

主管支持與職場關係之研究

吳東溪、林英顏

E-mail: 9701191@mail.dyu.edu.tw

摘要

本研究目的是探討主管支持與職場友誼之間的關係，經由文獻探討，發現主管支持與職場友誼間，正、負向之關係不清，且關於這部份研究的不多，有待更深入的研究。為深入瞭解主管支持與職場友誼之關係，本研究歸納出三項控制變數：人口統計變項、工作特性及工作滿意度。並透過問卷調查，共發放1000份問卷，回收有效問卷計334份，有效回收率為33.4%。並依研究目的提出假設：H1-1：性別對主管支持呈顯著差異；H1-2：婚姻對主管支持呈顯著差異；H1-3：年齡對主管支持呈顯著差異；H1-4：服務年資對主管支持呈顯著差異；H1-5：教育程度對主管支持呈顯著差異；H2-1：性別對職場友誼呈顯著差異；H2-2：婚姻對職場友誼呈顯著差異；H2-3：年齡對職場友誼呈顯著差異；H2-4：服務年資對職場友誼呈顯著差異；H2-5：教育程度對職場友誼呈顯著差異；H3：主管支持度正向影響職場友誼。研究結果發現：1.組織成員的年齡及工作年資的不同，會影響其對於主管支持的看法；2.性別、婚姻狀況及教育程度背景的差異，會影響組織成員對於職場友誼的看法；3.主管支持對職場友誼無正向顯著影響效果，但具有正向相關。

關鍵詞：主管支持；職場友誼；工作特性；工作滿意度

目錄

中文摘要	iii	英文摘要	iii
iv 誌謝辭	v	內容目錄	v
vi 表目錄	vii	圖目錄	vii
viii 第一章 緒論	1	第一節 研究背景	1
1 第二節 研究問題與目的	4	第三節 研究的重要性	4
5 第二章 文獻回顧	7	第一節 主管支持	7
7 第二節 職場友誼	16	第三節 主管支持與職場友誼之關係	24
24 第三章 研究方法	27	第一節 研究架構	27
27 第二節 研究假設	28	第三節 操作型定義與衡量	30
30 第四節 樣本及資料收集	34	第五節 資料分析方法	35
35 第六節 問卷之預試	37	第四章 資料分析	42
42 第一節 樣本基本資料分析	42	第二節 變數間的相關分析	45
45 第三節 主管支持分析	48	第四節 職場友誼分析	20
20 第五節 主管支持與職場友誼之關係	53	第六節 資料分析結果總結	54
54 第五章 結論與建議	56	第一節 研究結論	56
56 第二節 研究建議	59	第三節 研究貢獻	64
64 第四節 研究限制	65	參考文獻	67
65 附錄A 研究問卷	67		81

參考文獻

一、中文部分 林圳德(2006)，台灣與大陸企業功能屬性對員工職場友誼關係之研究，中國文化大學國際企業管理研究所未出版之博士論文。邱皓政(2004)，量化研究與統計分析:SPSS中文視窗版資料分析範例解析，台北:五南圖書出版股份有限公司。許惠茜(2004)，運用線性結構探討領導型態、公司福利政策、生活型態對工作滿意度與組織承諾原因之相關性—以IC半導體工程師為例，東華大學企業管理研究所未出版之碩士論文。許靜怡(2000)，LMX關係品質之質性研究，中正大學企業研究所未出版之碩士論文。黃秀霜(1987)，教育行政人員成就動機、工作特性與組織承諾之相關研究，政治大學教育研究所未出版之碩士論文。黃建達(1999)，主管與部屬人際交換關係之決定要素及其對部屬工作態度影響之研究，中央大學人力資源管理研究所未出版之碩士論文。黃雯蓉(2002)，組織特性與工作特性對員工創造力的影響 以行銷相關工作為例，成功大學企業管理研究所未出版之碩士論文。鄭伯壘(1995)，差序格局與華人組織行為，本土心理學研究，3，142-219。二、英文部分 Ambrose, S. (1999). Comrades. New York: Simon and Schuster. Albaugh, J. (2003). Keeping Nurses in Nursing: The Profession's Challenge for Today. Urologic Nursing, 23(3), 193-199. Alderfer, C. P. (1987). An Intergroup Perspective on Group

Dynamics. In J. Lorsch (Ed.), *Handbook of Organizational Behavior*. Englewood Cliffs, New Jersey: Prentice Hall.

Allen, T. (1977). *Managing the Flow of Technology*. Cambridge, Massachusetts: MIT Press.

Altman, I., & Taylor, D. A. (1973). *Social Penetration: The Development of Interpersonal Relationships*. New York: Holt, Rinehart and Winston.

