

以社會支持調適第一線員工的工作—非工作 衝突與提昇生活品質

Coping with Work-Nonwork Conflict and Promoting Life Quality of Frontline Employees via Social Support

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摘要：第一線員工日漸感受到沈重的職場壓力，特別是遭遇工作與非工作之間的衝突，因此，角色衝突也將進而影響其生活品質。本研究旨在驗證社會支持是否在「工作與非工作衝突」（如：工作對家庭衝突、家庭對工作衝突、工作對休閒衝突）以及「生活品質」（如：工作滿意度、家庭滿意度和休閒滿意度）之間扮演調節變數的角色。首先依據文獻界定假設模式，其次調查336位服務型員工的問卷，運用線性結構關係模式進行模式識別，以探討角色衝突來源、生活品質與社會支持等構念間的關係。研究發現主管支持與家庭支持在模式中均能發揮調節壓力的作用，即主管支持顯著調節「家庭對工作衝突」與「工作對休閒衝突」對工作滿意度之負向影響，家庭支持則些微的調節「工作對家庭衝突」與「工作對休閒衝突」。本文的貢獻在於確立「社會支持」在組織行為理論中的角色，以及針對第一線員工提出一套適宜的壓力調適模式。最後依據研究發現提出員工壓力管理與支持型氣氛等建議，以期作為人力資源主管之參考。

關鍵詞：生活品質、社會支持、工作與非工作衝突

Abstract : Many frontline employees increasingly confront with rising levels of stress from the work surroundings, especially their experiences in the work and nonwork conflict. And then

their life of quality is also influenced with role conflict. The purpose of this study was explored that social support is a moderator between work-nonwork conflicts (e.g., work-to-family conflict, family-to-work conflict and work-to-leisure conflict) and quality of life (e.g., job satisfaction, family satisfaction and leisure satisfaction). First, this research was in accorded with literature in order to specify hypothetical models. Second, the model developed examines 336 service providers to identify the fit of proposed model. Structural equation modeling using LISREL was employed to test the relationships among research constructs. Results revealed supervisor and family support bring the moderating effect in theoretical model. Specifically, supervisor support was found moderated the negative effects between family-to-work conflict and job satisfaction as well as work-to-leisure conflict and job satisfaction. Family support was found had a light moderating on work-to-family conflict and work-to-leisure conflict. The contribution of this study is to identify the role of social support on the organizational behavior theory, and proposes a suitable coping stress model for frontline employees. Finally, the results provide some suggestions about employees' stress management and supportive climate for organizations.

Keywords : Quality of Life, Social Support, Work-nonwork Conflict

1. 結論

第一線員工 (frontline personnel) 或服務人員 (service provider) 即是在服務傳遞過程中與顧客有較多接觸機會的員工 (customer-contact worker)，例如：遊憩景點的服務員 (Law *et al.*, 1995) 或餐廳服務生 (Boles and Babin, 1996)。由於工作環境的特性，他們通常比其他行業的員工有著相對較高的生活領域之間的相互干擾，並可能造成角色之間的衝突壓力。「壓力」是個人受到威脅後進行調適的知覺能力，並非僅止於壓力事件本身，而是個人對情境的感受導致某一事件成為壓力 (黃寶園，民 93；Lazarus, 1993)。縱使角色衝突可以提高員工的服務績效，然而，工作與家庭之間的相互衝突不僅降低了旅館員工的績效表現，也會影響其工作滿意度與造成離職傾向 (Karatepe and Sokmen, 2006)。第一線員工肩負著「關鍵時刻」的重要角色，為了確保優質的服務品質，他們必需展現愉悅的情緒以及表現主動熱誠的服務行為 (馮正民、鄭光遠，民 95)；因為當服務員對顧客展現出更多正面情緒時，顧客會更願意再度光臨與傳播好口碑 (Tsai, 2001)。由此可見，第一線人員是企業確保顧客滿意與提高其忠誠度的因素之一。然而，來自工作領域對員工之其他生活的干擾，不僅造成角色之間的衝突，也可能擴散到工作以外的日常生活。爰此，業者的當務之急就是去平衡第一線員工所知覺的工作與非工作之間的衝突，而員工則宜思考如何借助資源來調適工作對其他生活的干擾。