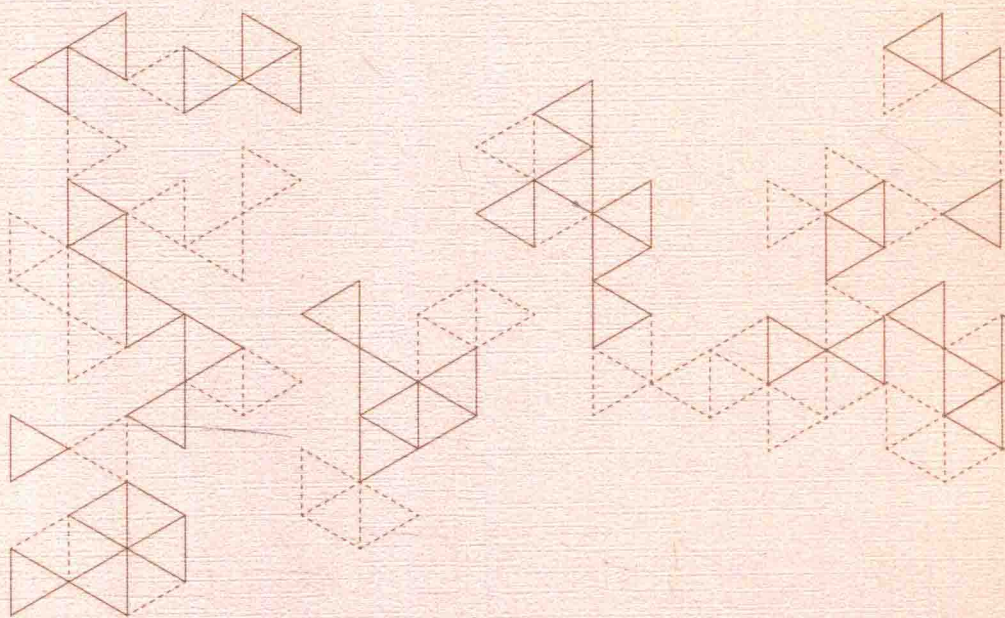


员工关系对组织行为 影响研究

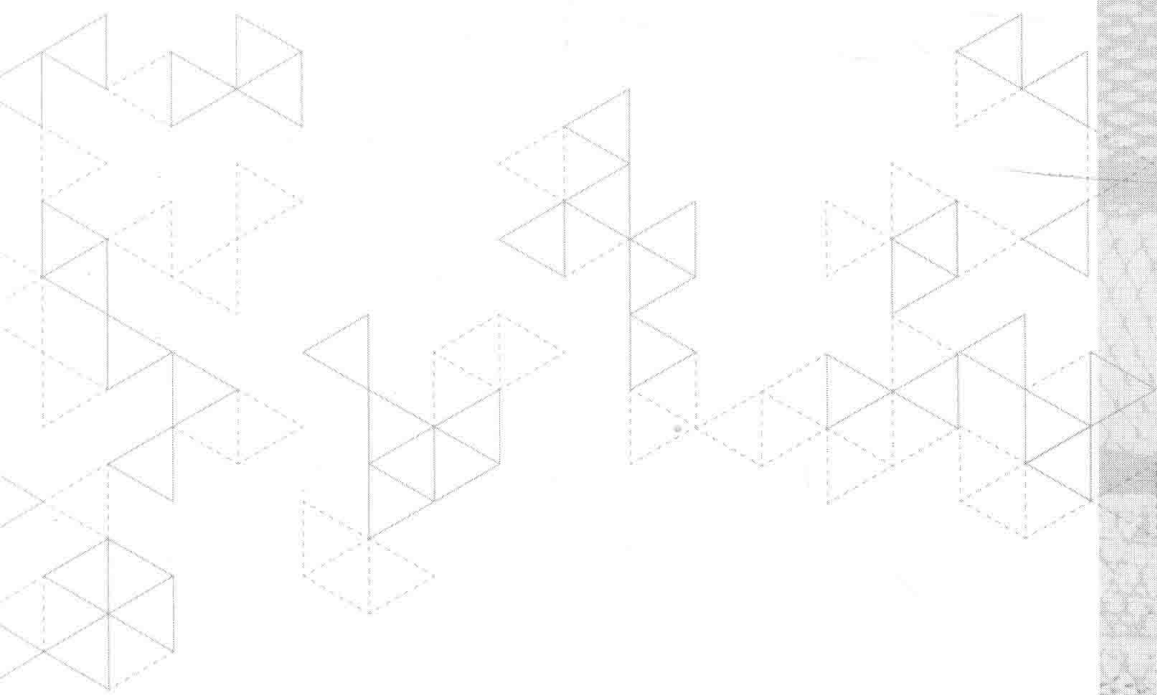
陶厚永 著



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摘 要

在知识经济时代背景下，市场竞争环境越发复杂多变，企业赖以生存和发展的优势资源也在悄然变化。以往基于财力、物力资源构建的企业核心竞争力逐渐弱化，而企业的人力、知识和信息等无形资源渐成塑造企业竞争优势的关键因素。充分发挥人力资源潜力以获取持续竞争优势，离不开良好的员工关系管理。

近年来，员工关系管理的重要性逐渐得到认可，企业开始尝试建立和谐的员工关系管理体系，然而在具体的管理实践中依然问题重重。国内也有很多学者对员工关系问题展开了研究，但是，国内对于员工关系的研究时间短，研究还处于简单的理论分析阶段，缺乏实证研究。随着时代环境的变化，组织行为、管理环境和对象等都变得越来越复杂，原有的管理理论与方法已经难以满足新形势下组织管理研究和实践发展需要，将复杂性科学引入组织管理已经成为组织管理理论和实践发展的必然趋势。目前，将企业组织作为复杂系统来考察和研究，应用复杂性科学研究成果加以类比、推理，从中提炼出新的企业管理思想、原理，已经得到管理学界越来越多认同。然而，以复杂适应系统理论为基础，构建组织的多主体模型来探讨员工关系对组织影响的文献并不多见。此外，员工关系有着十分丰富的内涵，存在着不同的层次，因此研究的内容和方式也需要有所区分。针对员工关系管理中亟待解决的问题，本书将员工关系分为个体层次、群体层次和组织层次，并选取了不同层次中的领导员工互动、知识共享关系、员工权力配置关系、群体互动关系、员工竞合关系以及用工关系与制度的适应性效率等方面展开研究。在进行实证研究时，本书针对不同种类关系设计了不同关系模式，在此基础上构建出符合组织实际情况的多主体模型，然后编写计算机源程序，模拟不同关系模式对组织行为的影响。

