

A Model of work Role Performance: From Passive to Proactive Motivation

陳思帆、童惠玲

E-mail: 322023@mail.dyu.edu.tw

ABSTRACT

In this study interdependence and uncertainty whether the work role was formal-ized through the work or whether to display the adaptivity and proactivity. Classified by work role, the individual display proficiency, adaptivity, proactivity and organizational members display proficiency, adaptivity, proactivity behavior will show the work role performance six dimensions. In general, for the evaluation of individual performance over time, whether the tasks performed by skilled on the specific description. This view is fully and specifically all the acts of individual contributions to achieve organizational goals(Murphy and Jackson, 1999). Changing patterns of work and organization of work performance has been chal-lenging the traditional view of task switching focus from fixed to dynamic organiza-tional context, a broader understanding of work role(Ilgen and Pulakos, 1999). This study confirmed the uncertainty and interdependence are the organization to effectively manage the two features, adaptivity and proactivity is required in response to this envi-ronment the behavior displayed.

Keywords : work role performance、uncertainty、interdependence

Table of Contents

| | | | |
|------------------------------|-----|------------------------------|-----|
| 中文摘要 | iii | 英文摘要 | iii |
| iv 誌謝辭 | | vi 內容目錄 | |
| vii 表目錄 | | ix 圖目錄 | |
| xii 第一章 緒論 | 1 | 第一節 研究背景與動機 | 1 |
| 1 第二節 研究問題與目的 | 5 | 第二章 文獻探討 | 5 |
| 6 第一節 工作績效 | 6 | 第二節 角色確認與個體工作熟練性 | 6 |
| 10 第三節 變革開放性與個體工作適應性及組織成員適應性 | 11 | 第四節 角色幅度自我效能與個體工作前瞻性及組織成員前瞻性 | 13 |
| 13 第五節 組織承諾與組織成員熟練性、適應性、前瞻性 | 14 | 第三章 研究方法 | 17 |
| 17 第一節 研究架構 | 17 | 第一節 研究假設 | 17 |
| 19 第二節 抽樣程序與樣本特性 | 19 | 第二節 描述性統計 | 19 |
| 22 第三節 統計分析方法 | 28 | 第三節 相關分析 | 19 |
| 30 第一節 樣本資料特性 | 30 | 第四節 操作性定義及衡量工具 | 19 |
| 32 第二節 信效度分析 | 33 | 第四章 資料分析 | 28 |
| 33 第三節 整體模式衡量分析 | 47 | 第一節 樣本資料特性 | 30 |
| 47 第四節 迴歸分析與假設驗證 | 50 | 第二節 描述性統計 | 30 |
| 54 第五節 結論與建議 | 54 | 第三節 信效度分析 | 33 |
| 55 第一節 實證結果 | 54 | 第四節 整體模式衡量分析 | 47 |
| 57 第二節 理論與實務意涵 | 57 | 第五節 結論與建議 | 54 |
| 57 第三節 研究限制與未來研究建議 | 57 | 第一節 實證結果 | 54 |
| 58 第四節 結論 | 58 | 第二節 理論與實務意涵 | 55 |
| 58 第五節 參考文獻 | 58 | 第三節 研究限制與未來研究建議 | 57 |
| 73 附錄A 問卷說明信 | 73 | 第四節 結論 | 58 |
| 75 附錄B 主管問卷 | 75 | 第五節 參考文獻 | 58 |
| 79 附錄C 員工問卷 | 79 | | |

REFERENCES

- 一、中文部份 立法院(2003), 公營事業移轉民營條例 (線上資料), 來源: <http://lis.ly.gov.tw/lgcgi/lglaw?@@846930886> 行政院(1998), 政府再造綱領, (線上資料), 來源: <http://www.moea.gov.tw/~meco/research/rebuild.htm> 二、英文部份 Allen, T. D., & Rush, M. C. (1998). The effects of organizational citizenship behavior on performance judgments: A field study and a laboratory experiment. *Journal of Applied Psychology*, 83, 247-260. Aragon-Correa, J. A. (1998). Strategic proactivity and form approach to the natural environment. *Academy of Management Journal*, 41, 55-567. Ashford, S. J., & Cummings, L. L. (1985). Proactive feedback seeking: The instrumental use of the information environment. *Journal of Occupational Psychology*, 58, 67-79. Ashford, S. J., & Taylor, M. S. (1990). Adaptation to work transitions: An integrative approach. *Research in personnel and human re-sources management*, 8, 1-39. Axtell, C. M., Holman, D. J., Unsworth, K. L., Wall, T. D., Waterson, P. E., & Harrington, E. (2000). Shopfloor innovation: Facilitating the suggestion and implementation of ideas. *Journal of Occupational*

