

# 社會支持、領導行為、工作滿意度 對工作績效之影響－以越南及台灣服務業 員工為例

## THE INFLUENCE OF SOCIAL SUPPORT, LEADERSHIP BEHAVIOR, AND JOB SATISFACTION ON JOB PERFORMANCE - A CASE OF SERVICE WORKERS IN VIETNAM AND TAIWAN

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### 摘要

工作者是企業的最大資產之一，決定企業的成敗，故第一線工作者在服務業扮演關鍵的角色，如何提高工作技能、服務態度、績效等因素，一直都是業界與學界所關注的議題。由於世界各地區都擁有自己的特色文化及獨特狀況，跨國、跨文化的研究越來越重要，有鑒於此，本研究針對越南及台灣的服務業第一線工作者，探討第一線工作者所認知到的社會支持、領導行為、工作滿意度與工作績效之關係。本研究採用問卷調查法，參考國內外學者設計之量表，經由專家的建議，逐步修改編輯為本研究之問卷，以線上方式發放問卷，共收回 282 份，有效問卷為 190 份。研究發現社會支持對工作滿意度有正向影響，領導行為對工作滿意度有正向影響，工作滿意度對工作績效有正向影響，工作滿意度在社會支持與領導行為對工作績效間具有中介效果。本研究根據上述結果歸納結論與建議對人力資源管理實務以及未來的相關研究有所助益。

**關鍵詞：**社會支持、領導行為、工作滿意度、工作績效

## **ABSTRACT**

The employee is one of the company's most significant assets, which decides the success or failure of an industry. As a result, the service sector heavily relies on front-line employees. Since every country and region has distinct cultures and situations, cross-border and cross-cultural research is increasingly becoming crucial. Improving work skills, service attitude, performance, and other factors have always been an issue of concern for both industry and academia. Hence, this study investigates the relationship between social support, leadership behavior, job satisfaction, and job performance of front-line workers in the service industry in Vietnam and Taiwan. This study adopts a questionnaire survey method, referring to the scales by domestic and international scholars, and gradually revised to a questionnaire for this study. This study used an online survey method, a total of 282 questionnaires were sent, and 190 valid questionnaires were returned. The results found that social support has a positive impact on job satisfaction; leadership behavior has a positive impact on job satisfaction; job satisfaction has a positive impact on job performance; job satisfaction has a mediating effect of social support and leadership behavior on job performance. Based on the findings mentioned above, this study concludes and makes recommendations beneficial to the practice of human resource management and future relevant research.

***Keywords:*** Social Support, Leadership Behavior, Job Satisfaction, Job Performance