

The Relationship between Role Ambiguity, Job Satisfaction and Service Quality of International Tourist Hotel Employees

楊秋惠、陳建佑

E-mail: 9805458@mail.dyu.edu.tw

ABSTRACT

This study aimed to investigate the relationship among role ambiguity, job satisfaction and service quality. In this study, 300 questionnaires were mailed to 10 International Tourists Hotels, 221 of which were valid. For analyzing statistics we use descriptive analysis, reliability analysis, validity analysis, Pearson correlation analysis and Hierarchical Regression Analysis in this study. The findings of this study are as follows :

1. The higher the role ambiguity, the lower the job satisfaction.
2. The higher the job satisfaction , the higher the service quality.
3. The higher the role ambiguity, the lower the service quality.
4. Job Satisfaction is a Mediator between role Ambiguity and service quality.

Keywords : role ambiguity、 job satisfaction、 service quality

Table of Contents

中文摘要	iii
英文摘要	iv
誌謝辭	v
內容目錄	vi
表目錄	viii
圖目錄	ix
第一章 緒論	1
1	
第一節 研究問題與背景	1
第二節 研究目的	
4	
第二章 文獻探討	5
第一節 國際觀光飯店	5
第二節 角色模糊	11
第三節 工作滿意度	15
第四節 服務品質	23
第三章 研究方法	30
第一節 研究架構	30
第二節 研究假設	31
第三節 研究變數操作型定義	33
第四節 問卷衡量	34
第五節 研究對象及資料收集	37
第六節 資料收析方法	38
第四章 實驗結果分析	40
第一節 研究對象特性及分佈	40
第二節 信度、效度分析	41
第三節 各變項之描述性統計及相關分析	42
第四節 階層迴歸分析	47
第五章 結論與建議	52
第一節 研究結論	52
第二節 研究限制及建議	54

第三節 研究結果之應用	56
參考文獻	58
附錄A 研究問卷	71
表目錄	
表 2-1 國際觀光飯店彙整表	11
表 2-2 各家學者角色模糊原因整理	13
表 2-3 工作滿意?定義相關文獻	16
表 2-4 服務品質的十個構面表	27
表 2-5 服務品質的五個構面表	28
表 3-1 角色模糊?表構面與衡?項目	34
表 3-2 工作滿意度?表構面與衡?項目	35
表 3-3 服務品質?表構面與衡?項目	36
表 4-1 樣本特徵顯示結果	40
表 4-2 研究工具之信度結果	42
表 4-3 角色模糊量表得分分佈情形	43
表 4-4 工作滿意度量表得分分佈情形	44
表 4-5 服務品質量表得分分佈情形	45
表 4-6 各變項間皮爾森積差相關分析	46
表 4-7 角色模糊、工作滿意迴歸分析表	48
表 4-8 工作滿意度、服務品質迴歸分析表	49
表 4-9 角色模糊、服務品質迴歸分析表	49
表 4-10 角色模糊、工作滿意度與服務品質迴歸分析表	50
表 5-1 研究假設驗證結果	52
圖目錄	
圖 2-1 工作滿意度的前因及後果變項	20
圖 3-1 研究架構圖	30

