

CITY UNIVERSITY OF HONG KONG
香港城市大學

**Influence Factors and Mechanism of
Employee Execution: From the Perspective
of Role Stress**
員工執行力的影響機制研究 — 基於角色
壓力的視角

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摘要

在企業員工執行力的管理實踐中，很多企業管理者不能從根本上挖掘員工內心活動的波動及異常行為的變化，習慣於將員工執行力弱的原因歸咎於員工個體因素，沒能從企業層面探討產生執行力問題的深層原因。如何提升員工執行力問題，已經引起中國政府、企業、社會學者和學界的高度重視。該問題不僅是中國企業領導者要面臨的重大實踐挑戰，也是當前理論研究的熱點之一。

本研究從組織設計和員工個體因素兩個層面，圍繞“員工執行力的影響因素和影響機制”的現實管理問題，深入探討員工執行力的影響機制。在組織設計層面，本研究基於角色理論（Role Theory）和激勵理論[1]提出，角色壓力對員工執行力存在辯證的影響作用，即角色壓力對員工執行力既具有反向的抑制效應，也存在一定的正向促進作用。在員工個體因素方面，本研究還提出，工作控制感和自我效能感等個體層面的研究變數，會對員工執行力有顯著的影響作用。

本研究融合組織設計和員工個體因素的雙重視角，提出了員工執行力的影響機制模型，並使用問卷調研法對該理論模型進行了實證檢驗。研究選取中國大陸地區的 10 家企業的全職員工作為調研樣本，分別向他們發放和回收調研問卷，最終得到有效問卷 700 份。我們使用 spss20.0 和 Mplus7.0 兩種統計分析軟體，對調研資料進行系統分析。實證分析結果表明，調研問卷所使用的測量工具具有較好的信度和效度，本研究提出的研究假設有 10 個通過了實證檢驗，只有兩個未通過驗證。

在主效應方面，角色衝突跟員工執行力之間存在顯著的正相關性，角色負荷跟員工執行力之間存在微弱的顯著負效應；而角色模糊跟員工執行力之間存在非常顯著的負效應。該研究結果表明，員工角色壓力一方面他們能夠反向抑制員工執行力，但另一面他們也能通過自我效能感的仲介作用，促進員工執行力提升。在仲介效應方面，自我效能感對角色衝突與員工執行力之間的關係，起到完全仲介作用；自我效能感對角色模糊或角色負荷與員工執行力之間的關係，起到部分仲介作用。在調節效應方面，工作控制感能負向調節角色模糊和員工自我效能感之間的關係，使得角色模糊和員工自我效能感之間的負相關性更加顯著；同時，工作控制感也能夠正向調節角色負荷和員工自我效能感之間的正相關關係。

本研究從組織角色設計和員工個體兩個層面，探討了角色壓力對員工執行力

的影響機制。本研究將角色理論與內在激勵理論結合起來，將員工執行力的影響因素拓展到了角色設計的組織層面。本研究對管理實踐的啟示意義，主要體現在以下五個方面。

首先，員工自我效能感與員工執行力之間存在顯著的正相關關係，企業可以通過提升員工自我效能感的方法，提升員工執行力。其次，角色模糊與員工執行力之間存在顯著的負相關關係，企業在工作角色設計時，要盡最大努力降低員工角色模糊的問題，做到員工職責清晰明確，以有利於員工執行力的提升。第三，角色衝突跟員工執行力之間存在顯著的正相關性，並且自我效能感在他們之間起到完全的仲介作用，該研究結論反應出，角色衝突在中國社會情境下，可能有利於員工執行力的提升，企業在工作角色設計方面，可以適當放寬對角色衝突的限制。第四，角色負荷跟員工執行力之間存在顯著的負相關關係，但是他們對員工執行力的直接效應和間接效應截然相反，而且總效應的相關係數較低，這表明角色負荷在中國社會情境下，對員工執行力的總體影響作用比較微弱，但是正向促進作用和反向抑制作用同時存在，企業在工作角色設計方面，需要綜合平衡這兩種相反的辯證影響作用，盡其可能促使員工執行力提升。第五，工作控制感能夠在一定程度上調節角色壓力和自我效能感之間的關係，但是無法改變角色壓力和自我效能感之間的作用方向，只能強化他們之間的相關性，企業在工作設計環節，需要優先解決角色壓力問題，然後給予員工相應的授權，提升員工工作控制感，才能有利於員工執行力提升。

