

A study of the relationships among international nonprofit organization's psychological contract, or

蕭美玲、蔡翠旭

E-mail: 324814@mail.dyu.edu.tw

ABSTRACT

Nonprofit organizations often have a characteristic which the official staff simplifies. The promoting of nonprofit organization's affair must rely on the massive volunteers. Therefore, the volunteers become the important resources to enter the welfare society. If volunteer system can be managed effectively, taken seriously, and supported positively, nonprofit organization's mission will be realized fully. This study adopts questionnaire survey. The objects are derived from the international nonprofit organization's volunteers. For comparison, the paid staff of the international nonprofit organizations will be included. This study is to discuss the relationships among international nonprofit organization's psychological contract, organizational citizenship behavior, and organizational performance. The model was analyzed by using SPSS 15.0 and AMOS 7.0. According to the result of the data analysis, the main findings are the following: 1. Psychological contract has the significantly positive effects on organizational citizenship behavior. 2. Organizational citizenship behavior has the significantly positive effects on organizational performance. 3. Psychological contract has the significantly positive effects on organizational performance. 4. Organizational citizenship behavior has the mediating effects on the relationship between psychological contract and organizational performance. Finally, according to the result of this study, the author offers the suggestions for managing volunteers.

Keywords : international nonprofit organization、psychological contract、organizational citizenship behavior、organizational performance

Table of Contents

中文摘要	iii	英文摘要	iii
iv 誌謝辭		v 內容目錄	
vi 表目錄		viii 圖目錄	
x 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	3	第三節 研究範圍	3
4 第二章 文獻探討	5	第一節 心理契約	5
5 第二節 組織公民行為	11	第三節 組織績效	11
17 第四節 國際非營利組織	20	第五節 心理契約、組織公民行為與組織績效之關係	26
26 第三章 研究方法	31	第一節 研究架構	31
31 第二節 研究變數與操作性定義	32	第二節 問卷設計	32
32 第三節 問卷設計	34	第四節 抽樣方法	34
38 第五節 資料分析方法	40	第四章 研究結果與分析	40
43 第一節 前測分析	43	第二節 樣本資料分析	43
45 第三節 共同方法變異檢測	48	第四節 敘述性統計分析	48
49 第五節 信度分析	51	第六節 效度分析	51
54 第七節 樣本群差異性分析	59	第八節 相關分析	59
61 第九節 線性結構方程模式分析	66	第十節 路徑效果分析	66
67 第十一節 假設檢定分析	70	第五章 結論與建議	71
71 第一節 研究結論	71	第一節 研究結論	71
73 第二節 管理意涵與研究貢獻	73	第三節 研究限制與後續發展	73
75 參考文獻	77	附錄A 研究問卷	77
94 附錄B 心理契約前測之信度分析	99	附錄C 組織公民行為前測之信度分析	99
100 附錄D 組織績效前測之信度分析	101	表目錄	101
35 表 3-1 心理契約構面之衡量問項	35	表 3-1 心理契約構面之衡量問項	35
37 表 3-2 組織公民行為構面之衡量問項	36	表 3-2 組織公民行為構面之衡量問項	36
37 表 3-3 組織績效構面之衡量問項	39	表 3-3 組織績效構面之衡量問項	39
43 表 3-4 全國性社會團體類型與數量	39	表 3-4 全國性社會團體類型與數量	39
43 表 4-1 心理契約前測各構面之信度分析	43	表 4-1 心理契約前測各構面之信度分析	43
44 表 4-2 組織公民行為前測各構面之信度分析	44	表 4-2 組織公民行為前測各構面之信度分析	44
44 表 4-3 組織績		表 4-3 組織績	

