# 行為正直、魅力領導與情感承諾關係之研究

# 廖偉舜、楊豐華

E-mail: 345381@mail.dyu.edu.tw

#### 摘要

基於近年來的研究,一些學者認為主管的行為是會影響員工的,而這是透過主管的言行舉止是一致性時,因此這樣的行為 則是被稱做行為正直。故本研究欲探討主管的行為正直與員工的情感承諾之關係。另一方面,進一步探討中介變數-魅力 領導是否會對行為正直與情感承諾產生中介效果的影響。本研究是採用量化方法進行本研究的資料分析,並且是以外商汽 車公司的員工為研究的對象,去探討各變項間是否具有顯著的相關性。本研究的樣本包含429位在外商汽車公司工作的員 工。本研究使用階層迴歸分析的方法,回歸分析獲得到的結果是魅力領導在行為正直和情感承諾之間是具有部份的中介效 果影響。結果表明,當一位主管具備高度地行為正直時,則是會透過主管魅力領導的非凡能力,進而達到增加組織內部員 工的情感承諾。

關鍵詞:行為正直、魅力領導、情感承諾

## 目錄

中文摘要 i 英文摘要 ii 誌謝辭 iii 目錄 iv 表目錄 vi 圖目錄 viii 第一章 緒論 1 第一節 研究背景與動機 1 第二節 研究問題與目 的 5 第二章 文獻探討與假說 6 第一節 行為正直 6 第二節 魅力領導 7 第三節 情感承諾 8 第四節 行為正直、魅力領導與情感 承諾之關係 10 第五節 控制變數 14 第三章 研究方法 15 第一節 研究架構 15 第二節 操作型定義與衡量工具 16 第三節 問卷 設計 20 第四節 資料蒐集 20 第五節 資料分析方法 21 第四章 資料分析 23 第一節 信度分析 23 第二節 效度分析 26 第三節 階層迴歸分析 30 第五章 結論與建議 34 第一節 研究結論 34 第二節 管理實務意涵 35 第三節 研究限制 36 第四節 後續研究 建議 37 參考文獻 39 附錄一 問卷 58

### 參考文獻

一、中文部份 自由電子報(2010), 中國罷工連環爆 兩廠還在喬 來源: http://www.shadowgov.tw/35190\_0 is.htm? page\_no=89 [線上 資料] [2010, June 9] 星洲日報(2008), 韓國 不滿李明博政策 汽車業建造業或罷工 來源: http://www.sinchew.com.my/node/70224?tid=40 [線上資料] [2008, June 16] 蘋果日報(2009) , 鈴木退出國產車市 許勝發 呼風喚雨到淒風 苦 雨 來源: http://w.nextmedia.com/applenews/article/ art id/ IssueID/20091121 [線上資料] [2009. November 21] 蕭文龍(2007), 多變量分析最佳入門實用書,台北:碁峰資訊。 二、英文部分 Adams, J. S. (1963). Toward an Understanding of Inequity, Journal of Abnormal and Social Psychology, 67, 422 – 436. Allen, N. J., and Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. Journal of Vocational Behavior, 49, 252 - 276. Allen, N. J. and Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology, 63, 1 - 18. Bass, B. M. (1985). Leadership:Good, better, best. Organizational Dynamics, 13(3), 26 - 40. Bass, B. M. (1998). Transformational leadership: industrial, military, and educational impact. Hillsdale, NJ: Erlbaum. Bass, B. M. (1997). Does the transactional - transformational leadership paradigm transcend organizational and national boundaries? American Psychologist, 52, 130 - 139. Bass, B. M., and Avolio, B. J. (2000). Multifactor Leadership Questionnaire. Redwood City, CA: Mind Garden. Baron, B. J., and 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. Blau, G. J., and Boal, K. B. (1987). Conceptualizing how job involvement and organizational commitment affect turnover and absenteeism. Academy of Management Review, 12(2), 288 - 300. Bollen, K. A., (1989). Structural equations with latent variables. NY : John Wiley and Sons. Brian R. D., Roy J. L. and Edward C. T., (2006). Supervisory Guidance and Behavioral Integrity: Relationships With Employee Citizenship and Deviant Behavior, Journal of Applied Psychology, Vol. 91, No. 3, 622 - 635. Brunsson, N. (1989). The organization of hypocrisy: Talk, decisions, and actions in organizations. Butler, J. K., and Cantrell, R. S. (1984). A behavioral decision theory approach to modeling dyadic trust in superiors and subordinates. Psychological Reports, 55, 19 - 28. Chatman, J. A. (1991). Matching People and Organizations: Selection and Socialization in Public Accounting Firms, Administrative Science Quarterly, 36, 459 – 484. Choi, J. (2006). A motivational theory of charismatic leadership: Envisioning, empathy, and empowerment. Journal of Leadership and Organizational Studies, 13(1), 24-43. Christen., Iyer and Soberman (2006). Job Satisfaction, Job Performance, and Effort: A Reexamination Using Agency Theory, Journal of Marketing, 70(January), 137 – 150. Conger, J.A. and Kanungo, R.N. (1998), Charismatic Leadership in Organizations, Sage, Newbury Park, CA, . Conger, J. A. and Kanungo, R. N. (1988). Charismatic leadership: The elusive factor in organizational effectiveness. San Francisco: Jossey-Bass.