企業想提升員工執行力，不但要從員工個體層面的因素考慮，比如員工角色壓力感知、員工自我效能感等；還需要從企業層面保障工作角色設計具有較強的合理性，員工工作職責分明，並且領導者需要結合企業工作角色設計的具體情況，給於相應的授權程度，才能夠實現員工執行力提升。總之，本研究的研究結論表明，員工執行力由組織設計和員工個體兩個層面的因素綜合決定，企業需要從組織和員工兩個層面綜合考慮如何解決員工執行力問題。

關鍵字：執行力；自我效能感；角色壓力；工作控制感

Abstract

In the management of employee execution, many managers fail to fundamentally understand the mental fluctuations and abnormal behavior of employees and tend to ascribe their low execution performance to the staff's personal factors instead of analyzing the root cause from enterprise-level point of view. How to improve employee execution has already caught much attention from the Chinese government, enterprises, sociologists and management scholars. This is not only a major human resource management challenge faced by business leaders, but also one of the hotspots of the current theoretic research.

This study will discuss in-depth about how to improve employee execution from the prospective of both organizational design and employee's individuality, centering on "Factors and Mechanism affecting employee execution". At organizational design level, this study based on the role theory role theory and incentive theory [1] proposed that role stress on employee execution effect of dialectical existence, namely role stress on employee execution has not only reverse the inhibitory effect, also has certain positive role in promoting. On the other hand, we also suggested that employees' sense of job control and self-efficacy have a significant impact on the performance of employees at the individual level.

In this study, we put forward the influence mechanism model of employee's executive ability from the double perspective of organizational design and employee individual factors, and empirically test the theoretical model using the questionnaire survey method. Full-time employees that come from 10 companies located in the mainland of China were selected as research samples, and we finally get 700 effective questionnaires. We use two statistical analysis software, spss20.0 and Mplus7.0, to analyze the survey data. The empirical results show that the measurement scales that we used has good reliability and validity, and ten of the research hypotheses are proposed by empirical test, only two hypotheses failed to pass the test.

In terms of main effects, we find that role conflict have a significant positive relation with the employee execution, role overload have a weak significant negative effect on the employee execution, and there is a very significant negative effect between role ambiguity and employee execution. Main effect research results show that employees' role stress on the one hand can reverse the inhibition of employee performance, but on the other side they can promote employee execution through the mediating role of self-efficacy. In terms of mediating effect, self-efficacy plays a

complete mediating role in the relationship between role conflict and employee's executive ability , which plays a partial mediating role in the relationship between role ambiguity or role overload and employee execution. In moderating effect, job control moderate the relationship between role ambiguity and employee self-efficacy. Specifically, the negative relationship between role ambiguity and employee self-efficacy will be strengthened in work units with more sense of job control. job control will also positively moderate the relationship between role overload and employee self-efficacy.

This study explores the impact of role stress on employee executive ability both from organizational role design level as well as the individual level. In this research, the role theory and the intrinsic motivation theory are combined, and the influence factors of the executive ability of employees are extended to the organizational level of role design. The implications of this research for management practice are mainly embodied in the following five aspects.

First, there was a significant positive correlation between employee and employee self-efficacy execution, and companies can increase employee self-efficacy of methods to enhance employee execution. Secondly, there was a significant negative correlation between role ambiguity and employee execution, enterprises should make the greatest efforts to reduce the problem of employees role ambiguity in the job design, so that staff could clearly define their responsibility to promotion the execution. Third, there is a significant positive correlation between role conflict and employee execution, and self-efficacy plays a mediating role between them. The conclusion maybe reflect that, role conflict in Chinese social context may is conducive to enhancing the staff executive ability, enterprise can appropriate to relax the restrictions on role conflict when designing the job characters. Fourth, there is a significant negative relationship between role overload and employee execution, but the direct and indirect effects in opposite directions and the correlation coefficient of the total effect of lower, suggesting that the influence of role overload is relatively weak in the Chinese social context, but positive function and reverse inhibition exist at the same time. Enterprises need to balance these two opposite dialectical effect to enhance the implementation of in the character design work. Fifth, sense of job control to a certain extent, moderates the relationship between role stress and self-efficacy, but cannot change the direction of action between the role stress and

self-efficacy, only strengthen the correlation among them. It suggests that role stress problem should be given priority to be addressed, and then to the appropriate authority for employees, enhance employee sense of control, in order to enhance employees' execution.

To improve employee execution, enterprises should not only figure out the individual level factors, such as role stress perception, self-efficacy etc.; but also need to solve the problem of job design at the firm level. In order to improve employee execution, employee responsibilities should be clear and unambiguous, and the leader should be based on the specific circumstances of the enterprise to empower employees. In conclusion, the findings of this study show that the employee execution depends on organization design factors as well as individual factors, enterprises need to balance them to resolve the problem of employee execution.

Key Words : employee execution ; self-efficacy ; role Stress ; job control

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