本书从员工关系视角出发，以复杂适应系统理论和员工关系主要理论为基础，克服以往仅从单一层面考察员工关系对于组织影响的问题，从个

体层次、群体层次再到组织层次深化研究,理论分析与实证研究相结合,全面探讨不同层面员工关系对于组织行为产生的影响,对员工关系管理提出创造性见解,从而促进组织行为的改善。

结合组织经营管理中迫切需要处理的员工关系,针对目前员工关系研究现状,本书主要做了以下工作:

绪论部分对本书研究背景、目的和意义,研究的主要内容和方法,本书的框架结构,本书的创新之处进行了较细致的阐述。

文献回顾与研究构想部分首先对员工关系内涵以及相关理论进行综述,介绍和评述了员工关系研究的各个理论流派,分析了研究员工关系的动因,论述了员工关系与组织有效性之间的联系以及员工关系与组织行为研究现状。然后,阐述了员工关系对组织行为影响的理论基础,深入探讨员工关系影响组织行为的机理,并在此基础上探讨员工关系影响组织行为的多主体模型的构建。

个体层次员工关系对组织行为的影响部分:(1)知识分享关系对组织学习的影响。对于知识分享关系而言,组织中的知识共享会直接影响群体绩效水平的高低,然而对于拥有不同知识位势的个体而言,其绩效水平高低取决于知识共享的机制。本书通过分析影响知识共享的相关因素,并建立多主体模型,动态模拟了不同知识共享机制对群体绩效以及对个体加入群体的影响。研究发现,知识共享行为主要受个体预期的成本收益等因素影响,构建科学合理的知识共享机制可以降低知识共享成本,维持个体之间的利益平衡,提高群体绩效。

