

# The Relationship among Role Conflict, Job Satisfaction and Service Quality of International Tourist Hotel Employees

陳弘芳、陳建佑

E-mail: 9900562@mail.dyu.edu.tw

## ABSTRACT

This study aimed to investigate the relationship among role conflict, 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 independent sample t test, one-way analysis of variance, and hierarchical regression analysis in this study. The findings of this study are as follows: 1. An employee who has higher role conflict will have lower job satisfaction. 2. An employee who has higher job satisfaction will have higher service quality. 3. An employee who has higher role conflict will have lower service quality. 4. Job satisfaction is a mediator between role conflict and service quality.

Keywords : role-conflict ; job satisfaction ; service quality

## Table of Contents

內容目錄 中文摘要	iii	英文摘要	iii
iv 誌謝辭		v 內容目錄	
vi 表目錄		viii 圖目錄	
ix 第一章 緒論	1	第一節 研究問題與背景	1
1 第二節 研究目的	4	第二章 文獻探討	4
5 第一節 角色衝突	5	第二節 工作滿意度	10
10 第三節 服務品質	15	第四節 人口統計變數	18
18 第三章 研究方法	20	第一節 研究架構	20
20 第二節 研究假設	21	第三節 研究變數操作型定義	22
22 第四節 問卷的衡量	23	第五節 研究對象及資料收集	26
26 第六節 資料分析方法	29	第四章 實驗結果分析	31
31 第一節 研究對象特性及分佈	31	第二節 信度、效度分析	35
35 第三節 獨立樣本t檢定	36	第四節 單因子變異數分析	40
40 第五節 相關分析	41	第六節 階層迴歸分析	45
45 第一節 研究發現	45	第五章 結論與建議	45
45 第二節 研究結論	48	第一節 研究發現	45
45 第三節 研究建議及限制	48	第二節 研究結論	48
51 附錄A 研究問卷	61	參考文獻	61

## REFERENCES

一、中文部份 王國揚(2002), 角色衝突、工作壓力與離職傾向關係之探討 - 以財政部台灣省中區國稅局為例, 國立中山大學人力資源管理研究所未出版之碩士論文。王瑞祺(2001), 學校人事人員角色衝突之研究 - 以台北市國民小學為例, 國立政治大學公共行政研究所未出版之碩士論文。交通部觀光局(2007)觀光統計[線上資料], 來源 <http://admin.taiwan.net.tw/indexc.asp> [2009, October 12] 朱美珍(2001), 民生主義社會政策與軍人家庭關係之研究 - 已婚軍官角色衝突及其生活滿意之分析, 國立政治大學中山人文社會科學研究所未出版之博士論文。余慶華(2001), 消費金融人員之工作投入、工作滿足、薪酬福利與工作績效之相關研究 - 以高雄地區銀行為例, 國立中山大學人力資源研究所未出版之碩士論文。吳明隆(2007), SPSS操作與應用 - 問卷統計分析實務, 台北:五南文化事業。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之碩士論文。呂文祺(1990), 工作目標屬性與工作本身滿足、上司滿足、角色知覺之關連性研究 - 以實施目標管理公司為例, 國立交通大學管理科學研究所未出版之碩士論文。李永聖(2002), 南區國稅局稽徵人員對激勵制度之知覺及其與工作滿足、離職傾向關係之研究, 國立成功大學企業管理學系未出版之碩士論文。林士璋(1997), 服務業員工人格特質、工作特徵知覺、授能風格、服務氣候、員工福祉氣候、員工工作滿足、服務品質知覺與顧客滿意之研究 - 以銀行業為例, 私立中原大學企業管理研究所

