

# 知覺組織支持與服務導向組織公民行為-高績效人力資源實務之調節效果

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## 摘要

根據社會交換理論與角色界定的概念，本研究探討知覺組織支持對服務導向組織公民行為的直接影響，同時驗證高績效人力資源實務是否在知覺組織支持與服務導向組織公民行為間，扮演著調節角色。本研究以南部地區中華郵政為研究對象，共針對40家郵局支局發出主管及員工兩種問卷，以主管與所屬窗口服務員工配對評估員工的行為。本研究採多重來源跨期研究法，將各變項施測時間分為三階段，每一階段均間隔二週，以了解在時間的變動下，高績效人力資源實務對知覺組織支持和服務導向組織公民行為的關係是否具有調節效果。本研究採層級線性模式進行分析。結果發現，第一線服務人員所知覺到的組織支持，會影響其服務導向組織公民行為中服務傳遞、忠誠以及參與的展現；而當各支局愈重視高績效人力資源實務時，知覺組織支持與服務導向組織公民行為（服務傳遞、忠誠以及參與）之間的關係也愈強。從實務觀點而言，郵政公共服務業可採取相關具體措施來提升員工知覺的組織支持，以提高個人角色內服務導向組織公民行為的表現。

關鍵詞：知覺組織支持、服務導向組織公民行為、高績效人力資源實務

## 目錄

中文摘要	iii
英文摘要	iv
誌謝辭	vi
內容目錄	vii
表目錄	ix
圖目錄	x
第一章 緒論	1
第一節 研究背景與動機	1
第二節 研究問題	5
第二章 文獻探討	6
第一節 知覺組織支持	6
第二節 服務導向組織公民行為	8
第三節 知覺組織支持與服務導向組織公民行為	11
第四節 高績效人力資源實務	12
第五節 高績效人力資源實務之調節角色	14
第三章 研究方法	18
第一節 研究架構	18
第二節 研究假設	19
第三節 研究對象與抽樣程序	20
第四節 量測工具	21
第五節 資料分析方法	25
第四章 統計分析與結果	27
第一節 描述性統計	27
第二節 信效度分析	30
第三節 相關分析	34
第四節 整體模式衡量分析	35
第五節 階層線性模式	39
第五章 結論與建議	43
第一節 研究結論	43
第二節 實務意涵	43
第三節 研究限制與後續研究建議	45
參考文獻	47

附錄A	研究問卷 . . . . .	59
附錄B	研究問卷 . . . . .	60
附錄C	研究問卷 . . . . .	61

表 4-1	受試樣本之樣本特性 . . . . .	29
表 4-2	各變項信度分析 . . . . .	32
表 4-3	本研究各項驗證性因素分析 . . . . .	33
表 4-4	相關分析 . . . . .	35
表 4-5	本研究變項量測模式比較表 . . . . .	38
表 4-6	跨層次分析 . . . . .	41

圖 3-1	研究架構圖 . . . . .	18
圖 4-2	POS與高績效人力資源實務對SOCB(參與)之交互作	42

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