

授權賦能領導與團隊績效：知識分享與團隊凝聚力之中介效果

張祐瑄、童惠玲

E-mail: 9707883@mail.dyu.edu.tw

摘要

組織不同的投入與過程，便有不同的產出結果。本研究主要參考IPO團隊運作模式，探討知識分享與團隊凝聚力在授權賦能領導與團隊績效之間的中介效果。經蒐集某速食連鎖餐廳其中70個分店的高階管理團隊資料，以相關及線性結構方程式檢定各假說路徑關係，結果發現，授權賦能領導與團隊績效之間並未有直接顯著正向影響，而知識分享與團隊凝聚力則對團隊績效均有顯著正向影響，並且在授權領導與團隊績效兩者之間扮演著中介的效果。可見成員相互依賴的工作過程，將有價值的與團隊任務有關的知識分享給其他成員，會進一步影響團隊績效。而且藉由情感或意識上的聯結的團隊凝聚力，包含士氣與成員參與動機，共同努力的合作結果，亦能影響團隊績效。最高管理階層應關注團隊和績效之間的關係，透過此富有彈性的工作單位，分享訊息與權力，合作性的決策過程，並提升成員對團隊的認同感，使個人角色和行為上朝向組織目標而努力，可對組織績效產生正面作用。

關鍵詞：授權賦能領導(empowerment leadership)，團隊績效(team performance)，知識分享(knowledge sharing)，團隊凝聚力(team cohesion)

目錄

內容目錄 中文摘要	iii	英文摘要	iii
iv 誌謝辭		v 內容目錄	
vii 表目錄		ix 圖目錄	
xi 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究目的與問題	3	第二章 文獻探討	3
5 第一節 團隊績效	5	第二節 授權賦能	5
12 第三節 知識分享	17	第四節 團隊凝聚力	17
22 第三章 研究方法	29	第一節 研究架構	29
29 第二節 研究假設	30	第三節 研究對象與受訪方式	30
30 第四節 研究變項與測量工具	31	第五節 資料分析與統計方法	36
36 第四章 資料分析與發現	40	第一節 描述性統計分析	40
40 第二節 差異分析	41	第二節 信度與效度分析	51
51 第四節 整體衡量模式分析	61	第五節 假設驗證	70
70 第五節 假設驗證	70	第六節 中介效果驗證	72
72 第五章 結論與建議	78	第一節 結論	78
78 第二節 建議	84	參考文獻	84
87 附錄A 預測問卷	106	附錄B 正式問卷	106
108			

參考文獻

參考文獻 一、中文文獻 Davenport, T. H., & Prusak, L. (1999), 知識管理:企業組織如何有效運用知識(胡瑋珊譯), 台北, 中國生產力中心, (原文於1998年出版)。吳明隆, 涂金堂(2006), SPSS與統計應用分析, 台北:五南。吳麗敏, 洪志秀, 陳彰惠(2006), 授權賦能於組織之運用, 護理雜誌, 53(6)。李弘暉, 鍾麗英(1999), 團隊運作過程對團隊績效影響之研究, 人力資源學報, 11, 1-30。李茂能(2006), 結構方程模式軟體Amos之簡介及其在測驗編制上之應用, 台北:心理。沈介文, 陳月娥, 周毓敏, 陳銘嘉(2005), 以團隊歷程觀點探討團隊結構與績效之關聯 - 以團隊信任為中介變項, 人力資源管理學報, 5(3), 075-090。沈其泰, 黃敏萍, 鄭伯壘(2004), 團隊共享心智模式與知識分享行為 - 成員性格特質與性格相似性的調節效果, 管理學報, 21(5), 553-570。汪美香, 楊棠堯, 吳朝森(2006), 資訊系統開發團隊成員之自效能、團隊互動、團隊信任對團隊效能之影響:知識分享之中介效果, 台大管理論叢, 16(2), 73-100。林仁彬, 徐欽賢(2006), 大專男子籃球教練領導與凝聚力之研究, 運動休閒管理學報, 3(1), 156-162。林公孚(2006), 績效衡量指標之意涵及範圍, 品質管理月刊, 12(3), 31-32。林尚平(2001), 購併運作認知、企業文化及人力資源管理系統差異對購併後組織效能影響之研究, 勞資關係論叢, 10, 103-131。林建煌(2003), 策略管理, 台北:智勝, 271-278。林彥如, 陳祐蓉, 曾雯琦, 周桂如(2007), 團體凝聚力的概念分

