psychological empowerment through an intermediary impact on customer satisfaction and did not enhance the effect. Namely psychological empowerment of employees for customer satisfaction perception and not affected by the impact of job satisfaction and more significant.

Keywords : Psychological empowerment、Job satisfaction、Customer satisfaction、Perceived service quality、Customer loyalty

Table of Contents

封面內頁 簽名頁 中文摘要	英文摘要
誌謝	目錄
表目錄	圖目錄
第一章 緒論 第一節 研究背景與動機	1 第二節 研究目的
5 第二章 文獻探討 第一節心理賦權	6 第二節工作滿足
10 第三節顧客滿意	18 第四節知覺服務品質與顧客忠誠對顧客滿意之中介關係
22 第五節心裡賦權、工作滿足與顧客滿意之關係	26 第三章 研究方法 第一節研究架構
29 第二節研究假說	30 第三節研究對象 & 資料收集
30 第四節操作性定義與衡量工具	30 第五節資料蒐集與分析方法
四章 資料分析與研究結果 第一節敘述性統計分析	39 第二節研究模型修正後之綜合結果
49 第三節信效度分析與相關評估	55 第四節階層迴歸分析
第五章 結論與建議 第一節研究結論	66 第二節研究貢獻與意涵
68 第三節研究限制	70 第四節後續研究建議
文獻	71 參考
錄二 顧客問卷	73 附錄一 員工問卷
... 11 表2.2 顧客滿意度之定義.....	83 附
... 31 表3.2 工作滿足問卷量表.....	85 表目錄 表2.1 工作滿足之定義.....
... 33 表3.4知覺服務品質問卷量表.....	19 表3.1 心理賦權問卷量表.....
35 表4.1 樣本結構之敘述性統計分析.....	32 表3.3顧客滿意問卷量表.....
46 表4.3 工作滿足構面分析.....	34 表3.5顧客忠誠問卷量表.....
47 表4.5 知覺服務品質構面分析.....	43 表4.2 心理賦權構面分析.....
48 表4.7 本研究所採用之模式配適度指標值.....	46 表4.4 顧客滿意構面分析.....
57 表4.9 工作滿足測量題項之初階因素分析表.....	48 表4.6 顧客忠誠構面分析.....
表4.11知覺服務品質測量題項之初階因素分析表.....	49 表4.8 心理賦權測量題項之初階因素分析表.....
	57 表4.10顧客滿意測量題項之初階因素分析表.....
	58 表4.12顧客忠誠測量題項之初階因素分析表.....
	59

表4.13各構面信度分析.....	60	表4.14研究變項之變數相關係數表.....	61
表4.15心理賦權對顧客滿意之迴歸分析結果.....	64	圖目錄 圖3.1 研究架構圖.....	
29 圖4.1 心理賦權之初階因素測量模式(CFA)圖.....	51	圖4.2 工作滿足之初階因素測量模式(CFA)圖.....	52
圖4.3 顧客滿意之初階因素測量模式(CFA)圖.....	53	圖4.4 知覺服務品質之初階因素測量模式(CFA)圖.....	54
顧客忠誠之初階因素測量模式(CFA)圖.....	55	圖4.6 工作滿足對心理賦權與顧客滿意之間的關係.....	6