(2)领导—员工行为互动对下属追随力的影响。在组织的管理活动中追随与领导是共生的,在一定情境下相互影响,二者之间的互动及其对追随力的影响不可忽视。从领导和员工互动的对偶心理定位视角出发,以社会认同理论和有意义学习理论为基础,经过理论分析和逻辑推理,探讨了两者之间的互动对于追随力的作用机理,并建构了追随力形成路径的理论框架,揭示了追随力的形成过程。

群体层次员工关系对组织行为的影响部分:(1)员工权力配置关系对组织适应度的影响。组织管理采取集权还是分权,传统理论认为应该随着组织由小到大的发展而交替选择。笔者依据组织中权力的集中程度由强到弱,将组织管理划分为四种集权—分权模式,借助构建多主体模型和计算机仿真模拟,通过对模拟结果的比较分析发现,无论组织规模大小,过

度集权和过度分权的组织绩效水平都是低的,适度的集权或分权的组织绩效水平是高的;无论采取集权还是分权,组织规模越小,组织绩效水平波动频率越高、幅度越大。这个研究结论对于现实中企业的权力配置模式选择、分析企业绩效水平的波动有重要的理论指导价值。

(2) 群体互动关系对组织学习的影响。知识经济时代,组织学习是获取和维持竞争优势的重要方式,如何推进组织学习,促进组织发展值得深入探讨。本部分从个体与群体、内部张力与外部动力视角,论述了个体推动式、群体驱动式、内部张力拉动式和外部环境带动式的组织学习机制,探讨了不同方式、不同层次的动力对组织学习实践管理和理论研究的意义,在分析四者之间内在逻辑联系后可知,组织学习是建立在个体学习基础上,在组织内部张力和外部环境影响下,通过群体间互动而不断促进。为建立学习型组织,尝试构建了一个“四位一体”的动力学机制。

组织层次员工关系对组织行为的影响部分:(1) 组织用工关系对员工及组织的影响。在现代市场经济发展的过程中,组织的用工关系出现了新的变化,劳务派遣制作为一种新型的用工形式在我国企业中已被广泛采用,已成为传统用工形式的有效替代方式。笔者对劳务派遣的含义、对员工身份差序格局形成的作用、身份差序格局对劳务派遣员工工作投入的影响进行探讨。此外,两种用工制度在我国企事业单位中广泛存在,出现了极具特色的“双轨制”,对双轨制的用工关系对组织适应性效率的影响进行了探讨。研究发现,身份“差序格局”通过影响劳务派遣员工的相关心理状态、自我效能感等个体因素,以及工作安全感、组织支持感、组织公平感以及归属感等工作情境因素而对其工作投入产生重要影响;用工“双轨制”的适应性效率要明显低于用工“单轨制”。

(2) 员工竞合关系对组织关系边界的影响,具体到组织边界问题,传统的组织边界理论研究往往关注组织的行政边界或物理边界,但是随着组织网络化,经营虚拟化、全球化,传统的组织边界理论已经逐渐不合时宜,而复杂性科学的兴起为新形势下组织边界理论的发展提供了新的思路和视角。复杂适应系统理论认为,企业是由投资者、经营管理者、员工以及供应商、消费者、规制者等利益相关者(主体)组成的关系网络,因此,企业的边界取决于不同利益相关者共同构成的关系网络。然而,关系网络的限度与范围又取决于利益相关者之间的关系模式。本部分通过动态模拟主体关系模式对组织关系边界的影响,得到的研究结果表明,主体之

间的竞争与合作关系对企业的关系边界有着重要影响：合作依赖模式下，企业关系边界有缩小的趋势；竞争对抗模式下，企业关系边界有增长的趋势，但是增速缓慢；竞合互动模式下，企业关系边界有快速扩张的趋势。

结论与展望部分对本书主要研究结论做出系统阐述和总结，说明本书研究的关键理论进展，同时指出本书研究不足，对于未来研究方向做了进一步展望。

本书全面系统地阐释了不同层面的员工关系对于组织行为产生的重要影响，为调节员工关系和改善组织行为提供了见解。本书不仅能够丰富现有的员工关系管理的理论，还为改进员工关系管理方式提供了有关建议，以促进员工关系管理在企业中的发展。

关键词：员工关系 组织行为 多主体模型 多层次 互动

Abstract

In the age of the knowledge economy, market environment is becoming more and more complicated and changeable, sources of competitive advantage on which enterprises' survival and development is also quietly changing. The core competence of corporations which was based on financial and material resources is gradually weakening, human resources, knowledge, information and other intangible resources have become the key factors shaping the competitive advantage of enterprises. However, employee relations management is needed to reach the full potential of human resources and obtain sustainable competitive advantage.

