

## 幼稚園僕人領導、組織信任與工作滿意關係之研究

本研究旨在探討僕人領導、組織信任與工作滿意之間的關係，並以組織信任為中介變項，檢驗組織信任在僕人領導對工作滿意關係上的影響與效果。本研究將組織信任分為同事信任與領導信任兩個層面，採用 Barbuto 和 Wheeler 所發展出的僕人領導問卷、改編自 Jorde-Bloom 的幼兒教師工作滿意調查問卷以及自編的組織信任問卷為研究工具，對台北市公私立幼稚園教師進行問卷調查，共發出 608 份問卷，有效問卷共 256 份，有效問卷回收率為 42.1%。本研究採用結構方程式模式 (SEM) 驗證僕人領導、組織信任與工作滿意之間的影響與效果，並根據研究結果獲得以下結論，最後提出建議作為後續研究及幼教政策與行政實務之參考。

- 一、僕人領導對同事信任、領導信任與工作滿意皆有顯著的正向影響。
- 二、組織信任的兩個研究層面中，同事信任對工作滿意有正向的顯著影響關係，領導信任對工作滿意也有正向的影響。
- 三、組織信任在僕人領導對工作滿意的中介影響關係上顯示：同事信任在僕人領導對工作滿意的影響上有顯著的中介效果；領導信任在僕人領導對工作滿意的影響上也有顯著的中介效果。
- 四、將同事信任與領導信任為中介變項的結構模式分析結果兩相比較後發現：
  - (一) 僕人領導對領導信任的影響高於對同事信任的影響；
  - (二) 領導信任在僕人領導對工作滿意影響路徑上的中介效果高於同事信任的中介效果。研究證實領導信任是僕人領導對工作滿意發揮影響的關鍵。

**關鍵詞：**僕人領導、組織信任、同事信任、領導信任、工作滿意

## **The relationship between servant leadership, organizational trust and job satisfaction in kindergarten**

This research aims to explore the relationship among servant leadership, organizational trust and job satisfaction. Organizational trust was hypothesized as a mediator between servant leadership and job satisfaction. Two dimensions of organizational trust were examined: faculty trust and leader trust. Survey data were collected from 256 kindergarten teachers and analyzed by using structural equation modeling (SEM) methods. The findings of the study revealed that: (1) servant leadership positively influenced faculty trust, leader trust and job satisfaction; (2) the influence of organizational trust on job satisfaction implied that both faculty trust and leader trust have a positive influence on job satisfaction; (3) both faculty trust and leader trust significantly influenced the mediating effect of servant leadership on job satisfaction; (4) the impact of servant leader on leader trust was higher than that on faculty trust, and leader trust had higher mediating effect than faculty trust. The result indicated that leader trust acted as a significant mediator between servant leadership and job satisfaction. Managerial implications and some suggestions for future research were provided at the end of this thesis.

**Key words** Servant leadership, Organizational trust, Faculty trust, Leader trust, Job satisfaction