

# 2021 科技創新應用與人力發展提升學術研討會

## 收錄論文公告

B 場次	<p>1. 發表人：陳家薇*、林怡君</p> <p>題目：</p> <p>The Moderating Effect of Trust in Leaders on the Relationship between Psychological Empowerment and Work Engagement among Generation Y: Social Exchange Theory</p> <p>摘要：</p> <p>In the work environment, professions related to human resources, including managers and researchers, are gradually interested in working with different generations (Cennamo &amp; Gardner, 2008). Especially the proportion of Generation Y is the most. Therefore, managing the employees from Generation Y becomes a significant issue to the managers. One way to effectively manage Generation Y, like to own the right of control, is to enhance their work engagement by amplifying psychological empowerment. Most of the studies discussed work engagement from Job Demands-Resources (JD-R) Model. Nonetheless, this study used Social exchange theory. Kahn (1990) argued that employees learned from the workplace and worked fully and authentically in their work role based on their experiences within the working environment. A scarcity of empirical research focused on the mediation effect of psychological empowerment for leadership. Unfortunately, rare research concentrates on psychological empowerment from leaders achieving career goals (Kim &amp; Beehr, 2017). However, achieving career goals could become the significant element to motivate Generation Y, concentrating on personal development. Besides, people from different generations have their specific way of communication. The purpose of this study is to examine the relationships among psychological empowerment, work engagement, and trust in leaders from exploring the social exchange process within supervisors and employees belonging to Generation Y, which is based on the social exchange theory. Specifically, the research focuses on two main objectives. First, the study discussed the impact of psychological empowerment on work engagement. Second, the study explored the moderating role of trust in leaders in the relationship between psychological empowerment and work engagement. The sample in this study was 57 full-time employees belong to Generation Y in Taiwan. The data collection was conducted by snowball and a convenient sampling approach. The hypotheses results showed that trust in leaders is positively and significantly associated with work engagement. In addition, the results examined that the effect of trust in leaders in the work environment positively moderated the relationship between psychological empowerment and work engagement. Based on the social exchange theory, the research took trust in leaders as an element to explore that process of enhancing employees' work engagement, generating the relationship between employees and their occupation in Generation Y.</p>
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B 場次	<p>2. 發表人：張婉菁、鄭雅任*</p> <p>題目：</p> <p>The Mediating Effects of Flow Experience between Lunch Breaks and the End-of-Workday Energy Level</p> <p>摘要：</p> <p>Despite a growing body of research on work recovery and flow experience, there is limited information on the nature of breaks and the underlying mechanism between at-work recovery and its consequences, as well as antecedents and flow links. Considering the importance of mental health in the workplace, this study extends the work recovery literature by first, examining whether the influence of break activities during a workday on end-of-workday energy levels is different depending on the nature of activities; and second, exploring the mediating role of flow experience between types of within-day breaks and mental-health-related consequences while engaging in work activities. This study adopts an experience sampling method to collect information from 84 full-time employees. We sent survey links to participants' mobile devices three times per day, during a two-week workday period. Hierarchical linear modeling and structural equation modeling were employed to test the hypotheses. The results show that work activity positively relates to exhaustion, and relaxation activity is negatively associated with exhaustion. Furthermore, the mediations of flow experience in the relationship between work activity and energy levels (exhaustion and vigor) are found to be significantly related, as is the association between relaxation activity and energy levels, although the mediating effect of flow experience does not exist between social activity and energy levels. The study discusses theoretical and practical implications, limitations, and future research directions.</p>
	<p>3. 發表人：孔黛蜜*、盧承杰</p> <p>題目：</p> <p>Relationship Between Personality and Cross-Cultural Adjustment of Foreign Students in Taiwan: A Moderating Effect of Cultural Intelligence</p> <p>摘要：</p> <p>As a result of globalization, cross-cultural adjustment has become a popular term and even a survival skill. This study analyzes the relationship between personality (i.e., Openness and emotional stability) and someone's ability to adapt to a new environment (i.e., cross-cultural adjustment), as well as cultural intelligence as moderator between such relationship. Using a sample of 158 foreign students currently enrolled at educational institutions in Taiwan, the findings show that emotional stability is positively related to cross-cultural adjustment, and culture intelligence strengthens the positive relationship between emotional stability and cross-culture adjustment. However, findings do not show a significant relationship between openness and cross-culture adjustment. Several practical implications for Taiwan educational institutions are discussed.</p>

B 場次	<p>4. 發表人：卡西亞*、張煒雯</p> <p>題目：</p> <p>Communication Preference in the Workplace: A Study of Latin American Millennial Leaders</p> <p>摘要：</p> <p>Millennials as a generational cohort have been extensively discussed in literature, however, development of this generation in the workplace has been limited to their employee position, the role and behaviors of Millennials as leaders is yet to be understood. This paper examined Latin American Millennials preferred communication methods when communicating in the workplace. Latin America is consolidating itself as the second-largest emerging region of the world after Asia due to the economic boom in the territory, placing great importance in the study of individuals of this region. A qualitative research approach was selected for this study using semi-structured interviews as a data collection method. Media richness theory was selected as the theoretical framework, and 15 Latin American Millennial leaders were enlisted as participants. In literature, this cohort, is signaled to prefer technology-based communication methods, however, findings of this study show that most Millennial leaders prefer face-to-face communication method accompanied by written communication conducted through technology-based tools such as instant messaging and email. Due to the alterations in working situations that COVID 19 has provided, it is crucial for organizations to implement or develop online communication mediums that have higher resemblance to face-to-face interactions to support effective communication for Millennial leaders. Accordingly, this study offers implications for HR professionals and organizational managers.</p>
	<p>5. 發表人：郭家華*、張煒雯</p> <p>題目：</p> <p>Leadership Strategies for Organizational Change: A Study of Practical Implementation</p> <p>摘要：</p> <p>Organizational change and the characteristics of leadership strategies effectiveness have been extensively discussed within quantitative research; however, little is known about the advantages and limitations of the strategies when they are in practice. To comment on the unknown, this study provides a contribution to the existing literature regarding the leadership strategies in organizational change implementation and aimed to understand the practical experience of leaders during the change process. This paper followed a qualitative research approach using semi-structured interviews as a data collection method. Participants in this study are 10 leaders that had experienced change implementation and were acting as change agents during the process. Five main findings are detailed as follows. First, in the process of organizational change implementation, coaching and training are not always conducted by the leaders. Second, delivering value is the key to effective communication. Third, motivation and</p>

	<p>reward should be individuals based. Forth, teamwork is the basis of change project execution. Last, support and commitment building require leader engagement. Accordingly, this study offers managerial implications to leaders and organizations.</p>
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