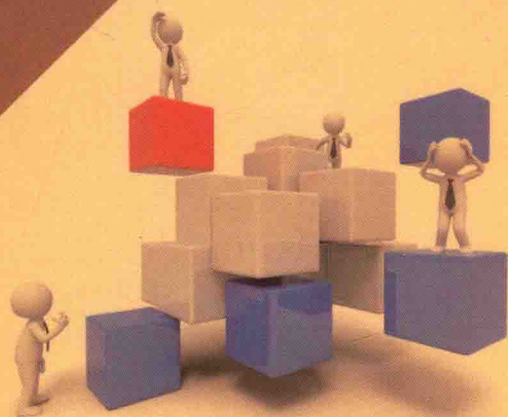


中层管理者工作压力 与工作满意度关系研究

——工作—家庭冲突的视角

An Empirical Study on the Relationship between Middle Managers' Work Stress
and Job Satisfaction: Based on the Perspective of Work-family Conflict

王乐杰 著



中国劳动社会保障出版社

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摘 要

近年来,在我国市场经济发展和社会转型的过程中,工作压力问题逐渐凸显,并成为受到大众普遍关注的严重社会问题。如何控制和降低工作压力,减少其对组织和个体造成的不利影响,已经成为企业界和学术界高度重视的课题。高工作压力不仅会对个体的身心健康造成损害,还会对工作态度产生负面影响。人民网曾报道,一项调查显示70%的经理人感觉压力过大^①,中国科学院心理研究所的调查结果也表明,企业的中层管理人员承受的压力最大^②。中层管理者在社会经济地位、工作特征等方面与企业中的其他群体并不完全相同,因而对工作压力的感知有别于其他工作者群体。但是,已有文献大都以管理者总体为研究对象,很少单独对中层管理者的工作压力特征及其作用机制进行研究。作为企业的骨干力量,中层管理者对企业的生存、发展以及获取和保持竞争优势都具有举足轻重的作用,他们的工作态度不仅影响其个人工作业绩,也会对他们所辖员工的工作态度和绩效产生显著影响。因此,对该群体的工作压力构成以及工作压力与工作满意度的内在关系进行深入研究,有重要的理论意义和实践价值。

工作与家庭是人们生活中的两个重要领域,如何平衡工作与家庭生活是当代企业员工不得不面对的难题。互联网和信息技术的发

① <http://www.people.com.cn/GB/paper53/12017/1081527.html>.

② <http://www.china.com.cn/chinese/diaocha/749112.html>.

展模糊了工作与家庭的边界,加之夫妻双方同时参与社会劳动,使得工作—家庭冲突成为难以避免的社会现象。研究表明,工作因素是导致工作—家庭冲突的重要前因,而工作—家庭冲突又反过来影响个体的工作态度。在以往的研究中,学者们往往侧重于探索某些组织内部因素(如上司支持)对工作压力作用机制的调节和中介作用,工作与家庭的互动关系是否在工作压力作用机制中发挥作用则较少受到关注。对此开展研究,有利于深入了解工作压力作用机制,为工作压力理论的发展提供新的方向。

某咨询机构2012年发布的调查报告认为,上海已成为我国的“压力之都”。^①因此,本书以上海企业中层管理者为研究对象,通过对文献的梳理和深度访谈,基于扎根理论方法构建上海企业中层管理者的工作压力模型,进而研究工作压力各维度对工作满意度的影响。在此基础上,构建中介效应模型,进一步探索工作—家庭冲突的两个方向[即工作对家庭的冲突(Work Interference with Family, WIF)和家庭对工作的冲突(Family Interference with Work, FIW)]在工作压力各维度对工作满意度的影响机制中起到的作用。通过大样本调查和结构方程模型分析,本研究验证了相关模型的信度和效度,并得出以下结论:

1. 上海企业中层管理者的工作压力具有六维结构。

本研究在文献分析的基础上,基于扎根理论开发了上海企业中层管理者工作压力测量量表。该量表由六个维度构成,分别是工作本身压力、角色压力、人际关系压力、职业发展压力、组织结构与氛围压力和管理者角色压力。探索性因子分析和验证性因子分析结果表明,量表具有足够的信度和效度。该量表为今后的相关研究提供了一种有效的测量工具,具有较高的参考价值。

2. 中层管理者工作压力各维度对工作满意度有不同影响。

本书构建了工作压力与工作满意度关系的结构方程模型,系统

^① <http://politics.people.com.cn/n/2012/0929/c70731-19152046-1.html>.