REFERENCES

- 一、中文部份王青?(1985), 組織溝通、決策?與、個人特質、角色壓?與工作態?之關係, 國?政治大學心?學研究所未出版之碩士?文。王昱鈞(2001), 被購併企業員工角色壓?之成因與結果, 私立東海大學企業管?所未出版之碩士?文。李欽明(1998), 旅館客房管理實務, 臺北:揚智文化。阮承宗(1994), 我國國際連鎖旅館人力資源管理之研究, 私立中國文化大學觀光事業研究所未出版之碩士論文。呂永祥(1999), 旅館管理(上冊), 台北:桂魯。呂慧貞(2005), 臨床助理的角色壓力與工作滿意度之相關研究 - 以高高屏地區為例, 私立義守大學管理研究所未出版之碩士論文。余海生(1987), 我國觀光管行銷策略之研究, 私立中原大學企業管理研究所未出版之碩士論文。邱皓政(2000), 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。林政佑(2002), 從正面情緒達與工作滿意度之觀點探討組織氣候與服務品質關聯性之研究 - 以服飾零售業為例, 私立輔仁大學織品服裝研究所未出版之碩士論文。林惠玲, 陳正倉(2000), 應用統計學, 台北:雙葉。吳勉勤(1998), 旅館管理 - 理論與實務, 台北:揚智文化。吳翌菁(2000), 以SERVQUAL Model進行員工滿意度之調查研究 - 以某高科技公司為例, 私立中原大學工業工程研究所未出版碩士論文。吳靜吉, 潘養源, 丁興祥(1980), 內外控取向與工作滿意度及績效之關係, 國立政治大學學報, 41, 61-74。吳慧瑛(2007), 工讀生工作環境、工作滿意度與服務品質之相關研究 - 以大台北地區國際觀光旅館宴會廳與一般宴會廳為例, 私立輔仁大學餐旅管理學系未出版之碩士論文。?進忠(2003), 內部服務品質之研究, 國?台?科技大學生產系統工程與管?研究所未出版之碩士?文。陳建文(2004), 國民小學學校行政服務品質對教師工作滿意度影響之調查研究, 國立嘉義大學國民教育研究所未出版之碩士論文。許士軍(1977), 工作滿足個人特徵與組織氣候文獻檢討及實證研究, 國立政治大學學報, 35, 13-56。許士軍(1993), 管理學(10版), 台北:東華印書館。黃金梅(2005), 醫院護理人員之角色壓力, 工作滿足及領導型態與離職傾向之相關性研究 - 以南部某區域教學醫院為例, 私立南台科技大學高階主管企管碩士班未出版之碩士論文。張宮熊(2002), 休閒事業概?, 台?:揚智文化。張?英(2003), ??暨餐飲業人?資源管?。台?:揚智文化。張德銳(1990), 台?市國民中學?政人員所經?的角色衝突與角色?明確之研究, 新竹師範學院學報, 4, 61-89。張春興(1978), 工業化社會中人與工作的關係, 台灣師大學報, 23, 41-68。詹益政(1991), 現代旅館實務, 台北:品度出版公司。趙美?(1997), 國小已婚?教師工作特性知覺、角色壓?與其工作投入之關係, 國?新竹師範學院國民教育研究所未出版之碩士?文。劉信吾(2007), 組織與管理心理學, 台北:心理出版社。鄭怡婷(2006), 人資顧客服務代表的角色壓力與工作滿意、工作投入、留任意願之關聯 - 以知覺人力資源部門主管支持為調節變項, 國立中央大學人力資源管理研究所碩士在職專班未出版之碩士論文。潘富仁(2003), 督導?為、角色壓?任職績效關係之研究 - 以高高屏地區醫院為?, 國?中山大學人?資源管?研究所未出版之碩士?文。蕭富峰(1996), 影響服務品質關鍵因素之研究 - 服務要素服務力之觀點, 國立政治大學企業管理研究所未出版之碩士論文。黨宗元(1997), 角色壓?與工作產出關係之研究, 國?中興大學企業管?研究所未出版之碩士?文。蘇淑芬(2000), 社會工作員提供24小時保護服務之工作滿意度、工作負荷與服務品質研究, 國立高雄醫學大學行為科學研究所未出版之碩士論文。交通部觀光局(2008),

觀光統計[線上資料], 來源: <http://admin.taiwan.net.tw/i-ndexc.asp>[2008, April 28]。行政院主計處(2007), 薪資與生產力統計年報。台北: 行政院主計處。中華民國發展觀光條例, 第1章, 第2條, 第7項, 「觀光旅館業:指經營國際觀光旅館或一般觀光旅館, 對旅客提供住宿及相關服務之營利事業。」中華民國發展觀光條例, 第1章, 第2條, 第8項, 「旅館業:指觀光旅館業以外, 對旅客提供住宿、休息及其他經中央主管機關核定相關業務之營利事業。」中華民國發展觀光條例, 第1章, 第22條, 「觀光旅館業業務範圍如下:一、客房出租。二、附設餐飲、會議場所、休閒場所及商店之經營。三、其他經中央主管機關核准與觀光旅館有關之業務。」觀光旅館業管理規則, 第2條, 「觀光旅館業經營之觀光旅館分為國際觀光旅館及一般觀光旅館, 其建築及設備應符合觀光旅館建築及設備標準之規定。」