效前測各構面之信度分析	45	表 4- 4 問卷回收結果統計	45	表 4- 5 樣本基本資料分布情形	46	表 4- 6 志工職業類別	48	表 4- 7 志工與機構聯繫方式	48	表 4- 8 探索性因素分析	49	表 4- 9 志工量表問項分析表	50	表 4- 10 專職人員量表問項分析表	51	表 4- 11 心理契約量表各構面信度係數	52	表 4- 12 組織公民行為量表各構面信度係數	53	表 4- 13 組織績效量表各構面信度係數	54	表 4- 14 心理契約量表之衡量模型分析表	55	表 4- 15 組織公民行為量表之衡量模型分析表	56	表 4- 16 組織績效量表之衡量模型分析表	58	表 4- 17 效度分析表	59	表 4- 18 身分對心理契約之差異性分析	60	表 4- 19 身分對組織公民行為之差異性分析	60	表 4- 20 身分對組織績效之差異性分析	61	表 4- 21 志工心理契約與組織公民行為的相關分析表	62	表 4- 22 專職人員心理契約與組織公民行為的相關分析表	62	表 4- 23 志工組織公民行為與組織績效的相關分析表	63	表 4- 24 專職人員組織公民行為與組織績效的相關分析表	64	表 4- 25 志工心理契約與組織績效的相關分析表	65	表 4- 26 專職人員心理契約與組織績效的相關分析表	65	表 4- 27 模型配適度	67	表 4- 28 迴歸權重表	68	表 4- 29 路徑效果分析比較表	69	表 4- 30 假設檢定表	70	圖 目錄 圖 3- 1 研究架構	31	圖 4- 1 路徑分析圖	68
-----------------------	----	---------------------------	----	-----------------------------	----	-------------------------	----	----------------------------	----	--------------------------	----	----------------------------	----	-------------------------------	----	---------------------------------	----	-----------------------------------	----	---------------------------------	----	----------------------------------	----	------------------------------------	----	----------------------------------	----	-------------------------	----	---------------------------------	----	-----------------------------------	----	---------------------------------	----	---------------------------------------	----	---	----	---------------------------------------	----	---	----	-------------------------------------	----	---------------------------------------	----	-------------------------	----	-------------------------	----	-----------------------------	----	-------------------------	----	----------------------------	----	------------------------	----

