

以心理理契約理論探討倖存者之組織公平知覺、精簡反應與組織公民行為

尤靜姿、盧建中

E-mail: 321763@mail.dyu.edu.tw

摘要

2008金融風暴的影響範圍之廣，即使身為龍頭地位的企業均無法保證能在此場風暴中倖免於難。本研究探討組織精簡後，留任者的組織公平知覺、精簡反應與組織公民行為之間的關聯。以製造業、服務業、電子業、資訊業為研究對象，透過問卷調查發放300份問卷獲得有效問卷226份，利用統計套裝軟體(SPSS)進行研究假設之驗證分析。本研究主要發現為：1.組織公平與組織公民行為呈顯著正相關；2.組織公平與職涯不確定性呈負相關；3.組織公平與工作不安全感呈顯著負相關；4.職涯不確定性與組織公民行為呈顯著負相關；5.工作不安全感與組織公民行為呈顯著負相關；6.職涯不確定性與工作不安全感在留任者組織公平與組織公民行為之間扮演重要的中介變項。

關鍵詞：組織公平、組織公民行為、職涯不確定性

目錄

內容目錄 中文摘要	iii	英文摘要
iv 誌謝辭	v	內容目錄
vi 表目錄	viii	圖目錄
ix 第一章 緒論	1	第一節 研究背景與動機
1 第二節 研究目的	2	第三節 研究流程
3 第二章 文獻探討與研究假設	4	第一節 組織精簡
4 第二節 組織公平	4	第三節 個體之精簡反應
6 第四節 組織公民行為	8	第五節 心理契約理論
9 第六節 變項間關係	9	第三章 研究方法
15 第一節 研究架構	15	第二節 操作型定義與衡量
15 第三節 資料收集	17	第四節 問卷信度與效度分析
18 第五節 統計方法	25	第四章 研究結果與分析
27 第一節 描述性統計分析	27	第二節 相關分析
28 第二節 回歸分析	28	第五章 結論與建議
34 第一節 研究結論	34	
第二節 研究限制與建議	36	參考文獻
附錄 A 員工研究問卷	49	附錄 B 主管研究問卷
.53 表目錄 表 3-1組織公平之前測項目分析	19	表 3-2職涯不確定性之前測項目分析
.20 表 3-3工作不安全感之前測項目分析	21	表 3-4前測信度分析
.22 表 3-5正式測驗組織公平之因素分析	22	表 3-6正式測驗組織公民行為之因素分析
.23 表 3-7正式測驗之信度分析	25	表 4-1人口統計資料
.27 表 4-2相關分析	28	表 4-3組織公平與組織公民行為之回歸分析
.29 表 4-4組織公平與職涯不確定性之回歸分析	30	表 4-5組織公平與工作不安全感之回歸分析
.30 表 4-6職涯不確定性與組織公民行為之回歸分析	31	表 4-7工作不安全感與組織公民行為之回歸分析
.32 表 4-8精簡反應對組織公平與組織公民行為之回歸分析	33	表 5-1研究假設驗證結果
.34 圖目錄 圖 1-1研究流程	3	圖 3-1研究架構
.15		

參考文獻

參考文獻一、中文部份 行政院主計處(2009)，失業率相關統計，[線上資料]，來源：

<http://win.dgbas.gov.tw/dgbas03/bs7/calendar/calendar.asp> [2009, December 20]。賴寧寧(2008)，如何降低裁員殺傷力？，商業週刊，1100，58-60。吳明隆(2009)，SPSS操作與應用:問卷統計分析實務，台北:五南。黃家齊(2002)，人力資源管理系統與組織績效 - 智慧資本觀點，管理學報，19(3)，415-450。余明助(2006)，組織變革不確定感與員工作態度關係之研究 - 以組織溝通和員工信任為中介變數，人

資源管理學報，6(2), 89-110。陳怡昌，李承陽，羅敏文(2007)，組織公平、工作價值觀與組織公民行為之關係研究，國立虎尾科技大學學報，26(1), 67-80。

二、英文部份

Alotaibi, A. G. (2001). Antecedents of organizational citizenship behavior: A study of public personnel in kuwait. *Public Personnel Management*, 30(3), 363-375.

Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, cause, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32(4), 803-830.

Arthur, F., & Lawrence, D. (1984). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*, 67(3), 250-360.

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research:Conceptu- al, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.

Baruch, Y., & Hind, P. (1999). Perpetual motion in organizations: effective management and the impact of the new psychological contracts on survivor syndrome. *European Journal of Work and Organizational Psychology*, 8(2), 295-306.

