

A Study of Multinational Corporation of the Relationships among Perceptions of Organizational Politics, Job Embeddedness

王意理、楊豐華

E-mail: 9805462@mail.dyu.edu.tw

ABSTRACT

Research have shown that the relationships between job-embeddedness perceptions of organizational politics, emotional exhaustion, personal accomplishment , and deper-sonalization has disturbance effect, researchers based on the research result , providing to Vietnam investors as example.

In this study, the organization of political self-perception variables to explore the organization of the political consciousness of the impact of job burnout and interference through the use of mosaic for variables in order to further clarify the relationship between two variables.

Samples of this study was established by Taiwan businessmen in Vietnam's shoe-making industry, targeting employees of a total of 50 questionnaires were issued to re-cover the forecast and full questionnaire forecast 600 questionnaires were returned and 50 were 466 formal questionnaire. The results showed that the organization of the political consciousness of the work of a significant positive impact on burnout, in addition, the organization of the mosaic work of the political perception of interference with the effects of job burnout as a significant and positive impact.

Keywords : perceptions of organizational politics、job-embeddedness、job burnout

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	xi
第一章 緒論	1
第一節 研究背景與動機	1
第二節 研究目的	3
第二章 文獻探討	4
第一節 組織政治知覺	4
第二節 工作倦怠	13
第三節 工作鑲嵌	16
第三章 研究方法	21
第一節 研究架構	21
第二節 操作性定義與衡量工具	22
第三節 研究假說	26
第四節 研究對象與抽樣方法	27
第五節 資料分析方法	28
第四章 資料分析	31
第一節 敘述性統計分析	32
第二節 信度與效度分析	35
第三節 差異分析	48
第四節 相關分析	50
第五節 層級迴歸分析	52
第五章 結論與建議	59
第一節 結論	59
第二節 管理與實務建議	60

第三節	研究限制	61
第四節	後續研究建議	61
參考文獻		62
附錄A	研究問卷	70
附錄B	研究問卷	75

表目錄

表 2- 1 組織政治知覺定義	5
表 2- 2 組織政治知覺與前因變項之關係	9
表 2- 3 組織政治知覺與後果變項之關係	12
表 2- 4 工作鑲嵌各構面之內涵	18
表 2- 5 工作鑲嵌各構面的建議作為	20
表 3- 1 工作鑲嵌之操作型定義	24
表 3- 2 適配層面工作鑲嵌量表題項	25
表 3- 3 連結層面工作鑲嵌量表題項	25
表 4- 1 問卷發放及回收情形	31
表 4- 2 樣本結構分析表(樣本466)	33
表 4- 3 員工組織政治知覺量表之驗證性因素分析	36
表 4- 4 情緒耗竭量表之驗證性因素分析	38
表 4- 5 去人性化量表之驗證性因素分析	39
表 4- 6 成就感低落量表之驗證性因素分析	40
表 4- 7 工作鑲嵌量表之驗證性因素分析	41
表 4- 8 員工組織政治知覺量表因素負荷量、t值、變異萃取及平均變異萃取量	43
表 4- 9 情緒耗竭量表因素負荷量、t值、變異萃取及平均變異萃取量	44
表 4-10 去人性化量表之因素負荷量、t值、變異萃取及平均變異萃取量	46
表 4-11 成就感低落量表之因素負荷量、t值、變異萃取及平均變異萃取量	47
表 4-12 員工組織政治知覺之ANOVA分析檢定表	48
表 4-13 情緒耗竭之ANOVA分析檢定表	49
表 4-14 成就感低落之ANOVA分析檢定表	49
表 4-15 去人性化之ANOVA分析檢定表	50
表 4-16 自變項、依變項與干擾變項相關係數表	51
表 4-17 工作鑲嵌對員工組織政治知覺與工作倦怠之影響分析表	52
表 4-18 工作鑲嵌與情緒耗竭關係之層級迴歸分析表	54
表 4-19 工作鑲嵌與成就關係之層級迴歸分析表	55
表 4-20 工作鑲嵌與去人性化關係之層級迴歸分析表	57
表 5- 1 本研究結果彙整表研究假設	59

圖目錄

圖 2-1 組織政治知覺模型	8
圖 2-2 工作倦怠形成階段	15
圖 3-1 研究架構圖	22
圖 4-1 工作鑲嵌對員工組織政治知覺與工作倦怠之干擾	

作用圖	53
圖 4-2 工作鑲嵌對員工組織政治知覺與情緒耗竭之干擾	
作用圖	55
圖 4-3 工作鑲嵌對員工組織政治知覺與去人性化之干擾	
作用圖	56
圖 4-4 工作鑲嵌對員工組織政治知覺與成就感低落之干擾作用圖	58