Barley, S., & Kunda, G.. (2001). Bringing Work Back in. *Organization Science*, 12(1), 76-95.

Barney, J. B. (1985). Dimensions of Informal Social Network Structure: Toward a Contingency Theory of Informal Relations in Organizations. *Social Network*, 7(1), 1-46.

Berman, E. M., & West, J. P. (1998). Responsible Risk-Taking. *Public Administration Review*, 58(4), 346-352.

Berman, E. M., West, J. P., & Richter, M. N. (2002). Workplace Relations: Friendship Patterns and Consequences (According To Managers). *Public Administration Review*, 62(2), 217-230.

Blieszner, E., & Adams, R. (1992). *Adult Friendship*. Thousand Oaks, California: Sage Publications.

Boyd, N., & Taylor, R. (1998). A Developmental Approach to The Examination of Friendship In Leader-Follower Relationships. *Leadership Quarterly*, 9(1), 1-26.

Campell, J. P., Dunnette, M. D., Lawler, E. E., and Weick, K. E. Jr. (1970). *Managerial Behavior Performance and Effectiveness*. New York: McGraw-Hall.

Carlson, D.S., & Perrew, P.L. (1999). The Role of Social Support In The Stressor-Strain Relationship: An Examination Of Work-Family Conflict. *Journal of Management*, 25, 513-540.

Chu, C. I. (2001). Examining organizational citizenship behavior among nurses using Price and Muller ' s turnover model. Unpublished doctoral dissertation, University of Iowa.

Cumming, A & Oldham, G. R. (1997). Enhancing Creativity: Managing Work Contexts for the High Potential Employee. *California Management Review*, 40(1), 22-38.

Dansereau, F., Cashman, J., & Graen, G.. (1975). Instrumentality Predicting The Relationship of Leadership And Turnover Among Managers. *Organizational Behavior And Human Performance*, 10, 184-200.

Dienesch, R., & Liden, R. (1986). Leader-Member Exchange Model of Leadership: A Critique and Further Development. *Academy of Management Review*, 11, 618-634.

Dobel, J. P. (2001). Can Public Leaders Have Friends. *Public Integrity*, 3(2), 145-158.

Durham C. C., Knight D. ,& Locke E. A. (1997). Effects of Leader Role, Team-Set Goal Difficulty, Efficacy, and Tactics On Team Effectiveness. *Organizational Behavior and Human Decision Processes*, 72, 203-231.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades L. (2000). Reciprocation of Perceived Organizational Support. *Journal of Applied Psychology*, 2000, 42-51.

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

Felmlee, D. H. (1999). Social Norms in the Same-and Cross-Gender Friendships. *Social Psychology Quarterly*, 62(1), 53-67.

Fine, G. (1986). *Friendships in the Workplace*. In V. J. Derlega and B. A. Winstead, *Friendship and Social Interaction*. New York: Springer Verlag.

Frances, D. H., & Sandberg, W. R. (2000). Friendship Within Entrepreneurial Teams And Its Association With Team and Venture Performance. *Entrepreneurship Theory And Practice*, 25(2), 5-25.

Gagnon, M. A. & Michael, J. H. (2004). Outcomes of Perceived Supervisor Support for wood Production Employees. *Forest Products Journal*, 54(12), 172-177.

Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leadership- member exchange: correlates and construct issues. *Journal of Applied Psychology*, 82(6), 827-844.

Glaman, J. M., Jones, A. P., & Rozelle, R. M. (1996). The Effects of Co-Worker Similarity on the Emergence of Affect In Work Teams. *Group and Organization Management*, 21(2), 192-215.

Graen, G., & Cashman, J. F. (1975). A Role of Making Model In Formal Organizations: A Developmental Approach. In J. G. Hunet & L. L. Larson (Eds.), *Leadership Frontiers*. Kent, OH: Kent State Press.

Griffin, M. A., Patterson, M. G. & West, M. A. (2001). Job Satisfaction and Teamwork: the Role of Supervisor Support. *Journal of Organizational Behavior*, 22, 537-550.

Gurney, C. A., Mueller, C. W., & Price, J. L. (1997). Job Satisfaction and Organizational Attachment of Nurses Holding Doctoral Degrees. *Nursing Research*, 46(3), 163-171.

Hackman, J. R. & Lawler, E.E. (1971). Employee Reactions To Job Characteristic. *Journal of Applied Psychology* ,55, 259-286.

Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, 159-170.

Hallowell, E. M. (1999). *Connect*. New York: Pantheon Books.

Hays, R. B., (1985). A Longitudinal Study of Friendship Development. *Journal of Personality and Social Psychology*, 48(4), 909-924.