Bies, R. J., & Moag, J. S. (1986). Interactional justice: communication criteria for fairness. *Research on Negotiation in Organizations*, 1(1), 43-55.

Brennan, A., & Skarlicki, D. P. (2004). Personality and perceived justice as predictors of survivor ' s reactions following downsizing. *Journal of Applied Social Psychology*, 34(6), 1306-1328.

Brockner, J. (1992). The escalation of commitment to a failing course of action: Toward theoretical progress. *Academy of Management Review*, 17(1), 39-61.

Casico, W. F. (1993). Downsizing: What do we know ? what have we learned. *Academy of Management Exective*, 7(1), 95-106.

Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Process*, 86(2), 278-321.

Cropanzano, R., & Greenberg, J. (1997). Progress in organizational justice: Iunneling through the maze. *International review of industrial and organizational psychology*, 12, 317-372.

Dabos, G. E., & Rousseau, D. M. (2004). Mutuality and reciprocity in the psychological contracts of employees and employers. *Journal of Applied Psychology*, 89(1), 52-72.

Difonzo, N., & Bordia, P. (1998). A tale of two corporations: managing uncertainty during organizational change. *Human Resource Management*, 37(3), 295-303.

Difonzo, N., & Bordia, P. (2002). Corporate rumor activity, belief and accuracy. *Public Relations Review*, 28(1), 1-19.

Dainty, A. R. J., Raiden, A. B., & Neale, R. H. (2004). Psychological contract expectations of construction project managers engineering. *Construction and Architectural Management*. 11(1), 33-44.

Farh, J. L., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *Journal of Management*, 16(4), 705-721.

Feather, N. T., & Rauter, K. A. (2004). Organizational citizenship behaviours in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. *Journal of Occupational and Organizational Psychology*, 77(1), 81-94.

Folger, R., & Cropanzano, R. (1998). Organizational justice and human resource management (Eds.), CA:Sage.

Fox, S., & Spector, P. (2000). Relations with emotional intelligence, practical intelligence, general intelligence, and trait affectivity with interview outcomes. *Journal of Organizational Behavior*, 21, 203-220.

Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432.

Grunberg, R. A., & Greenberg E. (2000). Surviving layoffs: The effects on organizational commitment and job performance. *Advanced Management Journal*, 27(1), 7-31.

Hui, C. & Lee, C. (2000). Moderating effects and organization-based self-esteem on organizational uncertainty: Employee response relationships. *Journal of Management*, 26(2), 215-232.

Iverson, R. D. & Pullman, J. A. (2000). Determinants of voluntary turnover and layoffs in an environment of repeated downsizing following a merger: an event history analysis. *Journal of Management*, 26(5), 977-1003.

Jimmieson, N. L., Terry, D. J., & Callan, V. J. (2004). A longitudinal study of employee adaptation to organization change: The role of change-related information and change-related self-efficacy. *Journal of Occupational Health Psychology*, 9(1), 11-27.

Kausto, J., Elo, A. L., Lippinen, J., & Elovainio, M. (2005). Moderating effects of job insecurity in the relationships between procedural justice and employee well-being: Gender differences. *European Journal of Work and Organizational Psychology*, 14(4), 431-452.

Kim, W. B. (2003). Economic crisis, downsizing, and layoff survivors syndrome. *Journal of Contemporary*, 33(4), 449-464.

King, J. E. (2000). White-collar reactions to job insecurity and the role of the psychological contract: Implications for human resource management. *Human Resource Management*, 39(1), 79-92.

Lawrence, N. (2005). Performance appraisal, employee development and organizational justice: Exploring the linkages. *International Journal of Human Resource Management*, 16(7), 1176-1194.

LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65.

Liden, R. C., Wayne, S. J., & Kraimer, M. L. (2003). The dual commitments of contingent workers: An examination of contingents ' commitment to the agency and organization. *Journal of Organizational Behavior*, 24(5), 609-625.

Lippitt, R., & Lippitt, G. (1984). Human downsizing:Organizational renewal versus organizational depression. *Advanced Management Journal*, 49(3), 15-21.

Masterson, S. S., Lewis-Mcclear, K., Goldman, B. M., & Tayler, S. M. (2000). Integrating justice and social exchange: The difference effects of fair procedural and treatment on work relationships. *Academy of Management Journal*, 43, 738-748.

McDaniel, C. (1978). The practice of career guidance and counseling, *Inform*, 7(1), 1-8.