REFERENCES

- 一、中文部份 1.余幸娟。2000。宗教觀光客旅遊動機與其滿意度之研究。國科會專題計畫。戶外遊憩研究2000秋季號 13(3):23-48。2.吳裕茗。2012。產品行銷策略影響顧客滿意度與忠誠度之研究。碩士論文。義守大學管理學院碩士在職專班。3.洪銘鴻。2012。消費動機與知覺品質對顧客滿意度及忠誠度影響之研究以好市多食品試吃為例。碩士論文。國立高雄餐旅大學餐旅管理研究所。4.徐宗?。2009。轉化型領導對組織公民行為之影響 - 心理賦權與內控性格之角色探討。碩士論文。國立高雄應用科技大學人力資源發展系暨研究所。5.陳水源。1988。遊憩體驗實證之研究。戶外遊憩研究1(1):39。6.陳志翔。2010。銷售人員屬性、信任、顧客滿意度與購買意願關係之研究 - 以信任與顧客滿意度為中介變數。碩士論文。南華大學企業管理系研究所。7.張火燦、余月美。2008。服務品質、顧客滿意度與顧客忠誠度關係之研究。明新學報34(1):127-140。8.黃素珍、葉麗琴、葉麗珠。2011。休閒農場品牌形象知覺與遊客滿意度之關係研究。蘭陽學報81-87。9.楊振鎰。2012。企業形象、服務品質、顧客滿意度與顧客忠誠關係之研究-以卡氏(CARS)汽車美容為例。碩士論文。國立台北大學企業管理學系研究所。10.廖國峰、王湧水、戴坤輝。2004。轉換型領導、交易型領導、組織自尊與工作滿足及組織承諾關聯性之研究 - 信任的中介效果。國防管理學報第25(2):1-16。11.廖焜熙。2012。服務品質、顧客滿意度、顧客忠誠度關係之實證研究 - 以行動電信業為例。International Journal of LISREL Vol. 5, N1(5):50-71。12.蔡進發、蕭至惠、高韻晴。2009。知覺品質與價格標示方式對消費者知覺價值與購買意願之影響-以線上旅遊產品為例。戶外遊憩研究。22(2):79-110。13.魏文欽、潘怡如。2009。化妝保養品品牌形象、顧客忠誠度與口碑傳播相互關係之實證研究。International Journal of LISREL 2(1):38-56。14.簡崇碩。2012。賦權對離職傾向之影響研究-檢視心理契約違犯之干擾效果。碩士論文。國立台北大學企業管理學系研究所。15.蘭寶欽。2009。心理賦權、心理資本對組織公民行為之影響-轉換型領導之中介角色。碩士論文。國立高雄應用科技大學人力資源發展系暨研究所。16.蘇雲華、魏宏達。2011。企業推行綠色行銷在消費者環保涉入程度干擾結果下對滿意度及忠誠度影響之實證研究-以中部地去連鎖便利商店為例。行銷評論。行銷評論8(2):159-174。
- 二、英文文獻 1.Adams, J. S.(1963). Toward and understanding of inequity. Journal of Abnormal and Social Psychology, 67: 422-436. 2.Alderfer,C.P.(1969). Existence Relatedness and Growth Need in Organizational Setting. New York : The Free Press. 3.Alderfer, C. P.(1972). Existence relatedness and growth need in organizational setting, " New York: The Free Press. Angle, H.L., amd Perry, J. L. 4.Anderson, E. W., & Sullivan, M. W. (1993). The antecedents and consequences of customer satisfaction for firms. Marketing Science, 12(2):125-143.
- 5.Bandura, A. (1986). Social foundations of thought and action: A social cognitive theory. Englewood Cliffs, NJ: Prentice Hall. 6.Bennis, W ; Nanus, B.(1985). Leaders:The strategies for taking charge. NY:Harper and Row. 7.Bhote, K. R. (1996) . Beyond Customer Satisfaction to Customer Loyalty:The Key to Greater Profitability. New York:American Management Association, 31. 8.Blauner, R. (1964). Alienation and freedom, The University of Chicago Press, Chicago. 9.Bolton, R. N.& Drew, J. H.,(1991). A Multistage Model of Customers' Assessments of Service Quality and Value. Journal of Consumer Research,17:375-384. 10.Brief, A. P., & Nord, W. R.(1990). Meanings of occupational work. Lexington Books. 11.Brayfield, A.H. and H.F. Rothe .(1951), An index of job satisfaction, Journal of Applied Psychology, Vol. 35. October, 307-311. 