

組織服裝對員工認知、知識管理、品牌形象之影響-以金控體系下之銀行零售分行為例

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摘要

一直以來，關於制服，始終存在「贊成」與「反對」的高度爭議，但不可否認地，在講究個人包裝與自我意識的廿一世紀，仍有為數眾多的企業，投注可觀的金錢、人力等資源於員工制服的管理上，尤其以金融保險證券業的所佔的比率為高。在以交叉行銷追求最大綜效的金控時代，銀行零售通路前端的服務人員，所建立的第一印象將影響金控的整體品牌形象與顧客的後續往來意願，而服務者所穿著的制服是隱性線索的一個要素，即顧客會把制服當成印象形成的誘因或線索。因此，本研究針對金控體系下的銀行零售分行進行研究，探討員工對制服的認知與組織管理之關係，並經由顧客的角度瞭解制服對於品牌形象的影響。內部成員部份針對國內六家大型金控體系下之銀行中部的零售分行員工進行抽樣，每家銀行發送55份問卷，共計330份，有效樣本287份，回收率87%。外部顧客面則以曾經惠顧銀行零售分行的顧客為調查對象，共發出200份問卷，回收167份，回收率83.5%。本研究針對員工認知與組織管理面之調查結果，進行單一樣本T檢定與變異數分析，研究結果發現，制服對於加強自我肯定、團體凝聚力、團體成員身份、組織價值觀與組織人力分層等變項上有顯著的正向關係，均有顯著的影響。而個別銀行之間，制服對內部成員與組織管理的影響上，皆存在顯著的差異，可見各銀行的制服不同，對員工認知與組織價值觀產生的影響程度也不同。在外部顧客的觀點上，本研究對調查結果進行描述性分析，發現消費者對於經由制服所產生之品牌聯想、品牌知覺與品牌象徵等，其平均數皆傾向「同意」，且無論性別、年齡、收入、教育程度等各階層的顧客，對於經由制服所產生品牌形象都相當一致，可見制服對品牌形象有顯著之影響。由本研究結果，得到結論如下：（1）制服對於組織價值的傳遞有相當顯著的影響，是相當良好的管理工具，可以達到約束員工行為、使自覺是組織的合法代表、促使遵守組織規範與達到組織所要求扮演角色的效果。建議業界重視制服在組織管理上的影響，並兼顧員工對於制服美觀的滿意度，將使整體效果更佳。（2）銀行零售分行人員所穿著的制服，是建立企業品牌的一環，能促使顧客聯想、知覺，讓制服變成服務形象的延伸，達成市場溝通的目的。建議業者，將制服視為代表著組織的重要活動，善用制服的獨特性與話題性，同時達到建立品牌形象與組織管理的雙重目的。

關鍵詞：制服、組織服裝、組織管理、品牌形象、金控

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