Conger, J. A. and Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. Academy of Management Review, 12(4): 637 – 647. Conger, J.A., Kanungo, R.N. and Menon, S.T. (2000), Charismatic leadership and follower effects, Journal of Organizational Behavior, 21(1), 747-767. Conger, J. A., Kanungo, R. N., Menon, S. T. and Mathur, P. (1997). Measuring charisma: Dimensionality and validity of the 306 Academy of Management Learning & Education September Conger-Kanungo Scale of Charismatic Leadership. Canadian Journal of Administrative Sciences, 14(3): 290 - 302. Cummings, L. L. and Bromiley, P. (1996). The organizational trust inventory (OTI): Development and validation. In R. M. Kramer & T. R. Tyler (Eds.), Trust in organizations: Frontiers of theory and research. Thousand Oaks, CA: Sage, 302 – 330. Davis, A. L. and Rothstein, H. R.(2006). The Effects of the Perceived Behavioral Integrity of Managers on Employee Attitudes: A Meta-analysis, Journal of Business Ethics, 67, 407 – 419. Deluga, R. J. (2001), American presidential Machiavellianism Implications for charismatic leadership and rated performance, The Leadership Quarterly, 12, 339-363. Dineen, B. R., Lewicki, R. J., and Tomlinson, E. (2006). Supervisory guidance and behavioral integrity: Relationships with employee citizenship and deviant behavior, Journal of Applied Psychology, 91, 622 - 635. Dunham, R. B., Grube, J. A. and Castaneda, M. B. (1994). Organizational commitment: The utility of an integrative definition. Journal of Applied Psychology, 79, 370 - 380. Dvir, T., Eden, D., Avolio, B. J. and Shamir. B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. Academy of Management Journal, 45(4), 735 – 744. Fineman, S., and Payne, R. (1981). Role stress - A methodological trap? Journal of Occupational Behavior, 2(1), 51-64. Folger, R. and Konovsky, M. A. (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. Academy of Management Journal, 32, 115 – 130. Fornell, C. and Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. Journal of Marketing Research, 18(3), 382-388. Gergen, K.J. (1969). The Psychology of Behavioral Exchange (Reading, MA: Addison-Wesley). Gore, S. (1978). The effect of social support in moderating the health consequences of unemployment. Journal of Health and Social Behavior, 19(2), 157 – 165. Hackman, J. Richard & Greg R. Oldham (1975). Development of the Job Diagnostic Survey, Journal of Applied Psychology, 60 (2), 159 – 170. Homans, G. (1974). Social behavior: Its elementary forms (rev. edn). New York: Harcourt Brace Jovanovich. House, R. J. (1999). Weber and neo-charismatic leadership paradigm: A response to Beyer. The Leadership Quarterly, 10, 563 - 574. House, R.J. (1977). A 1976 theory of charismatic leadership, in Hunt, K.G., Larson, L.L. (Eds), Leadership: The Cutting Edge, 189-207. House, R.J., Delbecq, A., Taris, T.W. (1998), Values-based leadership: an integrated theory and an empirical test, Technical Report for Center for Leadership and Change Management. Hrebiank, L. and Alutto, J. (1972). Personal and role-related factors in the development of organizational commitment. Administrative Science Quarterly, 17, 555-572. Huang, M, P., Cheng, B, S., Chou, L, F. (2005), The mediating role of person-organization fit between CEO charismatic leadership and employee outcomes, International Journal of Manpower, 26(1), 35-49. Humphreys, J. H., Pryor, M. G., Haden, S. P., and Oyler, J. D. (2009). The leadership of Joseph R. Walker: Towards a model of socialized charisma through expert power. Journal of Applied Management and Entrepreneurship, 14(1), 59-81. Humphreys. J., Zhao, D., Ingram, K., Gladstone, J and Basham, L., (2010). Situational Narcissism and Charismatic Leadership: A Conceptual Framework. Institute of Behavioral and Applied Management. Irving, P. G., Coleman, D. F. and Cooper, C. L. (1997). Further assessments of a three component model of occupational commitment: Generalizability and differences across occupations. Journal of Applied Psychology. 