

疫情不确定情景下量子型领导会提升 员工工作幸福感吗?

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摘 要: 新冠肺炎疫情扰乱了企业正常的工作秩序,很多员工的身心健康经受了前所未有的焦虑、折磨与挑战,使其幸福感和工作投入度降低。员工工作幸福感是健康组织的重要标准,疫情情景下需要诉诸能驾驭不确定性的新型领导行为来提升员工的工作幸福度。文章基于自我决定理论和资源保存理论,探讨了量子型领导对员工工作幸福感的影响及其传导机制。研究发现量子型领导对个人组织匹配和员工工作幸福感有显著的正向影响,当员工越是处于高情绪衰竭时,个人组织匹配对员工工作幸福感的影响越强。文章为企业在管理实践中从培育量子领导力、提升个人组织匹配度、消解员工情绪衰竭方面提升员工工作幸福度提供理论支持和实践参考。

关键词: 量子型领导;员工工作幸福感;个人组织匹配;情绪衰竭

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一、研究背景及问题提出

2020

Depoux 2020

Guan 2020

Eichenbaum 2020

50

“
22.3%

15.8%

2020

2007

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Hsing 2020

Page

Vella-Brodrick 2009

Wilson 2004

Zheng 2015

Danna

Griffin 1999

VUCA

VUCA

2016

enses Temoçin
2020a

2020b

O'Reilly III 1991
“ ”“ ”

“ ”“ ”“ ”

Hsing 2020

Maslach Jackson 1982

Maslach 2001

二、理论和假设

(一)量子型领导

• 2016

enses Temoçin 2016

Ercetin 2000

1

2

3

4

5

2020a

(二)量子型领导对员工工作幸福感的影响

“9·11 ” 2003

Ryff 1989

2020a

Zohar 1991

“

”

“ ”

enses Temoçin 2016

Ercetin 2000

Fairholm 2004

Zohar 1997

H1

(三)个人组织匹配的中介作用

1.

Kristof 1996
 / - /
 2012
 Kim 2005
 2009
 Cable
 Parsons 2001 -
 Lauver Kristof-Brown 2001
 Temoçin 2016 Ercetin 2000 enses
 “ ” Fairholm 2004 “ ”
 Youngblood 1997

H2

2.

Yang 2008
 “ ”

Deci 2017

2010 Ruiz-Palomino 2013

H3

3.

Kristof 1996
 2009 “ ”“
 ”“ ”“ ”

-

Deci 2017

H4

(四)情绪衰竭的调节作用

Holt-Lunstad

2015

“ ”

Lee Ashforth 1996

Schaufeli 2009

Karatepe Tekinkus 2006

“ ”

Hobfoll 2018

H5

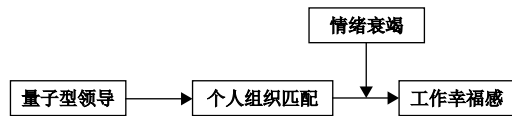


图 1 模型框架图

1

三、研究对象与量表

(一)样本选取

2020

2020

2020 3 20 2020 4 5

615

417

1

(二)研究量表

1.

2020b

7

34

7

0.988

表 1 样本描述

性别	男	59%	年龄	25岁及以下	23%	
	女	41%		26-30岁	21.30%	
学历	高中及以下	5.30%		31-35岁	25.90%	
	大专	22.30%		36-40岁	16.30%	
	本科	53%		41-45岁	6.50%	
	硕士及以上	19.40%		46岁及以上	7%	
企业性质	国有企业	31.28%		所在企业受疫情的影响程度	非常不受影响	1.20%
	民营企业	45.37%			不受影响	9.10%
	合资或外资	23.35%			比较不受影响	24.50%
职位	员工	50.80%			说不准	8.40%
	基层管理者	21.80%	比较受影响		25.40%	
	中层管理者	21.10%	受影响		18.20%	
	高层管理者	6.20%	非常受影响		13.20%	