REFERENCES

- 一、中文部分 王保進(2004), 多變量分析:套裝軟體與資料分析, 台北:高等教育。內政部網站(2010), 來源: <http://cois.moi.gov.tw/MOIWEB/Web/frmHome.aspx> [2010, December] 司徒達賢(1996), 非營利組織目標制定與績效評估之研究, 行政院國科會專題研究計畫成果報告。司徒達賢(2004), 非營利組織的經營管理, 台北:天下遠見文化。江明修(1999), 組織情感與心理契約的建立, 教育資料與研究, 30, 7-10。江明修(2000), 第三部門經營策略與社會參與, 台北:智勝文化事業出版公司。江明修(2002), 非營利管理, 台北:智勝文化事業出版公司。江明修, 陳定銘(2000), 非營利組織政策遊說之途徑與策略, 收於蕭新煌編, 非營利部門:組織與運作(pp. 358-434), 台北:巨流圖書公司。呂輝堂、陳正宏(2003), 非自償性公共部門績效評估指標之探討, 主計月刊, 571, 68-74。吳詩縈(2006), 工作滿意、組織公民行為與工作績效關係之研究:以旅行業為例, 私立銘傳大學管理研究所未出版之碩士論文。吳萬益, 林清河(2000), 企業研究方法, 台北:華泰圖書出版公司。李曉明(2007), 國內外非營利組織研究述評, 西北大學學報, 37(5), 147-153。邱皓政(2006), 結構方程模式:LISREL的理論、技術與應用, 台北:雙葉書廊。林邦傑, 陳美娟(2006), 學校組織與教職人員心理契約量表的建構, 教育研究與發展期刊, 2(4), 39-68。林洲安(2005), 心理契約、信任與組織公民行為關係之研究:以台灣流通業員工為例, 國立中山大學人力資源管理研究所碩士在職專班未出版之碩士論文。林淑姬(1992), 薪酬公平、程序公平與組織承諾、組織公民行為關係之研究, 國立政治大學企業管理研究所未出版之博士論文。林淑姬, 樊景立, 吳靜吉, 司徒達賢(1994), 薪酬公平、程序公正與組織承諾、組織公民行為關係之研究, 管理評論, 13(2), 87-108。林淑馨(2008), 非營利組織管理, 台北:三民書局。林鈺琴, 謝瑜玲(2007), 策略性人力資源管理與組織文化對組織公民行為的影響之研究, 人文暨社會科學期刊, 3(1), 1-15。林瑞卿(2006), 志願工作者心理契約違反對工作滿意及離職意向之研究-以義務「張老師」為例, 私立靜宜大學管理碩士在職專班未出版之碩士論文。孫本初(1994), 非營利性組織管理之研究:以台北市政府登記有案之社會福利慈善事業基金會為對象, 台北:台北市政府研究發展考核委員會。孫煒(2004), 非營利組織人力資源策略管理之體系建構, 中國行政評論, 13(3), 119-138。孫煒(2006), 非營利組織績效評量的問題與對策, 政治科學論叢, 28, 163-206。孫寶惠(2006), 非營利事業組織之國際化發展策略-以佛光山為例, 國立中山大學企業管理學研究所未出版之碩士論文。高美玲, 葉美玲(1999), 結構方程模式的應用 - 驗證性因素分析, 護理研究, 7(6), 594-603。高寶華(2006), 非營利組織經營策略與管理, 台北:華立圖書。陳金貴(1994), 美國非營利組織的人力資源管理, 台北:瑞興出版社。陳其樑(2009), 高雄縣中等學校心理契約與教師工作滿意度關係之研究, 國立中山大學教育研究所未出版之碩士論文。陳定銘(2004), 建立人民團體績效評鑑制度之研究, 台北:內政部委託研究報告。陳恩儀(2009), 國際非營利組織知識移轉至海外分會之研究, 國立政治大學企業管理研究所未出版之碩士論文。張荳雲(1990), 組織社會學, 台北:三民書局。張錫惠(2001), 績效管理, 收於司徒達賢等著, 非營利組織經營管理研修粹要(pp. 253-262), 台北:財團法人洪建全文教基金會。陸宛蘋(1999), 非營利組織之定義與角色, 社區發展季刊, 85, 30-35。曾華源(2002), 推動志願服務以增進社區發展, 社區發展季刊, 100, 137-147。黃芳銘(2007), 結構方程模式:理論與應用, 台北:五南圖書。黃家齊(2004), 人力資源管理活動、雇用關係與員工反應之關聯性研究-心理契約觀點, 管理學報, 20(3), 483-514。黃新福, 盧偉斯(2006), 非營利組織與管理, 台北:國立空中大學。楊世瑩(2008), SPSS統計分析實務, 台北:旗標出版社。萬育維(1995), 社會福利績效評估的模型運用、困境與展望, 研考雙月刊, 19(1), 53-61。萬榮水(2002), 公務人力期望「跨組織發展」生涯之勞雇心理契約意涵, 研習論壇, 19, 29-34。鄭美愛, 王禱康, 張錫惠(2003), 文教基金會績效指標之調查研究, 會計研究月刊, 208, 98-107。蕭文龍(2007), 多變量分析最佳入門實用書, 台北:碁峰資訊股份有限公司。蕭新煌(2000), 非營利部門:組織與運作, 台北:巨流出版社。顏信輝, 林靜芬(2005), 非營利組織績效衡量指標之探討-以國軍生產作業為例, 主計月刊, 591, 57-67。蘇文仕(2009), 非營利組織市場導向對組織績效之影響-以興業精神導向為調節變數, 國立台北大學企業管理學系未出版之碩士論文。
- 二、英文部分 Argyris, C. (1960). Understanding organizational behavior. Homewood, Ill, Dorsey Press. Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. Journal of the Academy of Marketing Science, 16(1), 74-94. Baker, T. L., Hunt, T. G., & Andrews, M. C. (2006). Promoting ethical behavior and organizational citizenship

behaviors: The influence of corporate ethical values. *Journal of Business Research*, 59, 849-857.

Barnard, C. I. (1938). *The functions of the executive*. Cambridge, Massachusetts: Harvard University Press.

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

Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee citizenship. *Academy of Management Journal*, 26(4), 587-595.

Blau, P. M. (1964). *Exchange and power in social life*. New York: John Wiley and Sons.

Bowler, W. M. (2006). Organizational goals versus the dominant coalition: A critical view of the value of organizational citizenship behavior. *Institute of Behavioral and Applied Management*, 7 (3), 258-273.