& Organizational Psychology, 73, 265-285. Barling, J., & Beattie, R. (1983). Self-efficacy beliefs and sales performance. *Journal of Organizational Behavior Management*, 5, 41-51. Bandura, A. (1986). *Social foundations of thought and action: A social-cognitive view*. Englewood Cliffs, New Jersey: Prentice-Hall. Bauer, T. N., & Green, S. G. (1998). Testing the combined effects of newcomer information seeking and manager behavior on socialization. *Journal of Applied Psychology*, 83, 72-83. Becker, T. E., & Kernan, M. C. (2003). Matching commitment to supervisors and organizations to in-role and extra-role performance. *Human Performance*, 16, 327-348. Borman, W. C. (1974). The rating of individuals in organizations: An alternate approach. *Organizational Behavior and Human Performance*, 12, 105-124. Borman, W., Buck, D. E., Hanson, N. A., Motowidlo, S. J., Stark, S., & Drasgow, F. (2001). An examination of the comparative reliability, validity, and accuracy of performance ratings made using computerized adaptive rating scales. *Journal of Applied Psychology*, 86, 965-973. Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt, W. C. Borman, and associates (Eds.), *Personnel selection in organizations*, (pp. 71-98). San Francisco: Jossey-Bass. Burns, T., & Stalker, G. (1961). *The management of innovation*. London: Tavistock. Campbell, D. J. (2000). The proactive employee: Managing workplace initiative. *Academy of Management Executive*, 14(3), 52-66. Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. In N. Schmitt, W. C. Borman, & associates (Eds.), *Personnel selection in organizations*, (pp. 35-69). San Francisco: Jossey-Bass. Carroll, S. J., & Schreier, C. E., (1982). Performance appraisal and review systems: The identification, measurement, and development of performance in organizations. Glenview, IL: Scott, Foresman. Certo, S. (2003). *Modern Management*, (9th ed.). New Jersey: Prentice-Hall. Chan, D. (1998). Functional relationships among constructs in the same content domain at different levels of analysis: A typology of composition models. *Journal of Applied Psychology*, 83, 234-246. Costa, P. T., & McCrae, R. R. (1989). *NEO-PI/FFI*. Odessa, FL: PAR. Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26, 435-462. Cummings, L. L., & Schwab, D. P., (1973). *Performance in organizations: determinants and appraisal*. Glenview, IL: Scott Foresman. Cummings, T., & Blumberg, M. (1987). Advanced manufacturing technology and work design. In T. Wall, C. Clegg, & N. Kemp (Eds.), *The human side of advanced manufacturing technology*, (pp. 37-60). Chichester, United Kingdom: Wiley. Duncan, R. B. (1972). Characteristics of organizational environments and perceived environmental uncertainty. *Administrative Science Quarterly*, 17, 313-327. Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment and innovation. *Journal of Applied Psychology*, 75, 51-59. Farh, J., & Dobbins, G. H. (1989). Effects of comparative performance information on the accuracy of self-ratings and agreement between self- and supervisor ratings. *Journal of Applied Psychology*, 74, 606-610. Frese, M., & Fay, D. (2001). Personal initiative: An active performance concept for work in the 21st century. In B. M. Staw & R. L. Sutton (Ed.), *Research in organizational behavior*, 23, (pp. 133-187). Greenwich, CT: JAI Press. Frese, M., Kring, W., Soose, A., & Zempel, J. (1996). Personal initiative at work: Differences between East and West Germany. *Academy of Management Journal*, 39, 37-63. Gerbing, D. W., & Anderson, J. C. (1988) An Updated Paradigm for Scale Development