二、英文部分
Adams, J. S. (1963). Toward and understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422-436.
Albrecht, K., & Ron, Z. (2001). *Service America in The New Eco-nomic* (2nd ed.). New York: McGraw Hill College Div.
Alderfer, C. P. (1972). Existence, Relatedness and Growth: Human Needs is Organization Setting. New York: Free Press.
Arnett, D. B., Debra, A., & Laverie, C. M. (2002). Using job satisfaction and pride as internal marketing tools. *Cornell Hotel and Restaurant Administration Quarterly*, 43(2), 87-96.
Babin, B. J. & Boles, J. S. (1998). Employee Behavior in a Service Environment: A Model and Test of Potential Differences Between Men and Women. *Journal of Marketing*, 62(April), 77-91.
Baron, R. M., & Kenny, D. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
Behrman, D. N., & Perreault, W. D. (1984). A role stress model of the performance and satisfaction of industrial salespersons. *Journal of Marketing*, 48(4), 9-21.
Biddle, B. J. (1979). *Role Theory: Expectations, Identities, and Behaviors*. New York: Academic Press, Inc.
Boshoff, C., & Mels, G. (1995). A causal model to evaluate the relationships among supervision, role stress, organizational commitment and internal service quality. *The European Journal of Marketing*, 29(2), 23-42.
Brown, S. P., & Peterson, R. A. (1994). The Effect of Effort on Sales Performance and Job Satisfaction. *Journal of Marketing*, 58(2), 70-80.
Cherrington, D. J. (1989). *Organizational Behavior*. Boston: Allyn & Bacon.
Churchill, G. A., & Suprenant, C. (1982). An investigation into the determinants of customer satisfaction. *Journal of marketing Research*, 19(1), 491-504.
Darwish, A. Y. (2002). Job Satisfaction as a Mediator of the Relationship between Role Stressors and Organizational Commitment: A Study from an Arabic Cultural Perspective. *Journal of Managerial Psychology*, 17(4), 250-266.
Farrell, D. J. (1978). A Casual Model of Job Satisfaction. *Dissertation Abstracts International*, 1, 439-467.
Fry, L. W., Futrell, C. M., Parasuraman, A., & Chmielewski, M. A. (1986). An analysis of alternative causal models of salesperson role perceptions and work related attitudes. *Journal of Marketing Research*, 23, 153-163.
Garvin, D. A. (1983, September/October). Quality on the line. *Harvard Business Review*, 61(1), 65-73.
Ghiselli, R. F., La Lopa, J. M., & Billy, B. (2001). Job Satisfaction, Life Satisfaction, and Turnover Intent. *Cornell hotel and restaurant administration quarterly*, 42(2), 28-37.
Grean, G. (1976). Role-making processes within complex organization. In M. D. Dunnette (ed.), *Handbook of Industrial Organization Psychology*. Chicago: Rand McNally.
Gronroos, C. (1982). An Applied Service Marketing Theory. *European Journal of Marketing*, 16(7), 30-41.
Gronroos, C. (1984). A Service Quality Model and its Marketing Implications. *European Journal of Marketing*, 18(4), 36-44.
Gronroos, C. (1990). *Service Management and Marketing*. Massachusetts: Lexington.
Hackman, J. R., & Lawler, E. E. (1971). Employee reactions to job characteristics. *Journal of Applied Psychology*, 55(3), 256-286.
Hackman, J. R., & Oldham, G. R. (1975). Development of the Diagnostic Survey. *Journal of Applied Psychology*, 60(2), 159-170.
Hartline, M. D., & Ferrell, O. C. (1996). The management of customer contact service employees: An empirical investigation. *Journal of Marketing*, 60(10), 52-70.
Hellgren, J., & Sverke, M. (2001). Unionized employees' perceptions of role stress and fairness during organizational downsizing: Consequences for job satisfaction, union satisfaction and well-being. *Economic and Industrial Democracy*, 22(4), 543-567.
Hermon, P., & Niteck, D. A. (2001). Service quality: A concept not fully explored. *Library Trends*, 49(4), 687-708.
Herzberg, F. (1966). *Work and the nature of man*. New York: World Publishing Co.
Hoppock, R. (1935). *Job Satisfaction*. New York: Happer and Row.
Jex, S. M. (1998). *Stress and Job Performance*. London: Sage Publications.
Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: Wiley.
Kalleberg, L. E., & Loscocco, K. A. (1983). Aging, Value and Rewards: Explaining Age Differences in Job Satisfaction. *American Sociological Review*, 48, 78-90.
Lehinen, U., & Lehthen, J. R. (1982). Service Quality: A Study of Quality Dimensions. Paper of the Second World Marketing Congress. University of Stirling, Scotland.
Lehtinen, U. & Lenhtinen, J. R. (1984). Service Quality: A Study of Quality Dimensions. Unpublished working paper. Helsinki Service Management Institute, Finland.
Levitt, T. (1972). Production line approach to service. *Harvard Business Review*, 50(4), 41-52.
Lewis, B. R., & Mitchell, V. W. (1990). Defining and Measuring the Quality of Customer Service. *Marketing Intelligence and Planning*, 8(6), 11-17.
Locke, E. A. (1973). Satisfactory and Dissatisfactory among White Collar and Blue Collar Employees. *Administrative Science Quarterly*, 22, 57-75.
Locke, E. A. (1976). The nature and cause of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology*. Chicago: Rand McNally.
Lovelock, C. H. (1991). *Service Marketing* (2nd ed.). New Jersey: Prentice-Hall.
Martin, W. B. (1986). Defining what Quality Service is for you. *Cornell HRB Quality*, February, 32-38.
Michaels, R. E., Day, R. L., & Joachimsthaaler, E. A. (1987). Role stress among industrial buyers: an integrative model. *Journal of Marketing*, 51, 28-45.
Mittra, A. (1993). *Fundamentals of Quality Control and Improvement*. New York: Macmillan.
Nunnally, J. C. (1978) *Psychometric theory* (2nd ed.). New York: McGraw Hill.
Oliver, R. L. (1981). Measurement and Evaluation of Satisfaction Processes in Retailing Setting. *Journal of Retailing*, 57(3), 25-28.
Organ, D. W., & Bateman, T. (1986). *Organizational Behavior*(3rd ed.). Plano, Texas: Business Publication Co.
Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49(3), 41-50.
Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SWRVQUAL Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(Spring), 12-41.
Pavelky, J. (1991). Role conflict and role ambiguity in camp staff. *Camping Magazine*, 64(2), 2-21.
Porter, L. W., & Lawler, E. E. (1968). *Managerial Attitude and Performance*, Homewood. Illinois: Dorsey Press.
Price, J. H. (1972).