12.Cambell , J. P., Dunnette, M. D., Lawler, E. E., and Weick, K. E. (1970).Managerial Behavior ,Performance and Effectiveness, New York:Graw-Hill. 13.Cardozo, R.(1965).An Experimental Study of Customer effort: Expectation and Satisfaction, Journal of Marketing Research, Vol.2:244-249. 14.Churchill, G. A. and Suprenant, C.(1982). An Investigation into The Determinants of Customer Satisfaction. Journal of Marketing Research, 19:491-504. 15.Conger, J. A., and Kanungo, R. N.(1988). The empowerment process:Integrating theory and practice. Academy of Management Review, 13(3):471 – 482. 16.Fornell, C., Johnson, M. D., Anderson, E. W., Cha, J., & Bryant, B. E .(1996). The American customer satisfaction index, Nature, purpose and findings. Journal of Marketing,60:7-18. 17.Gist, M. E. (1987). Self-efficacy: Implications for organizational behavior and human resource management. Academy of Management Journal, 12(3):472-485. 18.Gronholdt, L., Martensen, A., & Kristensen, K. (2000). The Relationship Between Customer Satisfaction and Loyalty: Cross-Industry Differences. Total Quality Management, 11:509-514. 19.Hackman, J. R., and Oldham, G. R. (1975). Development of the job diagnostic survey. Journal of Applied Psychology, 60:161.
- 20.Hackman, J. R. and Oldman, G. R. (1980). Work Redesign, Addison-Wesley,Reading, MA. 21.Hegyvary, S. T. (2003). Understanding organizational, political, and personal power. In B. L. Marquis & C. J. Huston (Eds.), Leadership roles and management functions in nursing theory and application, 5:303-306. 22.Herzberg, F., Mausner, B.,and Snyderman, B. (1959). The motivation to work, New York: John. 23.Heskett, J. L. (2002). Beyond Customer Loyalty. Managing Service Quality, Vol. 12(6):355-357. 24.Howard, J. A. and J. N. Sheth (1969), The Theory of Buyer Behavior ", New York: John Willy and Sons. 25.Janes, W.N.,and Sasser, P.L.(1995).Involvement, attributions, and consumer responses to rebates. Journal Business and Psychology, 9(3):279-297. 26.Kanter, R. M. (1993). Men and Women of the Corporation, 2nd edn. Basic Books, New York. 27.Kalleberg, A. L. (1977). Work values and job rewards: A theory of job satisfaction.American Sociological Review, 42:124-143. 28.Kotler, Philip.(2000). Marketing Management:Analysis, Planning, Implementation, andControl,10th ed., New Jersey: Prentice-Hall. 29.Kotler, P.(2003). New Jersey: Prentice Hall,Marketing Management, 11th ed. 30.Lee, S. Y.,Petrick, J. F., and Crompton, J. (2007). The role of quality and intermediary constructs in determining festival attendees ' behavioral intention. Journal of Travel Research, 45(4):402-412. 31.Locke, E. A. (1976).