2.	Resick	2007	4
“			0.949
3.	Zheng	2015	
5	“		0.938
4.	Schaufeli	1996	
6	“	”	0.938

四、数据分析与结果

(一) 共同方法偏差分析

Hurman Spss23.0
40.521% 50%

(二) 描述性统计

2

表 2 各变量均值、标准差和相关系数

变量	1	2	3	4	5	6	7	8	9
1.年龄	1								
2.教育程度	0.02	1							
3.工作时间	0.75**	-0.04	1						
4.职位	0.56**	0.16**	0.45**	1					
5.企业受疫情影响程度	0.17**	0.12*	0.13**	0.25**	1				
6.量子型领导	-0.07	-0.07	-0.10*	0.02	-0.08	1			
7.个人组织匹配	0.05	-0.06	0.05	0.11*	-0.09	0.63**	1		
8.情绪衰竭	-0.07	-0.05	0.00	0.01	0.07	-0.33**	-0.35**	1	
9.员工工作幸福感	0.09	-0.01	0.04	0.14**	-0.12*	0.63**	0.74**	-0.41**	1
平均值M	2.83	3.86	2.37	1.83	4.55	5.32	5.39	5.21	3.31
标准差SD	1.47	0.80	1.34	0.97	1.61	1.23	1.09	1.27	1.38

注:n=417;**表示p<0.01,*表示p<0.05。

	2		0.63
	0.63		0.74
0.01		1	2
			3

(三) 模型拟合优度检验

Mplus7.4

CFA 3

2/Df=3.60 RMSEA=0.079 CFI=0.980 TLI=0.975 SRMR=0.017

表 3 验证性因子分析

	χ^2	Df	χ^2/Df	RMSEA	CFI	TLI	SRMR
四因子模型	255.89	71	3.60	0.079	0.980	0.975	0.017
三因子模型 ¹	999.19	71	14.07	0.173	0.902	0.880	0.081
三因子模型 ²	901.47	74	12.18	0.164	0.912	0.892	0.077
三因子模型 ³	858.47	74	11.60	0.159	0.917	0.898	0.067
两因子模型 ⁴	1667.45	76	21.94	0.224	0.832	0.798	0.112
单因子模型 ⁵	2153.34	77	27.97	0.254	0.780	0.740	0.012

注：n=417。¹表示将量子型领导和个人组织匹配合并为一个潜在因子，²表示将个人组织匹配和情绪衰竭合并为一个潜在因子，³表示将情绪衰竭和反生产行为合并为一个潜在因子，⁴表示将量子型领导、个人组织匹配和情绪衰竭合并为一个潜在因子，⁵表示将所有变量合并为同一个潜在因子。

(四) 假设检验

				4	
	M2 =-0.633 P<0.01			M4 =-0.628 P<0.01	
0.01		1	2		M5
=0.730 P<0.01			3		
				0.628	0.277
					4
					5000 95%
	Bootstrap				
CI [0.2374 0.3981]	0			0.3106	
				95%	CI [0.1740 0.3149]

表 4 层级回归结果

解释变量	个人组织匹配		员工工作幸福感					
	M1	M2	M3	M4	M5	M6	M7	M8
控制变量								
年龄	-0.010	0.011	0.079	0.100	0.087	0.094	0.067	0.047
教育程度	-0.074	-0.021	-0.017	0.035	0.037	0.047	0.034	0.034
工作时间	-0.001	0.076	-0.073	0.004	-0.072	-0.039	-0.027	-0.015
职位	0.154*	0.071	0.173**	0.091	0.061	0.052	0.069	0.076*
企业受疫情影响程度	-0.118*	-0.065	-0.166**	-0.113**	-0.080*	-0.077*	-0.073**	-0.071*
自变量								
量子型领导		0.633**		0.628**		0.277**	0.252**	0.251**

续表 4 层级回归结果

解释变量	个人组织匹配		员工工作幸福感					
	M1	M2	M3	M4	M5	M6	M7	M8
中介变量 个人组织匹配					0.730**	0.554**	0.521**	0.517**
调节变量 情绪衰竭							-0.135**	-0.153**
交互项 个人组织匹配×情绪衰竭								0.113**
R^2	0.031	0.420	0.049	0.432	0.565	0.610	0.625	0.637
ΔR^2	0.031	0.389	0.049	0.383	0.517	0.178	0.015	0.012
F	2.62*	49.5**	4.2**	51.9**	88.8**	91.3**	85.0**	79.5**