Handbook of organization measurement Lexington. District of Columbia: Health & Company, 156-157. Rhoads, G. K., Singh, J., & Goodell, P. W. (1994). The multiple dimensions and their impact upon psychological and behavioral outcomes of industrial salespeople. *Journal of Personal Selling & Sales Management*, 14(3), 1-24. Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organization. *Administrative Science Quarterly*, 15(2), 150-163. Robbins, S. P. (1989). *Organizational Behavior: Concepts controversies and application* (4th ed.). Englewood Cliffs, New Jersey: Prentice-Hall. Robbins, S. P. (1990). *Organization Theory*. New Jersey: Prentice-Hall. Sasser, W. E., Olsen, R. P., & Wyckoff, D. D. (1978). *Management of Service Operations: Text and Cases*. Boston: Allyn & Bacon. Schneider, B. (1980). The Service Organization: Climate is Crucial. *Organizational Dynamics*, 9(2), 52-65. Schneider, B., & Bowen, D. (1985). Employee and customer perceptions of service in bank: replication and extension. *Journal of Applied Psychology*, 70(3), 423-433. Schuler, R. S., Aldag, R. J. & Brief, A. P. (1977). Role conflict and ambiguity: a scale analysis. *Organizational Behavior and Human Performance*, 20(1), 111-128. Seachore, S. E., & Taber T. D. (1975). Job Satisfaction and their Correlation. *American Behavior and Scientist*, 18, 346-372. Sergeant, A., & Frenkel, S. (2000). When do customer contact employees satisfy customers. *Journal of Service Research*, 3(1), 18-34. Singh, J. (1993). Boundary role ambiguity in marketing-oriented positions: a multidimensional, multifaceted operationalization. *Journal of Marketing Research*, 57(April), 11-31. Smith, P. C., Kendall, L. J., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally. Spector, P. E. (1997). *Job Satisfaction*. California: Sage Publications. Steers, R. M. (1994). *Introduction to Organizational Behavior* (4th ed.). New York: Harper Collins Publishers Inc. Vroom, V. H. (1964). *Work and motivation*. New York: Wiley. Weiss, D. J., Davis, R. V., England, G. W., & Lofgurist, L. H. (1967). *Manual for the Minnesota satisfaction questionnaire*. Minneapolis: University of Minnesota. Williams, J. G. (1999). The impact of employee performance cues on guest loyalty, perceived value and service quality. *The Service Industries Journal*, 19(3), 97-118. Zeitham, V. A. (1988). Consumer Perceptions Of Price, Quality, and Value: A Means. *Journal of Marketing Chicago*, 52(3), 2-22.