

## 摘要

台灣面臨少子化和人口老年化問題，勞動人口逐年減少，企業普遍面臨人力缺口的挑戰。在這樣的環境下，企業為了永續經營，除了強調企業文化的核心價值外，更需要大量優秀的人才。招募新人雖然是一種解決辦法，但同樣重要的是如何留住現有員工，避免人力缺口進一步擴大，成為企業必須面對的重要議題。

本研究深入探討「組織公平」與「心理資本」對「留任意願」之影響，並以「工作滿意度」作為中介變項。以中部某公司在職員工為例，共發出 218 份問卷，收回的有效問卷為 209 份，有效回收率 95.87%。研究發現「組織公平」對「留任意願」有顯著正向影響；「心理資本」對「留任意願」有顯著的影響；「工作滿意度」對「留任意願」有顯著的影響；而「工作滿意度」對「組織公平」、「心理資本」與「留任意願」有中介效果。

關鍵字：組織公平、心理資本、工作滿意度、留任意願

## **ABSTRACT**

Taiwan is facing issues with a declining birth rate and an aging population, leading to a yearly decrease in the labor force. Businesses commonly face the challenge of labor shortages. In such an environment, for sustainable operations, companies must emphasize the core values of their corporate culture and recruit a large number of talented individuals. Although hiring new employees is one solution, equally important is retaining existing staff to prevent further expansion of labor gaps, which has become a critical issue for businesses.

This study delves into the impact of organizational justice and psychological capital on the intention to stay, with job satisfaction serving as a mediating variable. Taking employees from a company in central Taiwan as an example, 218 questionnaires were distributed, and 209 valid responses were received, yielding a response rate of 95.87%. The research found that organizational justice has a significant positive effect on retention intention; psychological capital significantly affects retention intention; job satisfaction significantly influences retention intention; and job satisfaction mediates the effects of organizational justice and psychological capital.

**Keywords:** Organizational Fairness, Job Satisfaction, Psychological Capital,  
Intention to Stay