

学校编码: 10384
学号: 17820071151634

分类号____密级____
UDC____

廈門大學

碩 士 学 位 论 文

饭店员工内在动机与敬业度的关系研究

A Study of the Relations between Intrinsic Motivation and
Work Engagement of Hotel Employees

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论文提交日期: 2010 年 4 月

论文答辩时间: 2010 年 6 月

学位授予日期: 2010 年 月

答辩委员会主席: _____

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摘要

如何提高饭店员工的敬业度是饭店人力资源管理研究的热点。我国饭店市场竞争日趋激烈，而饭店企业的成功关键因素之一就是员工的敬业度。了解饭店员工敬业度背后的内在动机及其前因变量，对有效提升饭店员工敬业度、进而提高饭店企业的经营管理业绩具有十分重要的意义。

关于员工内在动机的研究已经引起心理学、管理学领域越来越多学者的重视。前人的研究以动机心理学理论为基础，分析不同行业员工的内在动机及其相关变量，一些学者还建立了内在动机前因变量综合模型。

本文在回顾了国内外大量文献的基础上，以动机心理学相关理论、组织气氛理论以及敬业度相关理论为依据，构建了饭店员工内在动机及前因变量与敬业度的关系模型。模型中包含两组研究对象：第一组是自我效能感和组织气氛中的工作结构、组织支持、人际关系维度对饭店员工内在动机的影响；第二组是第一组的各自变量以及员工内在动机对敬业度的影响。此外，还引入员工个体背景特征作为自我效能感、内在动机和本研究中饭店组织气氛维度的干涉变量。在确定本文研究的饭店组织气氛维度及测量量表之后，通过构建结构方程模型对饭店员工的自我效能感、组织气氛三个维度与员工内在动机、敬业度之间的关系进行分析。

通过实证研究，本文得出以下结论：第一，自我效能感和人际关系对饭店员工内在动机有显著的正向影响；第二，自我效能感、组织气氛的三个子维度以及员工内在动机对敬业度均有显著的正向影响；第三，在本研究涉及的潜变量中，自我效能感对饭店员工内在动机影响最显著，而组织支持对饭店员工敬业度影响最显著。另外，本文在饭店组织气氛的影响方面做出进一步探索，实证表明不同组织气氛维度对饭店员工的自我效能感影响也不同。

结论表明，饭店员工内在动机及前因变量对员工敬业度有重要影响，饭店企业应该采取合适的人力资源管理措施，培养员工自我效能感，并营造有助于提高员工自我效能感、内在动机和敬业度的组织气氛。

关键词：内在动机；敬业度；实证研究

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Abstract

How to improve hotel employees' engagement is crucial for hotel human resource management. With the increasingly competitive hotel market in China, one of the key factors for hotel business success is the employees' engagement. Thus, in order to effectively improve employees' engagement so as to achieve the best performance of hotel management, it is of great importance to find out the intrinsic motivation and its antecedent variables that impose significantly impacts on hotel employees' engagement.

More and more scholars, especially in the field of psychology and management, have started to pay attention on the study of employees' intrinsic motivation. Most of them, based on psychological theories, mainly analyzed the intrinsic motivation of employees and related variables within different industries, some of which even established an integrated model containing employees' intrinsic motivation and its antecedents. Only few of studies, however, discussed the intrinsic motivation of hotel employees.

Established on the extensive domestic and foreign literature and the classic theories of psychological motivation, organizational climate theory and related theories to engagement, this study builds a framework reflecting the relations between hotel employees' engagement and their intrinsic motivation with the antecedent variables. The framework composes two parts: one part reflects the relations between employees' intrinsic motivation and its antecedent variables, including self-efficacy, work structure, organizational support and relationship within organization; the other part illustrates the relations between employees' engagement and the intrinsic motivation, self-efficacy and the three dimensions of organizational climate.

In addition, this paper introduces individual's background characteristics as interference variable dimensions of self-efficacy, intrinsic motivation and organizational climate dimensions in this study, including work structure, organization support and relationship. After determination of the organizational climate dimensions in this study and completion of organizational climate questionnaires, the structural equation model is founded, in accordance with the framework, to analyze the relations between the hotel staff's self-efficacy, the three dimensions of organizational climate their intrinsic motivation and work engagement.

By empirical study, the conclusion could be summarized as follows: firstly,

self-efficacy and relationships of hotel employees have significant positive impacts on their intrinsic motivation; secondly, self-efficacy, the three sub-dimensions of organizational climate and employees' intrinsic motivation have significant positive impacts on hotel employees' engagement; finally, within the latent variables involved in this study, self-efficacy has the greatest impact on hotel staffs' intrinsic motivation, while organizational support is the greatest variable influencing employees' engagement. Moreover, this study makes further exploration on the impact of organizational climate, indicating that the effects of various dimensions of organizational climate on hotel staffs' self-efficacy are also different.

This study shows that hotel employees' intrinsic motivation and its antecedent variables have important impacts on employees' engagement. Therefore, hotel managers should take appropriate measures to strengthen the employees' self-efficacy and to create such organizational climate to help enhance staffs' self-efficacy, intrinsic motivation and work engagement.

Key Words: Intrinsic Motivation; Work Engagement; Empirical Study

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