Hoppock, R. (1935). *Job Satisfaction*. New York: Harper and Row Inc.

House J. S. & Wells J. A. (1978). Occupational Stress, Social Support And Health. In *Reducing Occupational Stress, Proceedings of a Conference*. House, J. S. (1981). *Work Stress and Social Support*. MA:Addition-Wesley.

Hutchison, S. (1997). Perceived Organizational Support:Futher Evidence of Construct Validity. *Educational and Psychology Measurement*,57(6), 1052-1034.

Ibarra, H. (1992). Homophily and Differential Returns: Sex Differences In Network Structure and Access In An Advertising Firm. *Administrative Science Quarterly*, 37, 422-447.

Jehn, K. A., & Shah, P. P. (1997). Interpersonal Relationships And Task Performance: An Examination of Mediating Processes In Friendship and Acquaintance Groups. *Journal of Personality Social Psychology*, 72(4), 775-790.

Kets De Vries, F. R., & Balazs, K. (1999). Transforming the Mind-Set of the Organization. *Administration and Society*, 30(6), 640-676.

Kottke, J. L., & Sahrainski, C. (1988). Measurement Perceived Supervisor Support and Organizational Support. *Educational and Psychology Measurement*, 48, 1075-1079.

Krackhardt, D., & Stern, R. N. (1988). Informal Network and Organ-izational Crises: An Experimental Simulation. *Social Psychol-Ogy Quarterly*, 51(2), 123-140.

Krackhardt, D., & Kilduff, M. (1999). Whether Close or Far: Social Distance Effects on Perceived Balance In Friendship Networks. *Journal of Personality and Social Psychology*, 76(5), 770-782.

Kram, K. E., & Isabella, L. A. (1985). Mentoring Alternatives: The Role of Peer Relationships In Career Development. *Academy of Management Journal*, 28(1), 110-132.

Kruger, Louis J, Bernstein, Garrett, Botman, & Harvey. (1995). The Relationship Between Team Friendships And Burnout Among Residential Counselors. *The Journal of Social Psychology*, 135(2), 191-201.

Liden, R. C., Wayne, S. J., & Stillwell, D. (1993). Ultdimensionality of Leader-Member Exchange: An Empirical Assessment Through Scale Development. *Journal of Management*, 24, 43-72.

Liden, R. C., Sparrowe, R. T. & Wayne, S. J. (1997). Leader-member Exchange Theory: the past and potential for the future. *Personnel and Human Resources Management*, 15, 47-119.

Lu, L. (1999). Work Motivation, Job Stress and Employees ' Well-Being. *Journal of Applied Management*, 8(1), 61-73.

Lynch, P. D., Eisenberger, R. & Armeli, S. (1999). Perceived Organizational Support : nferior Versus Superior Performance by Wary Employees. *Journal of Applied Psychology*, 84(4), 467-483.

Markiewicz, D., Devine, I., & Kausilas, D. (2000). Friendships of Women and Men at Work Job Satisfaction and Resource Implications. *Journal of*