Brooks, L. (1999). *Organizational behavior*. London: Pitman Publishing.

Chattopadhyay, P. (1999). Beyond direct and symmetrical effects: The influence of demographic dissimilarity on organizational citizenship behavior. *Academy of Management Journal*, 42(3), 273-287.

Chien, M. H. (2004). An investigation of the relationship of organizational structure, employee's personality and organizational citizenship behaviors. *Journal of American Academy of Business*, Cambridge, 5(1/2), 428-431.

Coyle-Shapiro, J. A. M., & Kessler, I. (2000). Consequences of the psychological contract for the employment relationship: A large scale survey. *Journal of Management Studies*, 37(7), 903-930.

Coyle-Shapiro, J. A. M., & Kessler, I. (2003). The employment relationship in the UK public sector: A psychological contract perspective. *Journal of Public Administration Research and Theory*, 13(2), 213-230.

Davis, K., & Newstrom, J. W. (1989). *Human behavior at work: Organizational behavior* (8rd ed.). New York: McGraw-Hill.

Drucker, P. F. (1994). *Managing the nonprofit organization: Principles and practices*. New York: Harper Colins Publishers.

Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behavior. *Human Performance*, 19(2), 159-173.

Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59.

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.

Finkelstein, M. A. (2006). Dispositional predictors of organizational citizenship behavior: Motives, motive fulfillment, and role identity. *Social Behavior and Personality*, 34(6), 603-616.

Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement errors. *Journal of Marketing Research*, 18(2), 39-50.

Gulem, A. (2007). Psychological contract breach and organizational citizenship behavior: Exploring cognitive similarity and leader-member exchange as antecedents. *Review of Business Research*, 1(3), 32-43.

Guzzo, R. A., Noonan, K. A., & Elron, E. (1994). Expatriate managers and psychological contract. *Journal of Applied Psychology*, 79(4), 617-626.

Hansmann, H. B. (1980). The role of nonprofit enterprise. *Yale Law Journal*, 89(5), 835-901.

Jøreskog, K., & Sörbom, D. (1993). *Lisrel 8: Structural equation modeling with the simple command language*. Chicago: Scientific Software International.

Kanter, R. M., & Summers, D. V. (1987). Doing well while doing good: Dilemmas of performance measurement in nonprofit organizations and the need for a multiple-constituency approach. In W. W. Powell (Ed.), *The nonprofit sector: A research sector*. New Haven and London: Yale University Press.

Katz, D. (1964). Motivational basis of organizational behavior. *Behavioral Science*, 9(2), 131-146.

Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations*. New York: John Wiley.

Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37(3), 656-669.

Koys, D. J. (2001). The effect of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology*, 54(1), 101-114.

Kramer, R. M. (1987). Nonprofit social service agencies and the welfare state: Some research considerations. New Haven and London: Yale University Press.

Levinson, H. (1962). *Men, management and mental health*. Cambridge, Massachusetts: Harvard University Press.

Levitt, T. (1973). *The third sector: New tactics for a responsive society*. New York: Amacom.

MacNeil, I. R. (1985). Relational contract: What we do and do not know. *Wisconsin Law Review*, 3, 483-525.

McFarlane, S. L., & Tetrick, L. E. (1994). The psychological contract as an explanatory framework in the employment relationship. *Trends in Organizational Behavior*, 1, 91-109.

McLean Parks, J., Kidder, D. L., & Gallagher, D. G. (1998). Fitting square pegs into round holes: Mapping the domain of contingent work arrangements onto the psychological contract. *Journal of Organizational Behavior*, 19(1), 697-730.

Millward, L. J., & Hopkins, L. J. (1998). Psychological contracts, organizational and job commitment. *Journal of Applied Social Psychology*, 28(16), 1530-1556.

Moorhead, G., & Griffin, R. W. (1998). *Organizational behavior — Managing people and organizations*. Boston: Houghton Mifflin.

Morrison, D. E. (1994). Psychological contracts and change. *Human Resource Management*, 33(3), 353-372.

Mowday, R. T., Porter, L. M., & Steers, L. M. (1982). *Employee organization linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.