Incorporating Unidimensionality and Its Assessment. *Journal of Marketing Research*, 25, 186-192. Griffin, R. (2005). *Management*, (8th ed.). Boston: Houghton Mifflin. Griffin, M. A., Neal, A., & Parker, S. (2007). A new model of work role performance positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*, 50(2), 327-347. Hau, K.T., & Marsh, H.W. (2004). The use of item parcels in structural equation modeling: Non-normal data and small sample sizes. *British Journal of Mathematical and Statistical Psychology*, 57, 327-351. Hart, P. M., Wearing, A. J., Conn, M., Carter, N. L., & Dingle, R. K. (2000). Development of the School Organisational Health Questionnaire: A measure for assessing teacher morale and school organizational climate. *British Journal of Educational Psychology*, 70, 211-228. Hesketh, B., & Neal, A. (1999). Technology and performance. In D. R. Ilgen & E. D. Pulakos (Eds.), *The changing nature of performance: Implications for staffing, motivation, and development*, 21-55. San Francisco: Jossey-Bass. Hoffman, C. C., Nathan, B. R., & Holden, L. M. (1991). A comparison of validation criteria: Objective versus subjective performance measures and self- versus supervisor ratings. *Personnel Psychology*, 44, 601-620. Ilgen, D. R., & Hollenbeck, J. R. (1991). The structure of work: Job design and roles. In M. D. Dunnette & L.M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd ed.). CA: Consulting Psychology Press. Ilgen, D. R., & Pulakos, E. D. (1999). Employee performance in today's organizations. In D. R. Ilgen & E. D. Pulakos (Eds.), *The changing nature of performance: Implications for staffing, motivation, and development*, (pp. 21-55). San Francisco: Jossey-Bass. Johnson, J. W. (2003). Toward a better understanding of the relationship between personality and individual job performance. In M. R. Barrick & A. M. Ryan (Eds.), *Personality and work*, (pp. 83-120). San Francisco: Jossey-Bass. Katz, D., & Kahn, R. (1978). *The social psychology of organizations* (2nd ed.). New York: Wiley. Kiker, D. S., & Motowidlo, S. J. (1999). Main and interaction effects of task and contextual performance on supervisory reward decisions. *Journal of Applied Psychology*, 84, 602-609. Klimoski, R. J., & London, M. (1974). Role of the rater in performance appraisal. *Journal of Applied Psychology*, 59, 445-451. Lance, C. E., Teachout, M. S., & Donnelly, T. M. (1992). Specification of the criterion construct space: An application of hierarchical confirmatory factor analysis. *Journal of Applied Psychology*, 77, 437-452. Lang, J., Thomas, J. L., Paul, D. B., & Adler, A. B. (2007). Job Demands and Job Performance: The Mediating Effect of Psychological and Physical Strain and the Moderating Effect of Role Clarity. *Journal of Occupational Health Psychology*, 12(2), 116-124. Leavitt, H. (1965). *Applied Organizational Change in Industry: Structural, Technological and Humanistic Approaches*, *Handbook of Organizations*, James March (Ed.), Chicago: Rand McNally. Lent, R.W., Brown, S. D., & Larkin, K. C. (1987). Comparison of three theoretically derived variables in predicting career and academic behavior: Self-efficacy, interest congruence, and consequence thinking. *Journal of Counseling Psychology*, 34, 293-298. Liberman, N., Idson, L., Chen, Camacho, C., & Higgins, E. (1999). Promotion and prevention choices between stability and change. *Journal of Personality and Social Psychology*, 77, 1135-1145. Mayer, R. C., & Schoorman, F. D. (1992). Predicting participation and production outcomes through a two-dimensional model of organizational commitment.