REFERENCES

一、中文部份毛筱艷，梁應平(2005)，「員工溝通滿意度、工作壓力與工作倦怠關係之研究 - 以在台外籍勞工為例」，*北商學報*，1-19。何金銘，李安民(2002)，組織政治知覺與工作滿足及工作壓力之關係，*人力資源管理學報*，2(4)，081-106李美燕(1994)，台灣地區大學圖書館員工作倦怠現象研究，私立淡江大學教育資料科學學系研究所未出版之碩士論文。林素華(2004)，組織政治知覺的形成因素及其相應的管理對策，國立中山大學人力資源管理研究所碩士論文。林震岩(2007)，多變量分析SPSS的操作與應用，台北:智勝文化事業有限公司。邱皓政(2005)，量化研究法:研究設計與資料處理:SPSS中文視窗版操作實務詳析，台北:雙葉書廊有限公司。袁雅蓮(2007)，組織政治知覺、個人 - 組織契合度與工作倦怠之研究，私立中國文化大學國際企業管理研究所未出版之碩士論文。張紹勳(2005)，SPSS多變量統計分析，台北:滄海書局。張智舜(2006)，社會資本與工作鑲嵌對工作轉換之關係探討 - 以台灣員工外派大陸為例，國立東華大學企業管理系碩士班未出版之碩士論文。陳建隆(2004)，知覺組織支持、組織忠誠與工作倦怠關係之研究 - 以國內銀行為例，私立真理大學管理科學研究所未出版之碩士論文。陳順泰(2003)，組織政治知覺的類型及其對工作投入與工作壓力之影響，國立中山大學人力資源管理研究所未出版之碩士論文。黃臺生(2001)，工作倦怠相關理論探述，*中華行政*，70，37-68。蕭文龍(2000)，TCP/IP最佳入門實用書，台北:碁峰資訊股份有限公司。蘇麗美(2003)，組織政治知覺的類型及各類型中組織政治知覺對組織承諾與工作績效的影響，國立中山大學人力資源管理研究所未出版之碩士論文。二、英文部份Abelson, M. A. (1987). Examination of Avoidable and Unavoidable Turnover. *Journal of Applied Psychology*, 72(3), 382-386.Allen, D. G. (2006). Do Organizational Socialization Tactics Influence Newcomer Embeddedness and Turnover. *Journal of Management*, 32(2), 237-256.Anderson, J. C., & Gerbing, D. W. (1998). Structural Equation Modeling in Practice: A review and Recommended Two-Step Approach. *Psychological Bulletin*, 103(3), 411-423.Carlos, M. M., Brooks, C. H., & Thomas, W. L. (2007). Job Embeddedness in a Culturally Diverse Environment. *Journal Business Psychology*, 22, 35-44.Cherniss, C., Egnatios, E., & Wacker, S. (1980). Job stress and career development in new public professionals. *Professional Psychology*, 7, 428-436.Cordes, C. L., Dougherty, T. W., & Blum, M. (1997). Patterns of Burnout among Managers and Professionals: A Comparison of Models. *Journal of Organizational Behavior*, 18, 685-701.Cronbach, L. J. (1950). Further evidence on response sets and test design. *Educational and Psychological Measurement*, 10, 3-31Cropanzano, R. S., Howes, J. C., Grandey, A. A., & Toth, P. (1997). The relationship of organizational politics and support to work behavior, attitudes, and stress. *Journal of Organizational Behavior*, 18, 159-180.Cunningham, G. B., Fink, J. S., & Sargas, M. (2005). Extensions and Further Examination of the Job Embeddedness Construct. *Journal of Sport Management*, 19, 319-335.Dess, G. G., & Shaw, J. D. (2001). Voluntary Turnover, Social Capital, and Organizational Performance. *Academy of Management Review*, 26(3), 446-456.Draft, R. L. (1989). Organization Theory and Design(3rd ed.). St. Paul: West Publishing co.Drory, A. (1993). Perceived political climate and job attitudes. *Organization Studies*, 14(1), 59-71.Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532-550.Ferris, G. R., Fedor, D. B., Chachere, J.G., Pondy, L. R. (1989). Myths and politics in organizational contexts. *Group and Organizational Studies*, 14, 88-103.Ferris, G. R., Frink, D. D., Bhawuk, D. P. S., Zhou, J., & Gilmor, D. C. (1996). Reactions of diverse groups to politics in the workplace. *Journal of management*, 22(1), 23-44.Ferris, G. R., & Kacmar, K. M. (1992). Perceptions of Organizational Politics. *Journal of Management*, 18(1), 93-116.Ferris, G. R., Russ, G. S., & Fandt, P. M. (1989). Politics in organizations. In R. A. Giacalone and P. Rosenfield (Eds.), *Impression management in the organization*: Hillsdale, New Jersey: Lawrence Erlbaum, 143-170Ferris, G. R., & King, T. R. (1991). Politics in Human Resources Decisions: A Walk on Dark Side. *Organization Dynamics*, 20, 59-71Freudenberger, H. J. (1974). Staff Burnout. *Journal of Social Issues*, 30(1), 159-165.Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics scale (POPS): Development and construct validation. *Education & Psychological Measurement*, 51(1), 193-205.Kacmar, K. M., & Baron, R. A. (1999). Organizational Politics: The State of the field, links to related processes, and an agenda for future research. *Research in Personnel and Human Resources Management*, 17, 1-39Kipnis, D., Schmidt, M. S., & Wilkinson, I. (1980). Intraorganizational influence tactics: Exploration in getting one's way. *Journal of Applied Psychology*, 65, 440-452.Lewin, K. (1936). *Principles of topological psychology*. New York: McGraw-Hill.Mallol, C. M., & Holtom, B. C., & Lee, T. W. (2007). Job Embeddedness in a Culturally Diverse Environment. *Journal Business Psychological*, 22, 35-44.Maslach, C., & Leiter, M. P. (1997). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco: Jossey-Bass.Maslach, C.,(1993). Burnout: A multidimensional perspective, In W. B. Schaufeli, C. Maslach, and T. Marek (Eds.), *Professional burn-out: Recent developments in theory and*