分析工作压力各维度对工作满意度的作用。结果表明,并非所有的工作压力维度对工作满意度都有显著负向作用。显著负向影响工作满意度的是工作本身压力、角色压力、职业发展压力、组织结构与氛围压力,人际关系压力和管理者角色压力对工作满意度并没有显著影响。

3. 除管理者角色压力外,其余工作压力维度对工作对家庭的冲突(以下用WIF表示)和家庭对工作的冲突(以下用FIW表示)均有显著正向影响。

众多研究已发现工作压力对WIF有影响^[1,2]。但是,本研究发现并非所有的工作压力维度都会显著提升WIF。管理者角色压力对WIF的影响并不显著,其余各维度对WIF都有显著正向影响。此外,研究还发现管理者角色压力对FIW的影响也不显著,其他工作压力维度都对FIW有显著正向影响。本研究的发现表明,虽然家庭因素是导致FIW的主要原因,但工作压力对FIW的影响也不容忽视。

4. WIF和FIW在部分工作压力维度与工作满意度之间起中介作用。

工作压力既可以直接影响中层管理者的工作满意度,也可以通过某些中介变量间接影响工作满意度。本研究将工作—家庭冲突纳入工作压力作用机制中,通过结构方程模型分析发现,FIW和WIF在职业发展压力、组织结构与氛围压力、角色压力与工作满意度之间起部分中介作用,在工作本身压力与工作满意度之间起完全中介作用。

本研究的创新点主要有以下几个方面:

1. 构建了上海企业中层管理者工作压力模型,探明了影响工作满意度的工作压力维度。

目前关于工作压力与工作满意度关系的相关研究大都重点探索个体特征和工作情境的交互作用及其对工作满意度的影响。个体对工作压力的认知不是一成不变的,而是会受到环境中社会影响的修正^[3],因此不同区域中的个体所感知的工作压力构成维度及水平也

有差异。对影响工作满意度的工作压力维度的探索,应在特定的社会环境下进行^[4]。但是,现有相关文献主要关注总体工作压力或角色压力对工作满意度的影响,而较少对工作压力各维度与工作满意度的关系进行研究,或者只注重一般性工作压力作用机制的探索,很少研究特定区域内特定工作者群体,特别是企业中层管理者的工作压力构成维度及其与工作满意度的关系,不利于从理论上有效揭示工作压力作用机理。本研究选择上海这一具有代表性和示范性的区域,基于扎根理论构建了中层管理者工作压力模型,并验证了其信度和效度。在此基础上,系统分析了工作压力各维度与工作满意度的关系,辨析了显著影响工作满意度的压力维度,既丰富了工作压力理论,也可为企业工作压力管理实践提供指引。

2. 拓展了工作压力与工作—家庭冲突关系的模型,全面分析了两者的关系,探明了影响 WIF 和 FIW 的工作压力维度。

众多研究已经证实溢出理论能更好地解释工作—家庭关系^[5]。虽然有部分研究发现工作压力是工作—家庭冲突的前因变量,但是这些研究一般认为 WIF 的前因变量主要来自工作领域,FIW 的前因变量主要来自家庭领域^[6],而且这些研究主要探讨的是总体工作压力或角色压力与 WIF 的关系,较少关注工作压力与 FIW 的内在联系,更缺少对工作压力各维度与工作—家庭冲突两个维度(WIF 和 FIW)内在关系的系统研究。本书基于溢出理论,拓展了工作压力与工作—家庭冲突的理论模型,将工作压力与 FIW 的关系纳入模型中,系统分析并探明了影响 WIF 和 FIW 的工作压力维度。研究发现,除了管理者角色压力外,其他工作压力维度不仅对 WIF 有显著正向影响,而且还对 FIW 有显著正向影响。这表明,FIW 的前因变量既可以来自家庭领域,也可以来自工作领域。本研究构建的理论模型进一步丰富了工作压力和工作—家庭冲突关系理论,也为工作—家庭冲突前因变量的研究提供了新的方向。