Management Psychology, 15(2), 161-184. Marsden, P. V. (1988). Homogeneity In Confiding Relations. *Social Networks*, 10(1), 57-76. Mayo, E., (1933). *The Human Problems of an Industrial Civilization*. New York: Macmillan. Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does Perceived Organizational Support Mediate The Relationship Between Procedural Justice and Organizational Citizenship Behavior? *Academy of Management Journal*, 41, 351-357. Nielsen, I. K., Jex, S. M., & Adams, G. A. (2000). Development and Validation of Scores on a Two-Dimensional Workplace Friendship Scale. *Educational and Psychological Measurement*, 60(4), 628-643. Perry C., Cavaye A., & Coote L. (2002). Technical and Social Bonds Within Business-To-Business Relationships. *Journal of Business And Industrial Marketing*, 17(1), 75. Pulakos, F. D., & Wexley, K. N. (1983). Actual Similarity, Sex, and Performance Ratings in Manager-Subordinate Dyads. *Academy of Management Journal*, 26(1), 129-139. Rawllins, W. K. (1992). *Friendships Matters: Communication, Dialectics, and the Life Cours*. New York: Aldine De Gruyter. Ribelin, P. J. (2003). Retention reflects leadership style. *Nursing Management*, 34(8), 18-19. Riordan, C. M., & Griffeth, R. W. (1995). The Opportunity for Friendship in the Workplace: An Underexplored Construct. *Journal of Business and Psychology*, 10(2), 141-154. Robbins, S. P. (1996). *Organizational Behavior: Concepts, Controversies and Applications* (7th ed.). Englewood Cliffs, N. J.: Prentice-Hall International Inc. Scandura, T. A., Graen, G. B. & Novak, M. A. (1986). When Managers Decide not to Decide Autocratically: Leader-Member Exchange and Decision Influence. *Journal of Applied Psychology*, 71, 250-256. Scott, K. D., & Taylor, G. S. (1985). An Examination of Conflicting Findings on The Relationship Between Job Satisfaction And Absenteeism: A Meta-Analysis. *Academy of Management Journal*, 28(3), 599-612. Shadur, M., & Kienzle, R. (1999). The Relationship Between Organization Climate and Employee Perceptions of Involvement. *Group and Organization Management*, 24(4), 479-504. Shore, L. M. & Wayne, S. J. (1993). Commitment and Employee Behavior: Comparison of Affective Commitment and Continuance Commitment With Perceived Organizational Support. *Journal of Applied Psychology*, 78, 774-780. Shumaker, S. A. & Brownell, A. (1984). Toward A Theory of Social Support: Closing Conceptual Gaps. *Journal of Social Issues*, 40(4), 11-36. Sias, P. M., & Cahill, D. J. (1998). From Coworkers to Friends: The Development of Peer Friendships in the Workplace. *Western Journal of Communication*, 62(3), 273-299. Sias, P. M., Smith, G. & Avdeyeva, T. (2003). Sex and Sex-Composition Differences and Similarities In Peer Workplace Friendship Development. *Communication Studies*, 54(3), 322. Skarlicki, D. P., & Folger, R. (1997). Retaliation In The Workplace: The Roles of Distributive, Procedural, and Interactional Justice. *Journal Of Applied Psychology*, 82, 434-443. Smith, P. C., Kendell, L. M., & Hulin, C. L. (1969). *Measurement of Satisfaction Inwork & Retirement*. Chicago: Rand McNally. Spector, Paul E. (1997). *Job Satisfaction: Application, Assessment And Consequences*. Thousand Oaks, CA: Sage. Tajfel, H., & Turner, J. C. (1986). The Social Identity Theory of Intergroup Behaviour. In S. Worchel and W. G. Austin (Eds.), *Psychology of Intergroup Relations*. Chicago: Nelson-Hall. Turban, D. B., & Jones, A. P. (1988). Superior- Subordinate Similarity: Types, Effects, and Mechanisms. *Journal of Applied Psychology*, 73(1), 228-234. Turner, A. N., & Lawrence, P. R. (1965). *Industrial Job and the Worker*. Unpublished master 's thesis, Uviversity of Harvard, Boston. Tsui, A. S., & O'Reilly, C. A. (1989). Beyond Simple Demographic Effects: The Importance of Relational Demography In Superior-Subordinate Dyad. *Academy of Management Journal*, 32(2), 402-423. Tsui, A. S., Terri D. E., & O'Reilly, C. A. (1992). Being Different: Relational Demography and Organizational Attachment. *Administrative Science Quarterly*, 37, 549-579. Van Wart, M., & Berman, E. (1999). Contemporary Public Sector Pro-Ductivity Values. *Public Productivity and Management Review*, 22(3), 326-347. Vardi, Y. & Winner, Y. (1996). Misbehavior In Organizations: A Motivational Framework. *Organizational Science*, 7, 151-165. Vroom, V., (1964). *Work and Motivationa*. New York: John Wiley and Sons. Wayne, S. J., Liden, R. C., Graf, I. K., & Ferris, G. R. (1997). The Role of Upward Influence Tactics in Human Resource Decision. *Personnel Psychology*, 50, 979-1006. West, J. P., & Berman, E. (1997). *Administrative Creativity In Local Government*. *Public Productivity and Management Review*, 20(4), 446-458. Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual For The Minnesota Satisfaction Questionnaire*. Minnesota Studies on Vocational Rehabilitation, Minneapolis: University Of Minnesota, Industrial Relations Center, Work Adjustment Project. Wright, P. H. (1978). Toward A Theory of Friendship Based on A Con-Ception of Self. *Human Communication Research*, 4(3), 196-207. Yoon J., & Thye, S. (2000). Supervisor Support In The Work Place: Legitimacy and Positive Affectivity. *Journal of Social Psychology*, 140(3), 295-316. Youngjoon, S., Jongwook, K., & Price, J. L. (2004). The Determinants of Job Satisfaction Among Hospital Nurses: a Model Estimation in Korea. *International. Journal of Nursing studies*, 41, 437-446. Zhou, J., & Jennier, M. G.. (1999). When Job Dissatisfaction Leads To Creativity: Encouraging The Express of Voice. *Academy of Management Journal*, 44(4), 682-696.