In recent years, the importance of employee relationship management has been recognized gradually, enterprises try to set up a harmonious employee relations management system. However, managers are still faced with serious problems in the practice of management. Many domestic scholars have carried out researches on employee relations issues, however, the domestic research on the employee relations, still in the stage of simple theoretical analysis, lacks of empirical study. With the changes of social environment, organizational behavior, management environment and objects are becoming more and more complex, previous management theory has difficulties to meet the needs of organization management theory and practice of in this new era, the introduction of complexity science into organization management has become an inevitable trend of organization management development in theory and practice. At present, the research method which views enterprises as a complex system, applies complexity science research results as a reference, and extracts new principles and theories for enterprise management, has received more and more attention and recognition. However, there is only few organizational research which uses the complex

adaptive system theory to build multi-agent models to explore employee relations. In addition, employee relations has a very rich content, which can be researched in several different levels. Therefore, different research methods should be chosen according to research contents. To tackle urgent problems in the employee relations management, this research investigates employee relations in the following three levels: group level, organizational level and individual level, specifically, employee relations, leader-follower interaction, knowledge-sharing relation, competition-cooperation relation, group interaction relation, centralization-decentralization relation, recruitment relation and other aspects in different levels are chosen to carry out the research. Employee relations management style should differ when dealing with different relations, so in empirical research, this book design different relation modes for different level of employee relations, and build multi-agent models, then write the computer program simulation in line with the actual situation of organization, and then we write the computer codes to simulate the impact of the individual relationship pattern on organization behavior.

From the perspective of employee relations, this research is based on complex adaptive system theory and the main theory of employee relations. This research is not like any researches in the past which only explore the effects of employee relations on organizations from a single level, it explores employee relations from the individual level, group level to organization level, which is a perfect combination of theoretical analysis and empirical research. This study explores the important effects of different level of employee relations on organization behavior, tries to put forward creative ideas about employee relations management, thus promoting the continuous improvement of organizational behavior.

With the urgent need to address employee relations in organizations, according to the research status of employee relations at present, this book mainly do the following several aspects of the work:

Part one, introduction. In this part, the research background, purpose and significance of this book, the main contents and research methods and the frame structure of the book is briefly discussed, a more detailed elaboration of the innovations of this study is also given.

Part two, theory review and research idea. Firstly this part gives a review of connotation of employee relations and related theories, introduces and comments on the various genres of employee relations theories, and then analyzes the motivation of employee relations researches, discusses the impact of employee relations on organizations and status - quo of employee relation and organization behavior research. Then, theoretical basis of employee relations and organization behavior study, and the mechanism of employee relations affect organizational behavior is described, and on this basis, this study explores the construction of multi - agent model of employee relations affect organizational behavior.

Part three, the impact of individual - level employee relations on organizational behavior. (1) The impact of knowledge - sharing relationship on organizational learning. Specific to the knowledge - sharing relationship, knowledge - sharing in the organization will directly affects the level of group performance. However, to the individuals who possess different knowledge potential, their own performance relies on knowledge - sharing mechanism. In this part, we firstly analyze the related factors which have influence on knowledge - sharing. Then a model is built to simulate the impact of knowledge - sharing mechanism on group performance and on individual's joining the organization in dynamic scene. The result implies that, behavior of knowledge sharing is mainly under the influence of the balance between anticipated benefit and cost of individuals, and so on. The construction of more scientific and proper knowledge - sharing mechanism can decrease the cost of knowledge sharing, keep the balance between the interests of individuals, and improve group performance.

(2) The impact of Leader - follower behavior interaction on followership. Following and leading are intertwined in organization management activities, and under certain circumstances they can exert effect on each other, the interaction between the two and their influence on the followership can't be ignored. Based on dual psychological - positioning perspective, the author uses social identity theory and meaningful learning theory as theory foundation, discusses the mechanism of leader - follower behavior interaction affecting followership through theoretical analysis and logical reasoning, and construct the theoretical framework of the forming path followership in leading - following behavior interaction process.