未出版之碩士論文。林天佑(2003), 教育行政學, 台北:心理出版社。林叔蔓(2000), 安養護機構看護工之工作壓力源及工作滿足感之相關性探討 - 以士林、北投地區為例, 國立陽明大學社區護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:五南出版社。胡夢蕾(2003), 內部行銷與工作滿意度之研究 - 以台灣國際觀光飯店為例, 旅遊管理研究, 3(2), 1-25。徐國勝(2000), 顧客對優良商店(GSP)服務品質滿意度之研究, 私立長榮管理學院經營管理所未出版之碩士論文。張春興(1991), 現代心理學, 台北:東華書局。曹翠蘭(2005), 連江縣公務機關人員角色衝突對組織認同與服務品質之影響, 私立銘傳大學公共事務學系未出版之碩士論文。陳宏光(2002), 員工工作投入、工作滿足與離職傾向相關因素之探討 - 以面對組織變革台鐵為例, 國立中山大學人力資源管理研究所未出版之碩士論文。游肇賢(2003), 國中兼任行政工作教師角色衝突與工作滿意之調查研究, 國立高雄師範大學教育學系未出版之碩士論文。黃俊英(2000), 多變量分析(7版), 台北:華泰書局。劉崇義(2001), 顧客滿意之研究 - 以壽險業為例, 私立中原大學企業管理研究所未出版之碩士論文。蔡明家(2000), 中小企業業務人員角色衝突型態、來源與因應之研究, 國立中正大學企業管理研究所未出版之碩士論文。鄭彩鳳(1992), 高級中等學校校長領導行為取向、教師角色衝突與學校組織氣氛關係之研究, 國立高雄師範大學教育研究所未出版之碩士論文。藍采風, 廖榮利(1994), 醫療社會學。台北:三民書局。藍偉峰(2003), 領導風格、組織文化、工作滿足與離職傾向之關係研究 - 以技職院校教師為研究對象, 國立成功大學企業管理研究所未出版之碩士論文。蘇月琴(2004), 高中職學校行政人員溝通行為、角色衝突與工作滿意度關係之研究, 國立屏東師範學院國民教育研究所未出版之碩士論文。