析, 護理雜誌, 54(5), 82-87。林詩穎, 張秀華, 周惠文(2007), 團隊多元性及團隊衝突對團隊績效的影響, 電子商務學報, 9(2), 353-376。林鈺琴, 蕭淑月(2005), 社會支持、信任、關係品質與組織知識分享行為之關係研究, 商管科技季刊, 6(3), 373-400。林鈺琴, 彭台光(2006), 多層次管理研究: 分析層次的概念、理論和方法, 管理學報, 23(6), 649-675。邱秀霞, 盧俊宏(2004), 運動員主客觀成敗對其歸因差異之研究 - 以九十學年度大專運動會桌球賽選手為例, 大專體育學刊, 4(6), 55-65。邱淑妙(2006), 團隊人格特質、轉換型領導與團隊效能之探討—團員凝聚力之角色, 國立中山大學人力資源管理研究所未出版之碩士論文。邱雅萍, 郭美資, 莊文隆(1996), 組織內知識分享意願影響因素之研究 - 以高中職導師為例, 企業管理學報, 69, 97-134。馬家媛(2003), 員工授權賦能的認知對其工作態度之影響, 國立中山大學人力資源管理研究所未出版之碩士論文。張志成, 蔡守浦, 賴正全(2003), 團隊凝聚力影響之研究, 台灣運動心理學報, 33-45。張淑玲(2002), 團隊領導、團隊價值觀對團隊效能之影響, 國立中山大學人力資源管理研究所未出版之碩士論文。張麗春, 李怡娟(2004), 賦權概念分析, 護理雜誌, 51(2)。張耀宗, 楊仁壽(2004), 事業發展歷程中研發團隊領導者對HRM專業知能需求及HRM部門扮演角色之探討 - 以IC設計公司為個案分析, 科技整合管理國際研討會, 1035-1054。許芳銘, 張志舜(2006), 與解決問題有關的知識分享互動模式 - 以認知觀點, Chiao Da Management Review, 26(2), 187-214。陳玄愷, 楊仁壽(2004), 高績效業務團隊導入關鍵因素之探討 - 以台灣某外商醫藥物流公司為例, 第10屆全國品質管理研討會論文集, D3-8, 85-98。陳長明, 廖運榮(2002), 競爭與合作對團隊凝聚力的影響, 大專體育報, 59, 101-107。陳瑞, 周桂如(2003), 團隊凝聚力, 慈濟護理雜誌, 1, 154。陳瓊茶(2005), 凝聚力與運動表現的關係探討, 大專體育報, 78, 33-45。彭台光, 高月慈, 林鈺琴(2006), 管理研究中的共同方法變異: 問題本質、影響、測試和補救, 管理學報, 23(1), 77-98。曾勤媛, 蘇慧芳, 謝碧晴(2005), 領導型態與團體效能相關性探討: 以大台北地區醫院品管圈為例, 台灣衛誌, 24(3), 23-35。黃品全(2005), 轉型交易領導對心理賦能及服務導向公民行為之影響: 模式建立及全職、部分工時人員比較分析, 觀光管理學報, 11(3), 233-258。黃家齊(2006), 團隊成員人格特質對知識分享及創新績效之影響 - 個人與團隊層次分析, 管理學報, 23(2), 149-170。黃家齊, 黃荷婷(2004), 團隊成員目標導向對於自我與集體效能及創新之影響 - 一個多層次研究, 科技整合管理國際研討會, 991-1012。黃敏萍(2000), 跨功能任務團隊之結構與效能 - 任務特性與社會系絡之影響, 國立台灣大學商學研究所未出版之博士論文。黃寶雀(2001,4), 團隊凝聚力對運動團隊的影響, 大專體育報, 53, 92-98。楊文山(1997), 社會科學計量方法發展與應用, 台北: 中研院。楊濱燦(2000), 團隊成員間之衝突、領導與部屬交換關係與組織公民行為研究 - 以百貨公司銷售人員為例, 企業管理學報, 46, 1-32。廖述賢, 費吳琛, 王儀雯(2006), 信任關係、工作滿足與知識分享關聯性之研究, 人力資源管理學報, 6(3), 23-44。廖述賢, 費吳琛, 陳志強(2006), 知識分享、吸收能力與創新能力關聯性研究 - 以台灣知識密集型產業為例, 人力資源管理學報, 6(2), 1-21。黎士群(1999), 組織公平、信任與知識分享行為之關係 - 以Unix系統管理員為例, 銘傳大學管理科學研究所未出版之碩士論文。賴珊珊(2004), 運動員滿意度、團隊支持對團隊承諾、團隊凝聚力、離隊傾向及練習表現之影響: 以大專乙組游泳選手為例, 大專體育學刊報, 6(2), 119-130。羅世輝, 湯雅文(2003), 內外控人格特質與授權賦能認知對工作滿足之影響 - 以金融保險業為例, 人力資源管理學報, 3(1), 1-19。嚴秀茹, 林育理, 戴淑賢(2004), 服務氣候對服務導向公民行為之影響歷程探討 - 心理授權與角色界定之中介模式, 管理評論, 23(1), 25-48。