3. 构建并验证了工作压力通过 WIF 和 FIW 影响工作满意度的中介效应模型。

已有关于工作压力与工作满意度关系的研究大都将视角置于组织领域,很少基于溢出理论将研究视角从组织延伸至家庭领域,探索两个领域的相互溢出是否会对工作压力的作用机制产生影响。本研究将工作—家庭冲突引入工作压力与工作满意度的关系模型中,突破了以往研究只关注工作领域因素的局限,系统研究了工作压力通过工作—家庭冲突对工作满意度产生的影响,证明了工作—家庭冲突是影响工作压力作用机制的重要环节,从而拓宽了工作压力影响工作满意度的边界条件,为今后做进一步研究提供了有益的借鉴。尤其是研究发现,WIF和FIW在工作本身压力与工作满意度的关系中起到完全中介作用,说明工作本身压力对工作满意度产生何种影响,取决于个体对WIF和FIW的体验。这一发现既指明了工作本身压力对工作满意度的作用路径,又为解释已有研究中关于工作本身压力与工作满意度关系的争议提供了理论依据。此外,研究发现WIF和FIW在角色压力、职业发展压力、组织结构与氛围压力三个工作压力维度对工作满意度的影响中起到部分中介作用,为全面理解这些工作压力与工作满意度的关系提供了新的视角,也为企业工作压力管理实践提供了理论指导。

本研究的结论为上海企业中层管理者的工作压力管理提供了新的思路,具有积极的理论意义和实践价值。工作压力量表可以为理论研究提供有效的工具,多维工作压力与工作满意度的关系研究丰富了工作压力管理理论,WIF和FIW的中介作用研究突破了以往工作压力研究侧重于组织内部因素的局限,拓宽了企业工作压力管理的视野,为企业工作压力管理提供了新的思路 and 方向。企业可以在工作压力管理中有所侧重,并关注员工的工作—家庭冲突,以有效控制工作压力对工作满意度的影响。

ABSTRACT

In recent years in China, with the development of market-oriented economy and social transformation, work stress becomes a prominent problem, which has drawn public concern. It has been an important subject for enterprises and scholars to find ways to control and decrease employees' stress level and lower its damages. Work stress adversely influences people's physical and psychological health. What's more, it adversely influences their work attitude. Scholars researched dimensions of the manager's work stress and its effect on job satisfaction. However, the results were inconsistent. As to dimensions of work stress, results of previous research were inconsistent because of different research objects and tools. As to the relationship between work stress and job satisfaction, the research conclusions were inconsistent. Some scholars proposed that work stress had significantly negative effect on job satisfaction. On the contrary, some scholars insisted that some dimensions of work stress were positively correlated to job satisfaction. As is demonstrated by an investigation, middle level managers in China are working under great pressure. Middle level managers are different from other groups of workforces on some aspects such as social position, job characteristics, etc. . As a result, their perception on work stress may be different from that of other groups. As the backbone of enterprises, middle level managers are cen-

tral human resources for their organizations to survive, develop, achieve and maintain competitive advantage. Their work attitude affects not only their performance, but also the work attitude and performance of their subordinates. It is interesting that although previous researches drew conclusions with samples of managers, few researches studied work stress of middle level managers.

Work and family are two important domains in our daily lives. It is difficult for employees to balance work and family life. The development of internet and communication technology is obscuring boundary between work and family. In addition, most couples in cities work outside together. As a result, work-family conflict is inevitable. It was revealed in previous research that work and family interacted each other. Factors in work domain are antecedents of work-family conflict, which in turn influences work attitudes of employees. In previous research, scholars placed emphasis on adverse effects of work stress and the influences of factors in organizations on its mechanism. Consequently, less attention was paid on the question that if interaction of work and family played a role in the relationship between work stress and its outcomes.

In this research, with literature review and Grounded Theory, a heterogeneous sample of middle level managers was used to construct work stress model in Chinese context. The influence of work stress on job satisfaction was explored as well. Then, a mediation model was constructed to explore the mediation effects of WIF and FIW on relationship between work stress and job satisfaction. With the methods of large sample investigation and Structural Equation Analysis, the reliability and validity of these models were tested and the following conclusions were reached.