Academy of Management Journal, 35, 671-684. Meyer, J., & Allen, N. (1990). The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to the Organization. *Journal of Occupational Psychology*, 91, 1-18. Meyer, J. P., Pautanen, S. V., Gellatly, I. R., Coffin, R. D., & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74, 152-156. Miller, V. D., Johnson, J. R., & Grau, J. (1994). Antecedents to willingness to participate in a planned organizational change. *Journal of Applied Communication Research*, 22, 59-80. Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79, 475-480. Mowday, R. T., Stress, R. M., & Poter, L. M. (1982). Employee – organization linkage. New York: Academic Press. Mondy, R. W., & Noe, R. (2005). *Human Resource Management* (9th ed.). New Jersey: Prentice Hall. Morrison, E. W. (1996). Organizational citizenship behavior as a critical link between HRM practices and service quality. *Human Resource Management*, 35, 493-512. Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extra-role efforts to initiate workplace change. *Academy of Management Journal*, 42, 403-419. Murphy, P. R., & Jackson, S. E. (1999). Managing work-role performance: Challenges for 21st century organizations and employees. In D. R. Ilgen & E. D. Pulakos (Eds.), *The changing nature of work performance*, (pp. 325-365). San Francisco: Jossey-Bass. Nozar, R. A. (1995). Holiday Strategy Paying Dividends. *Hotel & Motel Management*, 210(8), 18-21. O'Reilly, C., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71, 492-499. Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74, 157-164. Orr, J. M., Sackett, P. R., & Mercer, M. (1989). The role of prescribed and nonprescribed behaviors in estimating the dollar value of performance. *Journal of Applied Psychology*, 74, 34-40. Osborne, D., & Plastrik, P. (1997). *Banishing Bureaucracy: The Five Strategies for Reinventing Government*, Minnesota: Addison Wesley. Parker, S. K. (1998). Role breadth self-efficacy: Relationship with work enrichment and other organizational practices. *Journal of Applied Psychology*, 83, 835-852. Parker, S. K. (2000). From passive to proactive motivation: The importance of flexible role orientations and role breadth self-efficacy. *Applied Psychology: An International Review*, 49, 447-469. Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91, 636-652. Parry, S. (1998). Just What Incompetency? *Training Minneapolis*, 35(6), 58-64. Perrow, C. (1967). A framework for the comparative analysis of organizations. *American Sociological Review*, 32, 194-208. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: Critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 513-563. Podsakoff, P. M., & MacKenzie, S. B. (1994). Organizational citizenship behaviors and sales unit effectiveness. *Journal of Marketing Research*, 31, 351-363. Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology*, 85, 612-624. Robbins, S. (2003). *Organizational Behavior* (10th ed.). New Jersey: Prentice Hall. Schuler, R. S., & Jackson, S. E. (1987). Organizational strategy and organization level as determinants of human resource management practices. *Human Resource Planning*, 10(3), 125-141. Schwartz, S. H., & Bilsky, W. (1990). Toward a theory of the universal content and structure of values: Extensions and cross-cultural replications. *Journal of Personality and Social Psychology*, 58, 878-891. Segars, A.H. and Grover, V. (1998). Strategic Information Systems Planning Success: An Investigation of the Construct and Its Measurement. *MIS Quarterly*, 22(2), 139-163. Shoemaker, M. E. (1999). Leadership practices in sales managers associated with the self-efficacy, role clarity, and job satisfaction of individual industrial salespeople. *Journal of Personal Selling & Sales Management*, 19(4), 1-19. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653-663. Stryker, S., & Statham, A. (1985). Symbolic interaction and role theory. In C. Lindzey & E. Aronson (Eds.), *Handbook of social psychology*, (pp. 311-378). New York: Random House. Teas, R. K., Wacker, J. G., & Hughes, R. E. (1979). A path analysis of causes and consequences of salespeople's perceptions of role clarity. *Journal of Marketing Research*, 16(3), 355-269. Trist, E. (1981). The evolution of sociotechnical systems. In A. Van de Ven & W. Boyce (Eds.), *Perspectives on organization design and behavior*, (pp. 19-75). New York: Wiley. Thompson, J. D. (1967). *Organizations in action*. New York: McGraw Hill. Thornton, G. C. (1980). Psychometric properties of self-appraisals of job performance. *Personnel Psychology*, 33, 263-271. Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, 41, 108-119. Van Scotter, J. R., & Motowidlo, S. J. 1996. Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology*, 81, 525-531. Welbourne, T. M., Johnson, D. E., & Erez, A. (1998). The role-based performance scale: Validity analysis of a theory-based measure. *Academy of Management Journal*, 41, 540-555. Werner, J. M. (1994). Dimensions that make a difference: Examining the impact of in-role and extrarole behaviors on supervisory ratings. *Journal of Applied Psychology*, 79, 98-107. Williams, L., & Anderson, S. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17, 601-617. Woehr, D. J. (1994). Understanding frame-of-reference training: The impact of training on the recall of performance information. *Journal of Applied Psychology*, 79, 525-534. Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26, 179-201.