Milliken, F. J. (1987). Three types of perceived uncertainty about the environment: State, effect, and response uncertainty. *Academy of Management Review*, 12(1), 133-143.

Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior. *Academy of Management Journal*, 41(3), 351-357.

Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527-556.

Organ, D. W. (1988). Organizational citizenship behavior. The good soldier syndrome. Massachusetts: Lexington.

Orpen, C. (1994). The effects of organizational and individual career management on career success. *International Journal of Manpower*, 15(1), 27-37.

Pate, J., & Malone, C. (2000). Enduring perceptions of violation. *Human Resource Management International Digest*, 8(6), 28-31.

Paterson, J. M., Green, A., & Cary, J. (2002). The measurement of organizational justice in organizational change programmes: a reliability, validity and context-sensitivity assessment. *Journal of Occupational and Organizational Psychology*, 75(4), 393-408.

Petzall, B. J., & Parker, G. E. (2000). Another side to downsizing: Survivors' behavior and self-affirmation. *Journal of*

Business and Psychology, 14(4), 593-604. Podsakoff, P. M., & MacKenzie, S. B. (1989). Citizenship behavior and fairness in organization: Issue and directions for future research. Employee Responsibilities and Rights Journal, 36(3), 257-269. Probst, T. M. (2003). Development and validation of the job security index and the job security satisfaction scale: A classical test theory and IRT approach. Journal of Occupational and Organizational Psychology, 76, 451-467. Probst, T. M., & John, L. (2006). Cultural values as moderators of employee reactions to job insecurity: The role of individualism and collectivism. Applied Psychology: An International Review, 55(2), 234-254. Reichers, A. E., Wanous, J. P., & Austin, J. T. (1997). Understanding and managing cynicism about organizational change. Academy of Management Executive, 11(1), 48-59. Robinson, S. L. (1996). Trust and breach of the psychological contract. Administrative Science Quarterly, 41(4), 574-599. Robinson, S. L., & Morrison, E.W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. Journal of Organizational Behavior, 16(3), 289-298. Rousseau, D. M. (1989). Psychological and implied contracts in organizations. Employee Responsibilities and Rights Journal, 2(2), 121-139. Schabracq, M., & Cooper, C. (1998). Toward a phenomenological framework for the study of work and organizational stress. Human relations, 51(1), 625-648. Schweiger, D. M., & Denisi, A. S. (1991). Communication with employees following a merger: A longitudinal field experiment. Academy of Management Journal, 34(1), 110-135. Skarlicki, D. P., Folger, R., & Tesluk, P. (1999). Personality as a moderator in the relationship between fairness and retaliation. Academy of Management Journal, 42(1), 100-108. Smithson, J., & Lewis, S. (2000). Is job insecurity changing the psychological contract? Personnel Review, 29(6), 680-702. Spreitzer, G. M. & Mishra, A. K. (1998). Explaining how survivors respond to downsizing: The role of trust, empowerment justice, and work design. The Academy of Management Review, 23(3), 567-588. Spreitzer, G. M., & Mishra, A. K. (2002). To stay or to go: voluntary survivor turnover following an organizational downsizing. Journal of organizational Behavior, 23(6), 707-729. Sronce, R., & McKinley, W. (2006). Perceptions of Organizational downsizing. Journal of Leadership and Organizational Studies, 12(4), 89-109. Sutton, G., & Griffin, M. A. (2004). Integrating expectations, experiences, and psychological contract violations: A longitudinal study of new professionals. Journal of Occupational and Organizational Psychology, 77(4), 493-515. Sverke, M., Hellgren, J., & Naswall, K. (2002). No security: a meta-analysis and review of job insecurity and its consequences. Journal of Occupational Health Psychology, 7(3), 242-264. Tepper, B. J., Duffy, M. K., & Shaw, J. D. (2001). Personality moderators of the relationship between abusive supervision and subordinates resistance. Journal of Applied Psychology, 86, 974-983. Turnley, W. H., Bolino, M. C., Lester, S. W. & Bloodgood, J. M. (2003). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors. Journal of management, 29(2), 187-206. Van den Bos, K., & Lind, E. A. (2002). Uncertainty management by means of fairness judgments. Advances in experimental social psychology, 34, 1-60. Viswesvaran, C., & Ones, D. S. (2002). Examining the construct of organizational justice: A meta-analytic evaluation of relations with work attitudes and behaviors. Journal of Business Ethics, 38(3), 193-203.