二、英文部分

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(2), 77-91. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182. Beth, G. C., & Benjamin, S. (2002). Serving Multiple Masters: Role Conflict Experienced by Service Employees. *Journal of Service Marketing*, 16(1), 70-87. Bell, S. J., & Menguc, B. (2002). The employee-organization relationship, organizational citizenship behaviors, and superior service quality. *Journal of Retailing*, 78, 131-46. Boles, J. S., & Babin, B. J. (1996). On the front lines: Stress, Conflict, and the customer service provider. *Journal of Business Research*, 37, 41-50. 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. Brady, M. K., & Cronin, J. J. (2001). Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach. *Journal of Marketing*, 65(3), 34-49. Brief, A. P., Schuler, R. S., & van Sell, M. (1981). *Managing job stress*. Boston: Little, Brown and Company. Burgers, A., de Ruyter, K., Keen, C., & Streukens, S. (2000). Customer expectation dimensions of voice-to-voice service encounters: a scale-development study. *International Journal of Service Industry Management*, 11(2), 142-61. Chebat, J. C., & Kollias, P. (2000). The Impact of Empowerment on Customer Contact Employees' Roles in Service Organizations. *Journal of Service Research*, 3(1), 66- 81. Day, N. E., & Schoenrade, P. (1997). Staying in the closet versus coming out: Relationships between communication about sex orientation and work attitudes. *Personnel Psychology*, Durham, Spring, 50, 147-163. Delia, A. S., & Rose, S. (1999). The Moderating Effect of Managerial Sales Orientations on Salespersons' Role Stress Job Satisfaction Relationships. *Journal of Marketing Theory and Practice*, 7(1), 72-79. 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 implication. *European Journal of Marketing*, 18(4), 36-44. Juran, J. M. (1986). *The Quality Trilogy*. *Quality Progress* 19(8) 19-24. Hartline, M. D., & Ferrell, O. C. (1996). The management of customer contact service employees: An empirical investigation. *Journal of Marketing*, 60, 52-70. Jacobson, R., & Aaker, D. A. (1987). The Strategic Role of Product Quality. *Journal of Marketing*, 51(4), 31-44. Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Stress in role conflict and ambiguity*. New York: John Wiley. Koehler, J. W. (1978). *Public Communication*. New York: Macmillan Publishing Inc. Levitt, T. (1972). Production-Line Approach to Service. *Harvard Business Review*, 50, 41-52. Lovelock, C. H. (1991). *Service Marketing* (2nd ed.). Englewood Cliffs, New Jersey: Prentice Hall. Locke, E. A. (1976). The Nature and Causes of Job Satisfaction. *Handbooks of Industrial and Organizational Psychology*. Chicago: Rand McNally. Mueller, C. W., Finley, A., Iverson, R. D., & Price, J. L. (1999). The effects of group racial composition on job satisfaction, organizational commitment, and career commitment: The case of teachers. *Work and Occupations*, 26(2), 187-209. Nevil, D., & Damico, S. (1974). Role Conflict in Women as a Function of Marital Status. *Human Relations*, 28, 487-498. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and its Implication for Future Research. *Journal of Marketing*, 49, 44-50. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985b). Problem and Strategies in Services Marketing. *Journal of Marketing*, 49, 33-46. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40. Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15, 150-163. Rizzo, J. L., & House, R. J. (1972). Role Conflict and Ambiguity as Critical Variables in a Model of Organizational Behavior. *Organizational Behavior and Human Performance*, 7, 467-505. Robbins, S. P. (1993). *Organizational Behavior*. Englewood Cliffs, New Jersey: PrenticeHall. Sanchez, J. I., & Brock, P. (1996). Outcomes of perceived discrimination among Hispanic employees: Is diversity management a luxury or a necessity? *Academy of Management Journal*, 39(3), 704-719. Sasser, E. W., Olsen, P. R., & Wyckoff, D. (1978). *Management of service operation: Text, case and readings*. Boston: Allyn and Bacon. Schneider, B. (1980). The Service Organization: Climate is Crucial. *Organizational Dynamics*, 9, 52-65. Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of service in banks: Replication and extension. *Journal of Applied Psychology*, 70, 423-433. Sergeant, A., & Frenkel, S. (2000). When do customer contact employees satisfy customers. *Journal of Service Research*, 3(1), 18-34. Silver, P. (1983). *Educational administration: Theoretical perspectives on practice and research*. New York: Harper and Row. Smith, P. C., Kendall, L., & Hulin, C. L. (1969). The measurement of satisfaction work and retirement. Chicago: Rand McNally. Stryker, S., & Macke, A. S. (1978). Status inconsistency and role

con-flict. *The Annual Review of sociology*, 4, 69-90. Tompson, H. B., & Werner, J. M. (1997). The Impact of Role Con-flict/Facilitation on Core and Discretionary Behaviors: Testing a Mediated Model. *Journal of Management*, 23(4), 583-602. Whartion, A. S., & Erickson, R. J. (1993). Managing Emotions on the Job and at Home: Understanding the Consequences of Multiple Emotional Roles. *Academy of Management Review*, 18(3), 457-486. Wanous, J. P., & Lawler, E. E. (1972). Measurement and meaning of job satisfaction. *Journal of Applied Psychology* 56(2), 95-105. Weatherly, K.A., & Tansik, D. A. (1993). Tactics used by customer contact workers: effects of role stress, boundary spanning and control. *International Journal of Service Industry Management*, 4(3), 4-17. Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual For The Minnesota Satisfaction Questionnaire* Min-neapol. Unpublished master ' s thesis, University of Minnesota, Minnesota. Zeithaml, V. A., & Bitner, M. J. (2000). *Service marketing: integrating customer focus across the firm* (2nd ed.). New York: McGraw-Hill. Zeithaml, V. A., Berry, L.L., & Parasuraman, A. (1996). The Behav-ioral Consequences of Service Quality. *Journal of Marketing*, 60(2), 31-46.