Murray, V. (2001). The state of evaluation tools and systems for nonprofit organizations. In B. Putnam (Ed.), *New directions for philanthropic fundraising* (3rd ed.). New York: Wiley Periodicals, Inc.

Northcraft, G. B., & Neale, M. A. (1994). *Organizational behavior — A management challenge* (2rd ed.). New York: The Dryden Press.

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

Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*. Greenwich, Connecticut: JAI Press.

Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.

Piercy, N. F., Cravens, D. W., Lane, N., & Vorhies, D. W. (2006). Driving organizational citizenship behaviors and salesperson in-role behavior performance: The role of management control and perceived organizational support. *Journal of the Academy of Marketing Science*, 34(2), 244-262.

Podsakoff, P. M., Ahearne, M., MacKenzie, S. B., & Hui, C. (1993). Organizational citizenship behaviors and managerial evaluations of employee performance: A review and suggestions for future research. In G. R. Ferris (Ed.), *Research in personnel and human resources management* (pp. 1-40). Greenwich, Connecticut: JAI Press.

Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the

quantity and quality of work group performance. *Journal of Applied Psychology*, 82(2), 262-270. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1(2), 107-142. Podsakoff, P. M., & MacKenzie, S. B. (1994). Organizational citizenship behaviors and sales unit effectiveness. *Journal of Marketing Research*, 31(3), 351-163. 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(3), 513-563. Porter, L. W., & Lawler, E. E. (1968). *Managerial attitude and performance*. Illinois: Homewood Company, Dorsey Press. Raja, U., Johns, G., & Ntalianis, F. (2004). The impact of personality on psychological contracts. *Academy of Management Journal*, 47(3), 350-367. Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing obligations and the psychological contract: A longitudinal study. *Academy of Management Journal*, 37(1), 137-152. Robinson, S. L., & Morrison, E. W. (1995). Psychological contract and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16(3), 289-298. Rojas, R. R. (2000). A review of models for measuring organizational effectiveness among for-profit and nonprofit organizations. *Nonprofit Management and Leadership*, 11(1), 97-104. Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121-139. Rousseau, D. M. (1995). *Psychological contract in organizations: Understanding written and unwritten agreements*. Thousand Oaks: Sage Publications. Rousseau, D. M. (2000). *Psychological contracts inventory technical report*. Pittsburgh: Carnegie Mellon University. Rousseau, D. M., & Parks, J. M. (1993). The contracts of individuals and organizations. In L. L. Cummings & B. M. Staw (Eds.), *Research in organizational behavior*, 15(pp. 1-43). Greenwich, Connecticut: JAI Press. Rousseau, D. M., & Tijonwala S. A. (1998). Assessing psychological contract: Issues, alternatives and measures. *Journal of Organizational Behavior*, 19(7), 679-695. Salamon, L. M. (1990). The nonprofit sector and government: The American experience in theory and practice. In H. K. Anheier & W. Seibel (Eds.), *The third sector: Comparative studies of nonprofit organizations*. New York: Walter de Gruyter. Salamon, L., & Anheier, H. (1997). *Defining the nonprofit sector: A cross-national analysis*. New York: Manchester University Press. Schein, E. H. (1980). *Organizational Psychology*. Englewood Cliffs: Prentice-Hall. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653-663. Speer, P., & Peterson, N. (2000). Psychometric properties of an empowerment scale: Testing cognitive, emotional, behavioral domains. *Social Work Research*, 24(2), 109-119. Turnipseed, D. L. (2002). Are good soldiers good?: Exploring the link between organization citizenship behavior and personal ethics. *Journal of Business Research*, 55(1), 1-15. Turnipseed, D. L., & Rassuli, A. (2005). Performance perceptions of organizational citizenship behaviors at work: A bi-level study among managers and employees. *British Journal of Management*, 16(3), 231-244. 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. Upasana, A., & Shivganesh, B. (2009). Reviewing the relationship between human resource practices and psychological contract and their impact on employee attitude and behaviours: A conceptual model. *Journal of European Industrial Training*, 33(1), 4-31. Van Dyne, L. V., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of Management Journal*, 37(4), 765-802. Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology*, 81(5), 525-531. Wolf, T. (1999). *Managing a nonprofit organization in the twenty-first century*. New York: Rockefeller Center.