research (pp.19-32). Washington DC: Taylor and Francis.

Maslach, C., & Jackson, S. E. (1986). Maslach Burnout Inventory. Palo Alto, California: Consulting Psychologists Press.

Maslach, C., & Jackson, S. E. (1981). The Measurement of Experienced Burnout. *Journal of occupational behaviour*, 2, 99-113.

Mintzberg, H. (1981). Organization design: Fashion or fit. *Harvard Business Review*, 59, 103-116.

Mitchell, T. R., Holtom, B. C., & Lee, T. W. (2001). How to Keep Your Best Employees: Developing an Effective Retention Policy. *Academy of Management Executive*, 15(4), 96-108.

Nyc, L. G., Wittl, A. (1993). Dimensionality and Construct Validity of the Perceptions of Organizational Politics Scale(POPS). *Educational and Psychological Measurement*, 53(3), 821-829.

O ' connor, W. E., & Morrison, T. G. (2001). A Comparison of Situational and Dispositional Predictors of Perceptions of Organizational Politics. *The Journal of Psychology*, 135(3), 301-312.

Perlman, B., & Hartman, E. A. (1982). Burnout: Summary and Future Research. *Human Relations*, 35(4), 283-294.

Pfeffer, J. (1992). Managing with Power. Boston: Harvard Business School Press.

Porter, L. W. (1976). Organizations as political animals. Washington, D.C: American Psychological Association.

Randall M. L., Cropanzano R., Bormann, C. A., Birjulin, A. (1999). Organizational Politics and Organizational Support as Predictors of Work Attitudes, Job Performance, and Organizational Citizenship Behavior. *Journal of Organizational Behavior*, 20, 159-174.

Stevenson, J. G. (1994). Employee Burnout and Perceived Social Support, *Journal of Health and Human Resources Administration*, 16(3), 350-367.

Valle M., Pamela, L. P. (2000). Do Politics Perceptions Relate to Political Behaviors. Tests of an Implicit Assumption and Expand Model. *Human Relations*, 53(3), 359-386.

Vigoda, E. (2000). Organizational politics, job attitudes, and work outcomes: exploration and implications for the public sector. *Journal of Vocational Behavior*, 57, 326-347.

Witt, L. A., Andrews, M. C., & Kacmar, K. M. (2000). The role of participation in decision-making in the organizational politics-job satisfaction relationship. *Human Relation*, 53(3), 341-358.