二、英文文獻 Abramson, L. Y., Seligman, M. E. P., & Teasdale, J. P. (1978). Learned helplessness in humans: Critique and reformulation. *Journal of Abnormal Psychology*, 87, 49-74. Amy, E. (1999). Psychological safety and leaning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350-383. Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423. Antonuccio, D. O., Davis, C., Lewinsohn, P. M., & Breckenridge, J. S. (1987). Therapist variables related to cohesiveness in a group treatment for depression. *Small Group Behavior*, 18(4), 557-564. Argote, L. (1999). *Organizational learning: Creation, retaining and transferring knowledge*. Kluwer: Academic Publishers. Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21, 249-269. Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of Academy of Marketing Science*, 16(1), 74-94. Barner, R. (1994). Enablmnt: The key to empowerment. *Training and Development Journal*, 6, 33-36. Beer, M., & Eisenstat, R. A. (1996). Developing an organization capable of implementing strategy and learning. *Human Relations*, 49(5), 597-619. Bishop, J. W., & Scott, K. D. (2000). An examination of organizational and team Commitment in a self-directed team environment. *Journal of Applied Psychology*, 85(3), 439. Black, J. S., & Poter, L. W. (2000). *Management-meeting new challenges*. New York: Prentice Hall, 294-319. Blies, P. D. (2000). Within-group agreement, non-independence, and reliability: Implications for data aggregation and analysis. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, rese- arch, and methods in organizations: Foundations, extensions, and new directions*. San Francisco: Jossey-Bass, 349-381. Bollen, K. A., & Hoyle, R. H. (1990). Perceived cohesion. *Social Forces*, 69(2), 479-504. Bowen, D. E., & Lawler, E. E. (1992). The empowerment of service and when. *Sloan Management Review*, 33(3), 31-39. Buchholz, S., Roth, T., & Hess, K. (1987). *Creating the high- performance team*. New York: John Wiley & Sons. Bundmun, S. H., Soldz, S., Demby, A., Davis, M., & Merry, J. (1993). What is cohesiveness? *Small Group Research*, 24(2), 199-216. Campion, M. A., Medsker, G. A., & Higgs, A. C. (1993). Relations between work group characteristics & effectiveness: implication for designing effective work group. *Personnel Psychology*, 46(4), 823-850. Carron, A. V., & Brawley, L. R. (1985). The development to assess cohesion in sport teams. *Journal of Sport Psychology*, 7, 244-266. Carron, A. V., Hausenblas, H. A., & Mack, D. (1998). Social influence & exercise: A meta-analysis. *Journal of Sport & Exercise Psychology*, 18(1), 1-16. Cartwright, D. (1968). The nature of group cohesiveness. In D. Cartwright and A. Zander(Eds.), *Group dynamics: Research and theory* (3rd ed.). London: Tavistock. Cohen, M. D., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning & innovation. *Administrative Science Quarterly*, 35, 128-152. Cohen, W. B., & Bailey, D. E. (1997). What make team work: Group effectiveness research from the shop floor to the executive suite. *Journal of Management*, 23, 239-290. Conger, J. A. (1989). Leadership: The art of empowerment others. *The Academy of Management Executive*, 11(1), 17-24. Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory &

practice. *Academy of Management Review*, 13, 471-482. Cota, A. A., Longman, S. R., Evans, C. R., & Dion, K. L. (1995). Using & misusing factor analysis to explore group cohesion. *Journal of Clinical Psychology*, 51(2), 308-316. Davenport, T. H., & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Harvard Business School Press. Dreher, S., Burlingame, G., & Fuhriman, A. (1985). Cohesion an odyssey in empirical understanding. *Small Group Behavior*, 16(1), 3-30. Dreu, C. K., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology*, 88(4), 741-749. Druskat, V. U., & Wheeler, J. V. (2003). Managing from the boundary: The effective leadership of self-managing work teams. *Academy of Management Journal*, 46, 435-457. Edmondson, A. (1999). Psychology safety and leaning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350-383. Festinger, L., Schachter, S., & Back, K. (1950). *Social pressures in informal groups: A study of human factors in housing*. New York: John Wiley & Sons. Forsyth, D. L. (1983). *An introduction to group dynamics*. California: Brooks-Cole. Fritz, M. (1962). The production and distribution of knowledge in the United State. Princeton: Univ press. George, J. M. (1990). Personality, affect, and behavior in groups. *Journal of Applied Psychology*, 75, 107-116. Gibson, C. B. (1999). Do they do what they believe they can? Group efficacy and group effectiveness across tasks and cultures. *Academy of Management Journal*, 42, 138-152. Gladstein, D. L. (1984). Groups in context: A model of task group effectiveness. *Administrative Science Quarterly*, 29(4), 499-517. Hackman, J. R. (1987). The design of work teams. In J. Lorch (Ed.), *Handbook of Organizational behavior*. Englewood Cliffs, New Jersey: Prentice-Hall, 315-342. Hackman, J. R. (1983). A normative model of work team effectiveness. Connecticut: Yale University. Hendriks, P. (1999). Why share knowledge? The influence of ICT on motivation for knowledge sharing. *Knowledge and Process Management*, 6(2), 91-100. James, L. R. (1982). Aggregation bias in estimates of perceptual agreement. *Journal of Applied Psychology*, 67, 219-229. Jewell, L. N., & Reitz, H. J. (1981). *Group effectiveness in organizations*. Illinois: Foresman & Company. Katzenbach, J. R., & Smith, D. K. (1993). The discipline of teams. *Harvard Business Review*, 1, 11-20. Katzenbach, J. R., & Smith, D. K. (2003). *The wisdom of teams: creating the high-performance*. Harper Business Essentials. Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents & consequences of team empowerment. *Academy of Management Journal*, 42(1), 113-119. Kirkman, B. L., & Rosen, B. (1997). A model of work team empowerment. In R. W. Woodman & W. A. Pasmore (Eds.), *Research in organizational change and development*, 10. Greenwich, Connecticut: JAI Press, 131-167. Klakovich, M. (1995). Development & psychometric evaluation of the reciprocal empowerment scale. *Journal of Nursing Measurement*, 3(2), 127-143. Latham, G. P., Winters, D. C., & Locke, E. A. (1994). Cognitive and motivational effects of participation: A mediator study. *Journal of Organizational Behavior*, 15, 49-63. Lawis, J. D., & Weight, A. (1985). Trust as a social reality. *Social Force*, 63(4), 967-985. Lawler III, E. E., Mohrman, S. A., & Ledford, G. E. (1995). *Creating high performance organizations: Practices & results of employee involvement & total quality management in fortune 1000 companies*. San Francisco: Jossey-Bass. Lewis, J. P. (1993). *How to build and manage a winning project team*. New York: America Management Association. Lewis, K. (1999). The impact of interpersonal relationships and knowledge exchange on group performance: A field study of consulting project teams. Unpublished doctoral 29 dissertation, University of Maryland, College Park. Littlepage, G. E., Cowart, L., & Kerr, B. (1989). Relationships between group environment scales and group and cohesion. *Small Group Behavior*, 20(1), 50-61. Locke, A. E., Alavi, M., & Wagner, J. (1997). Participation in decision making: An information exchange perspective. In G. R. Ferris (Ed.), *Research in Personnel and Human Resource Management*, 15. Greenwich, Connecticut: JAI Press, 293-331. Marks, M. A., Zaccaro, S. J., & Mathieu, J. E. (2001). Performance implications of leader briefings & team-interaction training for team adaptation to novel environment. *Journal of Applied Psychology*, 85(6), 971-986. McGrath, J. D. (1984). *Groups: Interaction & performance*. Englewood Cliffs, New Jersey: Prentice-Hall. Mohrman, F., & Mohrman, M. (2003). An empirical model of the organization knowledge system in new product development firms. *Journal of Engineering and Technology Management*, 20(1), 7-38. Mohrman, A. M., Mohrman, S. A., & Lawler, E. E. (1992). *The performance management of teams, performance measurement evaluation incentives*. Boston, Massachusetts: Harvard Business School Press. Mullen, B., & Copper, C. (1994). The relation between group cohesiveness and performance: An integration. *Psychological Bulletin*, 115, 210-227. Nieva, V. F., Fleishman, E. A., & Rieck, A. (1978). *Team dimensions: Their identity, their measurement, and their relationship*. Washington, District of Columbia: Advanced Research Resources Organizations. Nonaka, I., & Takeuchi, H. (1995). *The Knowledge-Creating Company*. Oxford University Press. Nunnally, J. C. (1978). *Psychometric theory*. New York: McGraw-Hill. Peccei, R., & Rosenthal, P. (2001). Delivering customer-oriented behaviour through empowerment: An empirical test of HRM assumptions. *Journal of Management Studies*, 38(6), 831-857. Polanyi, M. (1996). *The tacit dimension*. London: Routledge & Kegan Paul. Roark, A. E., & Sharah, H. S. (1989). Factors related to group cohesiveness. *Small Group Behavior*, 20(1), 62-69. Robbins, S. P. (2001). *Organizational behavior* (9th ed.). New Jersey: Prentice-Hall Inc. Salas, E., Dickinson, T. L., Converse, S. A., & Tannenbaum, S. I. (1992). Toward an understanding of team performance and training. In R. W. Swezey & E. Salas (Eds.), *Teams: Their training and performance*. Norwood, New Jersey: Ablex, 3-29. Senge, P. (1997). Sharing knowledge. *Executive Excellence*, 15, 11-12. Shaw, M. E. (1981). *Group dynamics: the psychology of small group behavior*. New York: McGraw-Hill. Shonk, J. H. (1982). *Working in teams: A practical manual for improving work*. New York: Amacom. Show, M. E. (1976). *Group dynamics: The psychology of small group behavior* (2nd ed.). New York: McGraw-Hill. Show, M. E. (1981). *Group dynamics: The psychology of small group behavior* (3rd ed.). New York: McGraw-Hill. Sigler, T. H., & Pearson, C. M. (2000). Creating an empowering culture: Examining the relationship between organization culture and perceptions of empowerment. *Journal of Quality Management*, 5, 27-52. Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement & validation. *Academy of Management Journal*, 38(5), 1442-1465. Spreitzer, G. M., & Doneson, D. (2005). Musings on the past and future of employee empowerment. Forthcoming in 2005 in the *Handbook of Organizational Development* (edited by Tom Cummings). Thousand Oaks: Sage. Srivastava, A., Bartol, K. M., & Locke, E. A. (2006). Empowering leadership in