Part four, the impact of group – level employee relations on organizational behavior. (1) The impact of centralization – decentralization relation on organization fitness. Encircling centralization and decentralization of enterprise management, traditional theories assume that enterprise should select alternatively from small to big. In this part, we divide the organization management into four centralization – decentralization patterns according to the descending order of degree of power distribution. By constructing multi – agent model and depending on computer simulation, we draw the conclusion which implies that no matter what scale is, the performance is low in the over – centralized organization and in over – decentralized organization; the performance is high in the moderate centralized organization and in the moderate decentralized organization. No matter whether the organization adopts centralization or decentralization, the performance fluctuates more violently and frequently when the organizational scale is smaller. The conclusion of this research has great theoretical value to guide the realistic enterprises to choose the correct power allocation model and to teach the manager how to analyze the fluctuation of performance.

(2) Effects of group interaction on organizational learning. In the era of knowledge economy, organizational learning is of great importance to obtain and maintain competitive advantages, how to promote organizational learning and the development of the organization is worth discussing. From the perspective of individual and group, internal tension power and external driving force, this part discusses individual – driven organization learning, group – pushing organization learning, internal tension power lifting organization learning and the external environment pulling organizational learning, and explored the significance of different driving force to organizational learning practice and theoretical researches. After the analysis of connection between the four kinds of organizational learning, it is suggested that, under the influence of internal tension power and the external environment, through individual learning and group learning, organizational learning can be achieved. Therefore, a “four in one” dynamical mechanism is constructed to establish a learning organization.

Part five, the impact of organization – level employee relations on organizational behavior. (1) The influence of organizational labor relations on employee

and organization. In the development of modern market economy, labor relations in organizations has changed, labor dispatch has been widely adopted as a new form of employment in the enterprises of our country, and it has become an effective alternative to the traditional form of employment. In this part, we explore the meaning of labor dispatch, and its impact on the formation of identity of the pattern of difference sequence, the effect of the identity of the pattern of difference sequence for the labor dispatching employee's job engagement. As a result, the "double track system" then occurred, the authors investigated the influence of the "double track system" on organization adaptability efficiency. The result shows that, "the pattern of different identity" affect labor dispatching employee's job engagement through their psychological state, self - efficacy and other individual factors, ant through job security, perceived organizational support, organizational justice, sense of belonging and other situational factors; compared to organizations using the "double - track system" , organizations using a "single track system" has a significantly lower adaptive efficiency.

(2) The impact of competition - cooperation relation on organizational boundaries. As to organizational boundaries, the traditional organizational boundary theory is often concerned about the administrative organization boundary or physical boundary, but with trend of organization networking, virtualization and globalization of management, the traditional organizational boundary theory has become out of date. However, the rise of the complexity science provides a new way and perspective to develop organizational boundary theory under the new situation. Complex adaptive system theory thinks that the enterprise is the relation network that is comprised of stakeholders (agents), such as investors, managers, employees and suppliers, consumers, regulators, etc. So enterprise boundary is determined by the relation network composed of the different stakeholders. However, the limit and the scope of the relation network depend on the stakeholders' relationship pattern. In this book, a multi - agent model is built, and then we rely on special computer software NetLogo to simulate the dynamic impact of agent's relationship pattern on relationship boundary. The result implies that, competition and cooperation between the agents have great impact on relationship boundary. Under cooperation and interdependence pattern, relation-

ship boundary is becoming smaller and smaller; under competition and counter-work pattern, relationship boundary is becoming larger and larger, but it grows very slowly; under interactive co - opetition pattern, relationship boundary expands its scale rapidly.

Part six, conclusion and outlook. In this part, we make a systematic description and summary of the main research findings, the key theory development of this research is also discussed. At the same time, we pointed out the shortcomings of this book, and envision future research directions.

This book comprehensively and systematically explains the important effects of different levels of employee relations on organization behavior, provides creative insights into the regulation of employee relations and improvement of organizational behavior. This research can not only enrich the existing theories of employee relations management, but also can provide creative ideas and suggestions for improvement of employee relations management, promote the sustainable development of the employee relations management in enterprises.

Keywords: employee relations; organizational behavior; multi - agent model; multi - level; interaction

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