

行政院國家科學委員會專題研究計畫 成果報告

員工工作心情與工作績效之關聯性研究：中介歷程之探討

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一、摘要

過去已有許多研究證實員工正向心情與績效表現的正向關係。本文延續過去的研究，探討正向心情究竟透過哪些中介歷程，來影響員工績效表現。有別於過去研究僅探討人際關係(如：George, 1991)所扮演的中介角色，本研究另加入動機觀點，探討員工正向心情，是否可透過對同事提供的協助行為、他人的幫助行為(人際關係變數)及自我效能、任務的持久性(個人動機變數)等變數，來影響員工的績效。

本研究的樣本包含了 5 家保險業公司共 306 位保險業務員及其直屬主管(一位主管會配多位業務員)，研究結果發現員工正向心情確實會經由人際關係與個人動機等變數，影響其三週後的工作績效。

關鍵詞：正向心情、工作績效、自我效能、任務持久性、助人行為

Abstract

Past empirical evidence has demonstrated that employees' positive mood states enhance their task performance. This study extends previous research by proposing and testing a model that examines mediating processes underlying the relationship between employee positive moods and task performance. Data were collected at two points in time from 306 employees and their immediate supervisors in five insurance companies in Taiwan. Results showed that employee positive moods influenced task performance indirectly through both motivational and interpersonal processes. Specifically, employee positive moods affected self-efficacy and task persistence, which in turn led to higher task performance. In addition, positive moods influenced interpersonal helping behaviors (i.e., helping

coworkers and coworker helping), which in turn resulted in higher task performance.

Keywords: Employee Positive Moods, Task Performance, Self-efficacy, Task Persistence, Helping Behavior

二、緣由與研究目的

Past studies have generally demonstrated that positive moods can enhance employee task performance. However, we do not yet fully understand the intricacies embedded within the mechanisms. Furthermore, we have yet to precisely model the process in which positive moods lead to individual work outcomes in organizational settings (Brief & Weiss, 2002). Using a diverse sample including office workers and retail clerks, Fisher (2002) showed that positive moods enhanced employees' displays of helping behaviors toward coworkers and customers. George (1991) conducted a study on salespeople of a large retail store and found that employees with higher positive moods were more likely to provide assistance to their coworkers and customers; and the assistance to customers in turn would help boost the store's sales, as observed a month later. Taken together, it seems to imply that positive moods can influence employee task performance through interpersonal processes.

The present study differs from Fisher's (2002) and George's (1991) research in two ways. First, instead of focusing only on employees' helping behaviors toward others, this study takes a closer look at helping behaviors by differentiating "helping coworkers" from "coworker helping" (i.e., the extent to which employees received helping from their coworkers). Moreover, we

examine these two variables in a longitudinal context. This allows us to examine the interpersonal interaction among employees over time and enables making stronger causal arguments regarding the observed relationships. Second, in addition to interpersonal variables, this study also examines motivational mediating variables including self-efficacy and task persistence. It has been argued that “understandings of work motivation that fail to consider human emotion are incomplete” (Seo, Barrett, & Bartunek, 2004). Although preliminary empirical evidence linking employee positive moods and motivational variables has begun to accumulate (e.g., Erez & Isen, 2002), the present study, according to our knowledge, represents one of the first attempts to empirically test the interpersonal and motivational mediating processes simultaneously in one research design.

三、研究方法

Participants in this study consisted of 306 sales agents and their immediate supervisors from five insurance companies in Taiwan. Eighty-two of the sales agents (26.8%) were male. Their mean age was 37.8 years, and the mean job tenure was 5.10 years. On average, one supervisor assessed the task performance of 3.8 sales agents in this study.

To enhance the clarity of the causal relationship among variables of the present study, we distributed questionnaires at two points in time. In addition, we made attempts to measure constructs with different sources (e.g., sales agents rated their own positive moods, while supervisors rated sales agents’

task performance) in order to reduce the possibility of same source bias. Table 1 shows the details for the measurement design of this study. As indicated in Table 1, in time 1 (T1), sales agents were asked to recall and evaluate their positive moods, self-efficacy, and helping behaviors directed at their coworkers over the previous week. Three weeks later (T2), a second questionnaire was administered. Employees were asked to rate their task persistence, the assistance received from their coworkers, and the level of goal attainment over the previous month. At the same time, immediate supervisors of the participants were asked to evaluate the participants’ task performance to represent another indicator of employee task performance.

四、結果與討論

The present study extends previous research by empirically examining whether positive moods influence task performance through motivational and interpersonal processes. Results supported all hypotheses and found that employees in higher positive moods would perform better through motivational processes like higher self-efficacy and task persistence. Kanfer (1992) categorized motivation variables into distal and proximal motivation. Distal motivation constructs determine an individual’s decision to engage in a specific behavior, whereas proximal motivation constructs determine the individual’s maintenance of effort and persistence. Erez and Isen (2002) showed that positive moods would affect the three main elements of expectancy theory (i.e., expectancy,

instrumentality, and valence) and these three variables are distal motivation constructs. Therefore, our research extends the work of Erez and Isen (2002) by demonstrating how employee positive moods influence task performance through the causal ordering of distal (i.e., self-efficacy) and proximal (i.e., task persistence) motivation variables. This provides some support for a process model of motivation that combines the variables of distal and proximal motivation into one model (see Kanfer, 1991)

This finding has one practical implication. In order to reduce potential sources of error caused by applicant non-verbal IM tactics and enhance the quality of interviewer decisions, the level of interview structure in organizations should be increased. We suggest that interviewers generate interview questions based on job analysis, ask the exact same questions in the same order for all applicants, and evaluate applicants' responses to each question.

With respect to the interpersonal processes, this study showed that the influence of helping coworkers on task performance was indirect through coworkers' reciprocal helping. Therefore, managers could take steps to increase reciprocal helping behaviors among employees. Recommendations may include maintaining fairness in organizations (Organ & Ryan, 1995) and encouraging leaders to demonstrate supportive behaviors such as providing constructive advice to employees on their work (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). From a theoretical standpoint, this finding further clarified the interpersonal mediating processes on the

relationship between positive moods and individual task performance.

五、計畫結果自評

本研究成果的學術或應用價值，可包括下列幾方面：(1)本研究所編製之員工正向心情與工作績效量表，可供日後相關研究參考使用；(2)本研究延續 George (1991)的研究結果，針對人際關係的行為進行更深入的分析，將人際關係細分為兩個中介變數(幫助他人的行為、他人的幫助行為)，分別探討彼此之間的因果關係，並試圖釐清員工的正向心情是如何透過這兩個變數來影響績效表現；(3)由 Erez 與 Isen (2002)的研究結果可看出，員工正向心情會經由期望理論中的三個動機要素影響到績效表現。而本研究則針對自我效能及任務持久性等動機變數，探討其扮演的中介角色。整體來說，本研究結果極適合在學術期刊上發表。

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