82(3), 444-452. Iverson, R. D. and Buttigieg, D.M. (1999). Affective, Normative and Continuance Commitment: Can the `Right Kind' of Commitment Be Manage. Journal of Management Studies. 36(3). Jacobsen, C. and House, R. J. (2001). Dynamics of charismatic leadership: A process theory, simulation model, and tests, Leadership Quarterly, 12(1), 75-112, Judson, C, and House, R, J, 2001. Dynamics of charismatic leadership: A process theory, simulation model, and tests. The Leadership Quarterly, 12: 72 – 112. Jung, D. I. and Sosik, J. J. (2006). Who are the spellbinders? Identifying personal attributes of charismatic leaders. Journal of Leadership and Organizational Studies, 12(4), 12-26. Kets de Vries, M. F. R., and Miller, D. (1985). Narcissism and leadership: An object relations perspective. Human Relations, 38(6), 583-601. Kidd, J. M. and Smewing, C. (2001). The role of the supervisor in career and organizational commitment. European Journal of Work and Organizational Psychology, 10, 25 – 40. Koch, J. and Steers, R. (1978). Job attachment, satisfaction, and turnover among public employees. Journal of Vocational Behavior, 12, 119-128. Kramer, R. M. (1996). Divergent realities and convergent disappointments in the hierarchic relation: Trust and the intuitive auditor at work. In R. M. Kramer & T. R. Tyler (Eds.), Trust in organizations: Frontiers of theory and research, Thousand Oaks, CA: Sage, 216 – 244. Lusch, R. F. and Serpkenci, R. R. (1990). Personal Differences, Job Tension, Job Outcomes, and Store Performance: A Study of Retail Store Managers, Journal of Marketing, 54 (January), 85 - 101. Luthans, E., Baack, D., & Taylor, L. (1987). Organizational commitment: Analysis of antecedents. Human Relations, 40, 219-236. March, J. G. (1979). The technology of foolishness. In J. G. March & J. P. Olson (Eds.), Ambiguity and choice in organizations, 69-81. Mathieu, J. E. and Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. Psychological Bulletin, 108, 171 – 194. McAllister, D. J.(1995). Affectand Cognition-based Trust as Foundations for Interpersonal Cooperation in Organizations, Academy of Management Journal, 38, 24 – 59. Menon, S. T. (2003). Pre-charismatic emergence, charismatic leader types, and reactions of non-followers: Expanding the domain of charismatic leadership research. In D. Domke- Dumonte (Ed.), Southwest Academy of Management Proceedings, 201 – 205. Meyer, J. P. and Allen, N. P. (1997). Commitment in the Workplace: Theory, Research and Application, Thousand Oaks, Sage Publications, CA. Meyer J. P. and Hescovitch (2001). Commitment in the Workplace: Toward a General Model, Human Resource Management Review, 11(3), 299-326. Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., and 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. Meyer, J. P., and Allen, N. J. (1984). Testing the Side-Bet Theory of Organizational Commitment: Some methodological considerations. Journal of Applied Psychology, 69,372-378. Meyer, J. P. and Allen, N. J.

