

摘要

現今傳統製造產業常面臨缺工問題，根據人力銀行調查，員工離職原因為不認同直屬主管領導方式之佔比較高，導致企業人才留不住，於是本研究以雲林縣某一電纜線工廠現場製造人員為研究對象，研究目的是為了瞭解領導風格對工作壓力、領導風格對工作滿意度、工作壓力對工作滿意度的影響程度，以及工作壓力對領導風格與工作滿意度之間是否有中介效果，藉由本研究結果，能更加瞭解主管領導風格與員工的工作壓力以及工作滿意度的關係和影響。

本研究採用 MLQ、MSQ、OSI 三種量表設計問卷，針對現場製造人員共發出 240 份問卷，回收 161 份問卷，經由統計軟體 SPSS 之敘述統計、信度分析、獨立樣本 T 檢定、單因子變異數分析、雪費法分析、相關分析以及迴歸分析方法進行研究。

比較轉換型與交易型領導風格後，研究結果發現：（1）轉換型領導風格對工作滿意度呈現正向影響；（2）轉換型領導風格對員工工作壓力上相對較低；（3）工作壓力對工作滿意度呈現顯著影響；（4）工作壓力對領導風格與工作滿意度呈現中介效果。

透過本研究結果，企業若能培養主管適時改變領導方式，提升自我領導能力，方能找出對公司與團隊最佳管理模式，減少缺工問題。

關鍵字：領導風格、工作壓力、工作滿意度

ABSTRACT

In today's traditional manufacturing industry, labor shortage is a common issue. According to a survey by a labor bank, a significant proportion of employees leave their jobs due to dissatisfaction with their immediate supervisor's leadership style. This results in talent retention challenges for enterprises. Therefore, this study focuses on frontline manufacturing personnel at a cable factory in Yunlin County to investigate the impact of leadership style on job stress, leadership style on job satisfaction and the job stress on job satisfaction. Additionally, exploring whether job stress mediates the relationship between leadership style and job satisfaction. The findings of this research contribute to a better understanding of how supervisor leadership style affects employee job stress and job satisfaction.

The study utilized three scales—MLQ, MSQ, OSI—to design the questionnaire, which was distributed to 240 frontline manufacturing personnel. A total of 161 responses were collected and analyzed using descriptive statistics, reliability analysis, independent sample t-tests, one-way ANOVA, Scheffe's method, correlation analysis, and regression analysis through the SPSS statistical software.

Key findings from comparing transformational and transactional leadership styles include: (1) Transformational leadership style positively influences job satisfaction; (2) Transformational leadership style reduces employee job stress; (3) Job stress significantly impacts job satisfaction; (4) Job stress mediates the relationship between leadership style and job satisfaction.

Based on these results, organizations can benefit from cultivating supervisors who can adapt their leadership styles effectively and enhance their self-leadership capabilities to identify optimal management approaches for their company and teams, thereby mitigating labor shortage issues.

Keywords: Leadership style, Job stress, Job satisfaction