注:n=417,数据为标准化数值,**表示p<0.01,*表示p<0.05。

0.01
=0.113 P<0.01

M+1SD

M-1SD

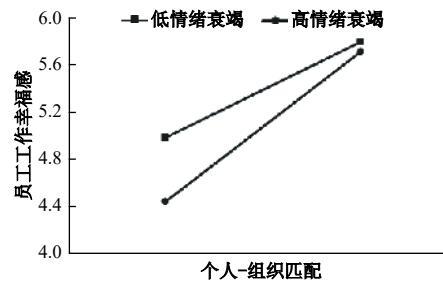


图 2 调节效应图

2

5

五、结论和讨论

(一) 研究结论

2020

VUCA

(二) 理论贡献

2017 Rahimnia Sharifirad 2015

VUCA

(三) 实践启示

			Spreitzer Porath
2012		2020	7
	7		1
			2
			3
“ ”			4
			5
			6
			7

“ ”

“ ”

“ ”

“ ”“ ”“ ”

“ ” “ ”

500 “ ”

(四)研究不足与展望

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Will Quantum Leadership Improve Employee Workplace Well-being in the Context of Epidemic Uncertainty? The Role of Person-Organization Fit and Emotional Exhaustion

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Summary: Covid-19 has disrupted the normal work order of enterprises. Many employees have experienced unprecedented anxiety, torture and challenges in their physical and mental health, resulting in a decrease in their workplace well-being and job involvement. Employee workplace well-being is an important standard for healthy organizations. In the epidemic situation, it is necessary to resort to new leadership behaviors that can control uncertainty to improve employee workplace well-being. Based on the self-determination theory and the resource conservation theory, this paper discusses the influence of quantum leadership on employee workplace well-being and its transmission mechanism. Through the empirical analysis of 417 valid questionnaires during the period of resumption of work and production in Covid-19, we find

domestically, and the concept of state/owned enterprises has a tendency to generalize to state/supported enterprises. As far as China is concerned, maintaining and implementing competition neutrality in the international and domestic markets is the product of reforms forced by external pressures, and it is also an inherent need for China to actively expand opening up and accelerate the construction of a new higher/level open economic system. China should make competition neutrality the core content of its competition policy, take into account the construction of soft competition law and hard competition law, and break down the barriers that restrict the common development and fair competition of various market entities. However, when a certain type of enterprise is the most preferred among various carrier tools to achieve specific important value goals of the country, it can be considered to be exempt from competition neutrality regulations. In principle, China's competition neutrality system should be compatible with its own control and endurance, meet the needs of maximizing the country's overall interests, and enhance policy transparency and procedural legitimacy. The mechanism of bilateral or regional trade agreements and the anchoring mechanism of deeply embedded and integrated Chinese and foreign economies may be helpful to control and balance the risks of international competition neutrality regulations.

Mg{"yqt fu"competition neutrality; large aircraft; subsidies; regulations

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* 48 +

that: Quantum leadership has a significant positive effect on person/organization fit and employee workplace well/being; person/organization fit partially mediates the relationship between quantum leadership and employee workplace well/being; emotional exhaustion positively moderates the relationship between person/organization fit and employee workplace well/being, that is, when employees are in higher emotional exhaustion, the impact of person/organization fit on employee workplace well/being is stronger. This paper provides a new perspective on how to improve employee workplace well/being from the perspective of quantum leadership under the uncertain situation of epidemic. It further expands and enriches the research on the consequences of quantum leadership on the psychological influence mechanism of employees, and provides theoretical support for enterprises to improve employee workplace well/being from the aspects of cultivating quantum leadership, improving person/organization fit and eliminating employees' emotional exhaustion in management practice.

Mg{"yqt fu"quantum leadership; employee workplace well/being; person/organization fit; emotional exhaustion