The nature and causes of job satisfaction. In M.D.Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago: Rand McNally.

32.Lovelock, C. H., Writz J. and Keh H. T. (2002). *Services Marketing in Asia-Managing People, Technology and Strategy*. NJ: Prentice-Hall.

33.Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50:370-396. 34.McClelland, D. D. (1975). Power is the great motivation. *Harvard Business Review*, 54(2):100-110. 35.Meredith, D., Anisya, S. T. and Rodger, B. S. (2000). Predicting Expatriate Job Satisfaction: The Role of Firm Internationalization, *Career Development International*,7(1) : 24-36. 36.Neilsen, E. (1986). Empowerment strategies: Blancing authority and responsibility. In S.Srivastra (Ed.), *Executive power*, 78-110. San Francisco: Jossey-Bass. 37.Oliver, R. L.(1981). Measurement and Evaluation of Satisfaction Processes in Retailing Setting, *Journal of Retailing*,3(57):25-48. 38.Pappu, R., and Quester, P. (2006). Does customer satisfaction lead to improved brand equity.An empirical examination of two categories of retail brands. *The Journal of Product and Brand Management*, 15(2). 39.Parasuraman, A., Zeithaml, V. A. and Berry, L. L.(1985). A Conceptual Model of Service Quality and Its Implication for Future Research,*Journal of Marketing*,4(49):41-50. 40.Porter, L., Steers, R., and Lawler. (1968) .Organizational Commitment, job satisfaction, And trunover Among Psychiatric Technicians .*Journal of applied psychology*, 59:603-609. 41.Prus, Amanda & Brandt, D. Randall. (1995). Understanding Your Customers. *MarketingTools*.10-14. 42.Reichheld, F. F., and Sasser, W. E. (1990). Zero defections: Quality comes to services. *Harvard BusinessReview*, 68(10): 105-111. 43.Robbins, S. P.(2001). *Organizational Behavior* 9th ed., NJ:Prentice Hall.

44.Russell-Bennett, R, McColl-Kennedy, J.R., Coote, L.V. (2007). Involvement, satisfaction and brand loyalty in a small business services settingl, *Journal of Business Research*, 60(12): 253-1260. 45.Schaffer,C.C. (1953) . Job satisfaction as related to need satisfaction in work.*Psychological Monographs*, 67(1):14-16. 46.Singh, J. (1991). Understanding the Structure of Consumers ' Satisfaction Evaluation of Service Delivery. *Journal of the Academy of Marketing Science*,19(3):223-234. 47.Smith, P. C., Kendell, L. M., and Hulin, C. L.(1969). *Measurement of Satisfaction In Work & Retirement*. Chicago: Rand McNally. 48.Spreitzer, G. M (1995). Psychological empowerment in the workplace:Dimensions, measurement and validation. *Academy of Management Journal*, 38:1442-1465. 49.Staples, D. S.and Higgins, C. A. (1998). A study of the importance weightings on job satisfaction measures. *Journal of Business and Psychology*, 13(2):211-232. 50.Swan, J. E. and L. J.(1976). Combs, " Product Performance and Consumer Satisfaction: A New Concept " , *Journal of Marketing*, 40:25-33. 51.Thomas, K. W. and Velthouse, B. A. (1990). Cognitive elements of empowerment:An interpretive model of intrinsic motivation and personal interpretation, *Journal of management systems*, 6(3).

52.Vroom,V.H.(1964) . *Work and Motivation*. New York: John Wiley and Sons, Inc. 53.Weiss, D. J., Dawis, R. V., England, G. W. and Lofquist, L. H. (1967). Manual for the Minnesota Satisfaction Questionnaire Minneapolis: Minnesota Studies in Vocational Rehabilitation, University of Minnesota, Industrial Relations Center,12(6): 124-136. 54.Weiss, H. M. (2002). Deconstructing job satisfaction separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12:173-194. 55.Wiley.Hoppock,R.(1935) . *Job Satisfaction*. New York:Happer and Row. 56.Wong, A,(2000), Integrating Supplier Satisfaction with Customer Satisfaction,*Total Quality Management*, No. 4-6(11): 826-829.

57.Woodside, Frey and Daly. (1989). Linking service quality, customer satisfaction, and behavioral intention. *Journal of Health Care Marketing*, 9(4):5-17. 58.Zeithaml, Valarie A., (1988), " Consumer Perceptions of Price, Quality, and Value: A Means-End Model and Synthesis of Evidence, " *Journal of Marketing*, Vol.52:2-22. 59.Zeithaml, V. A., Berry, L. L. and Parasuraman, A.(1996). The Behavioral Consequences of Service Quality. *Journal of Marketing* , 60(2): 31-46. 60.Zeithaml, V. A., and Bitner , M. J. (2000). Service marketing integrating customer focus across the firm. New York: McGraw-Hill. 61.Zimmerman, M.A., and Rappaport, J. (1988).Citizen participation,perceived control, and psychological empowerment. *American Journal of Community Psychology*, 16:725-750.