Firstly, it was revealed in this study that work stress of middle level managers in Shanghai enterprises consisted of 6 dimensions. With review of previous research conclusions on construction of work stress of different

groups, together with Grounded Theory Method, it was proposed that middle level managers' work stress consisted of six dimensions including job characteristics, role stress, occupational development, personal relation, organizational structure and climate, role of manager. Results of small sample pretest and large sample study demonstrated that the work stress model was acceptably reliable and valid.

Secondly, different dimension of work stress had different influence on job satisfaction. It was revealed that although the overall work stress was significantly negatively correlated to job satisfaction, not all dimensions were significantly negatively correlated to it. Namely, stress dimensions such as job characteristics, role stress, occupational development, organizational structure and climate negatively predicted job satisfaction; dimensions such as personal relation and role of manager were not significantly correlated to job satisfaction. In addition, sex difference did not affect the relationship of middle level managers' work stress and job satisfaction. What's more, the result of curve estimation showed that there was no inverted U curve relationship between overall stress and job satisfaction and between job characteristics and job satisfaction. It was demonstrated in the study that there was difference on stress levels of male and female middle level managers. However, the moderation effect of sex on relationship between dimensions such as job characteristics, role conflict and obscurity, occupational development, organizational structure and climate, job satisfaction was not significant.

Thirdly, work stress positively affected both WIF and FIW. Previous research revealed that work stress positively affected WIF, which coincided with the result of this study. It was shown in this study that all dimensions except the role of manager were significantly positively correlated to WIF. Few previous research paid attention to the influence of work stress on FIW. It was revealed in this study that all dimensions ex-

cept role of manager were significantly positively correlated to FIW. That is, although family factors are the main antecedents of FIW, the role of work stress should not be neglected.

Fourthly, WIF and FIW of middle level managers had different effects on job satisfaction. It was shown in the result that WIF had negative effect on job satisfaction. That is, when WIF increases, job satisfaction decreases, which was consistent with previous research. However, FIW significantly and positively affected job satisfaction, which was different from previous research. It was argued in this thesis that when FIW happened, middle level managers had the authority to arrange their tasks so as to meet the demands of family and balance the two domains. As a result, their job satisfaction increased.

Fifthly, work-family conflict mediated the relationship between work stress and job satisfaction. It was revealed that WIF partially mediated the relationship between role stress, occupational development, organizational structure and climate, job satisfaction and fully mediated the relationship between job characteristics and job satisfaction. So did FIW.

The innovations of this study are as follows:

Firstly, the model of work stress influence job satisfaction via work-family was explored, which not only expanded field of research on work stress, but enriched theory of work stress management. It was found in this research that the influence of job itself stress on job satisfaction was fully mediated by WIF and FIW. The influence of other stress was partially mediated by WIF and FIW. This conclusion provided a new way to research the relationship of job stress and job satisfaction.

Secondly, the relationship between work stress and job satisfaction was analyzed. Little previous research analyzed the relationship between job stress dimensions and job satisfaction. Based on Grounded Theory, work stress scale for middle level managers was developed. In this scale,

work stress of middle level managers consists of 6 dimensions. The scale provides an effective measurement tool for future research. Based on this scale, the relationship between 6 dimensions and job satisfaction was explored. The result demonstrated that there were 4 dimensions of work stress significantly correlated to job satisfaction, which provided useful reference for the management of middle level managers' work stress.

Thirdly, the relationship between job stress and work-family conflict was analyzed. Previous research found the relation between overall job stress and WIF. However, few research paid attention on the effect of job stress dimensions, WIF and FIW. In this research, analysis on the relationship between job stress and work-family conflict found that all stress dimensions except managerial role stress had positive effect on WIF and FIW. This research expanded the view on job stress and work-family conflict, provided new antecedents for work-family conflict, especially for FIW.

Conclusions of this research provided new ideas for stress management of middle level managers, which had important theoretical and practical value. Work stress scale provided a valid tool for future theoretical research. The research on relationship between dimensions of work stress and job satisfaction enriched theory of stress management. Research on mediation effect of WIF and FIW broke limitation of previous research on work stress which paid more attention on organizational factors. Thus, the vision on stress management was enlarged. In the process of stress management, organizations should focus on stress dimensions that affect job satisfaction significantly. Meanwhile, importance should be attached to work-family conflict in order to control the influence of work stress on job satisfaction.

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