management teams: effects on Knowledge sharing, efficacy, and performance. *Academy of Management Journal*, 49(6), 1239-1251. Stasser, G., & Titus, W. (1985). Pooling of unshared information in group decision making: Biased information sampling during discussion. *Journal of Personality and Social Psychology*, 48, 1467-1478. Stewart, G. L., & Barrick, M. R. (2000). Team structure & performance. Assessing the mediating role of intrateam process & the moderating role of task type. *Academy of Management Journal*, 43(2), 135-148. Stewart, T. A. (1997). Intellectual capital: The new wealth of organizations. Bantam: Doubleday Dell Publishing Group Inc. Stockton, R., Rohde, R. I., & Haughey, J. (1992). The effects of structure group exercises on cohesion, engagement, avoidance, & conflict. *Small Group Research*, 23(2), 155-168. Sveiby, K. E. (1997). The new organizational wealth: Managing and measuring knowledge-based assets. *Technology Education*, 10(2). Berrett-Koehler Publishers, Inc., 41-56. Thomas, K. W. (1992). Conflict & negotiation process in organizations. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial & organizational psychology*. California: Consulting Psychologists Press, 651-717. Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An interpretive model of intrinsic task motivation. *Academy of Management Review*, 15(4), 666-681. Ulrich, D., & Lake, D., (1990). Organizational capability: Competing from the inside/out. New York: Wiley. Ulrich, D., Brockbank, W., Yeung, A. K., & Lake, D. G. (1995). Human resource competencies: An empirical assessment. *Human Resource Management*, 34(4), 473-495. Wallerstein, N. (1992). Powerlessness, empowerment & health: Implication for health promotion programmes. *American Journal of Health Promotion*, 6(3), 197-205. Wallerstein, N., & Bernstein, E. (1994). Introduction to community empowerment. participatory education & health. *Health Education Quarterly*, 21(2), 141-148. Wellins, R. S., Byham, W. C., & Wilson, J. M. (1991). *Empowered teams: Creating self-directed work groups that improve quality, productivity, and participation*. San Francisco: Jossey-Bass. Wright, N., & Drewery, G. (2002). Cohesion among culturally heterogeneous group. *Journal of American Academy of Business*, 9, 112-124. Wright, T. L., & Duncan, D. (1986). Attraction to group, group cohesiveness & individual outcome. *Small Group Behavior*, 17(4), 487-492. Yalom, I. D. (1995). *The theory & practice of group psychotherapy* (4th ed.). New York, Basic Books: A Division of Harper Collins Publishers, Inc. Zimmerman, M. A. (1990). Taking aim on empowerment research: On the distinction between individual and psychological conceptions. *American Journal of Community Psychology*, 18, 169- 177. Zimmerman, M. A., & Rappaport, J. (1998). Citizen participation, perceived control, & psychological empowerment. *American Journal of Community Psychology*, 16, 725-750.