

公務人員工作負荷對情緒耗竭之影響－情緒智力與工作特性之調節效果

Effect of Public Servants' Workload on Emotional Exhaustion: Moderating Effects of Emotional Intelligence and Job Characteristics

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摘要

隨著政府實施組織改造，積極推動員額精簡，提升組織效能，現行公務人員為提高行政效率、快速回應人民需求，必須付出更多的時間與精力，然過去卻甚少有研究探討公務人員工作負荷之議題。對個人而言，工作負荷過重可能影響個人身心健康，對組織而言，則可能影響業務之推展甚或影響相關人員之權益，同時具有較高情緒智力之員工因較能調節自身情緒，擁有較高的工作滿意度。因此，本研究目的旨在瞭解公務人員工作負荷及其對公務人員身心之影響，並探討情緒智力及工作特性對兩者之關係是否產生調節效果。研究結果發現，公務人員工作負荷情況對情緒耗竭有顯著的正向影響，工作負荷與情緒智力構面中之自我情緒評估、他人情緒評估、情緒運用，及工作負荷與工作特性構面中之技能多樣性、工作完整性、工作重要性、工作回饋性交互作用分別達到顯著之水準。最後，希冀政府機關能正視公務人員工作負荷之情形，運用工作流程簡化、資訊化、非典型人力、職務輪調或教育訓練等作為適度維持公務人員之工作量，藉以提升公務人員之工作品質及維護其職場健康。

關鍵字：工作負荷、情緒耗竭、情緒智力、工作特性

ABSTRACT

As governments implement organizational transformation by actively promoting downsizing to enhance organizational performance, public servants have been required to be more efficient, be responsible for more tasks, and do their jobs faster than before. Currently, public servants must spend additional time and effort to elevate administrative efficiency and immediately respond to civilians' needs. However, there is a dearth of research on their actual workload. This study investigated the physical and mental effects of public servants' workloads to identify whether emotional intelligence and job characteristics moderate the relationship between workload and emotional exhaustion. The results revealed that the participating public servants' workload significantly and positively affected their emotional exhaustion, and both emotional intelligence and job characteristics exhibited partial moderating effects on the relationship between workload and emotional exhaustion. According to the analysis results, we suggest that government agencies address public servants' work overload by implementing streamlined operating procedures, digitization, alternative employment arrangements, job rotation, and professional training, which can elevate work quality and occupational health.

Keywords: Workload, Emotional exhaustion, Emotional intelligence, Job characteristic