(1991). A Three-Component Conceptualization of Organizational Commitment, Human Resource Management Review, 1(1), 61-89. Meyer, J. P., Allen, N. J., and Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of A Three-Component Conceptualization'. Journal of Applied Psychology, 78(4), 538-551. Meyer, J. P., Bobocel, D. R. and Allen, N. J. (1991), Development of organizational commitment during the first year of employment: A longitudinal study of pre- and post-entry influences. Journal of Management, 17, 717 – 733. Meyer, J. P., Stanley, D. J., Herscovitch, L. and Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. Journal of Vocational Behavior, 61, 20 – 52. Meyer, J. W. and Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. American Journal of Sociology, 83, 340 – 363. Michaelis, B, R., Stegmaier, R and Sonntag, K. (2009). Affective Commitment to Change and Innovation Implementation Behavior: The Role of Charismatic Leadership and Employees ' Trust in Top Management, Journal of Change Management, 9(4), 399 – 417. Middleton, K.L (2005). The Service-Learning Project as a Supportive Context for Charismatic Leadership Emergence in Nascent Leaders, Academy of Management Learning & Education, 4(3), 295 – 308. Moideenkutty, U., Blau, G., Kumar, R. and Nalakath, A. (1998). Perceived organizational support as a mediator of the relationship of perceived situational factors to affective organizational commitment, Paper Presented at Eastern Academy of Management Annual Meeting, 50, 615-634. Morris, J., and Koch, J. (1979). Impacts of role perceptions on organizational commitment, job involvement and psychosomatic illness among three vocational groupings. Journal of Vocational Behavior, 14, 88-101. Mottaz, C. J. (1988). Determinants of organizational commitment. Human Relations, 41, 467 – 482. Mowday R T, Porter L W and Steers R. M. (1982). Employee and Organizational Linkages, Academic Press, New York. Mowday, R. T., Steers, R. M., and Porter, L. W. (1979). The measurement of organizational commitment. Journal of Vocational Behavior, 14, 227-247. Mumford, M. D., Antes, A. L., Caughron, J. J. and Friedrich, T. L. (2008). Charismatic, ideological, and pragmatic leadership: Multi-level influences on emergence and performance. Leadership Quarterly, 19(2), 144-160. O' Reilly, C. A., Chatman, J. A. and Caldwell D. F. (1991). People and Organizational Culture: Assessing Person- Organization Fit, Academy of Management Journal, 34, 487 – 516. Paine, L. S.(1997). Cases in Leadership, Ethics and Organizational Integrity: A Strategic Perspective. Paul, J., Costley, D. L., Howell, J. P. and Dorfman, P. W. (2002). The mutability of charisma in leadership research. Management Decision, 40(1/2), 192 - 200. Pfeffer, J. (1992). Managing with power: Politics and influence in organizations, Boston: Harvard Business School Press. Peterson, C. and Seligman, M. E. P. (2004). Character Strengths and Virtues: A Handbook and Classification. New York: Oxford/American Psychological Association. Podsakoff, P. M., MacKenzie, S. B. and Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. Journal of Management, 22, 259 – 298. Porter, L. W., Steers, R. M., Mowday, R. T. and Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians, Journal of Applied Psychology, 59(5), 603-609. Prottas, D. J. (2008). Perceived Behavioral Integrity: Relationships with Employee Attitudes, Well-Being, and Absenteeism, Journal of Business Ethics, 81, 313 – 322 Rafferty, A. E. and Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. The Leadership Quarterly, 15, 329 – 354. Random House College Dictionary (1975). rev. ed. Random House, New York. Rhoades, L., Eisenberger, R. and Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support, Journal of Applied Psychology, 86(5), 825-36. Rousseiiu, D. (1995). Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements. Sage Publications. Rousseau, D. M., and McLean P. J. (1993). The contracts of individualsand organizations. In L. Cummings and B. Staw (Eds.), Research in organizational behavior, Greenwich, CT: JAI Press, 15, 1-43, Rousseau, V, and Aube, C. (2010). Social Support at Work and Affective Commitment to the Organization: The Moderating Effect of Job Resource Adequacy and Ambient Conditions, Journal of Social Psychology, 15(4), 321-340. Schaubroeck, J. and Fink, L. S. (1998). Facilitating and inhibiting effects of job control and social support on stress outcomes and role behavior: A contingency model. Journal of Organizational Behavior, 19, 167 – 195. Shamir, B., House R. J. and Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. Organization Science, 4(4), 577 – 594. Shamir, B., Zakay, E. and Popper, M. (1998). Correlates of charismatic leader behavior in military units: subordinates ' attitudes, unit characteristics, and superiors ' appraisals performance, Academy of Management Journal, 41(4), 387-409. Shore, L. M., Tetrick, L. E., Taylor, M. S., Coyle-Shapiro, J. A. and Liden, R. C. (2004). The employee-organization relationship: A timely concept in a period of transition. Research in Personnel and Human Resources Management, 23, 291 – 370. Simons, T. (1997). Empty words and whiffs of hypocrisy: behavioral integrity ± the fit between words and deeds as a researchfocus, unpublished manuscript. Simons, T. (1999). Behavioral integrity as a critical ingredient for transformational leadership. Journal of Organizational Change Management, 12, 89 – 104. Simons, T. (2002). Behavioral integrity: The perceived alignment between managers ' words and deeds as a research focus. Organization Science, 13, 18 – 35 Simons, T., Friedman, R., Liu, L. A. & Parks, J. M. (2007). Racial Differences in Sensitivity to Behavioral Integrity: Attitudinal Consequences, In-Group Effects, and Trickle-Down Among Black and Non-Black Employees, Journal of Applied Psychology, 92(3), 650 - 665 Simons, T. and Parks, J. M. (2000). The sequential impact of behavioral integrity on trust, commitment, discretionary service behavior, customer satisfaction, and profitability. Paper presented at the annual meeting of the Academy of Management. Sosik, J. J. (2005). The role of personal values in the charismatic leadership of corporate managers: A model and preliminary field study, The Leadership Quarterly, 16, 221-244 Steers, R. T. (1977). Antecedents and consequences of organizational commitment. Administrative Science Quarterly, 22, 46-56. Stinglhamber, F. and Vandenberghe, C. (2003). Organizations and supervisors as sources of support and targets of commitment: A longitudinal study. Journal of Organizational Behavior, 24, 251 - 270. Thompson, C. A., and Prottas, D. (2005). Relationships Among Organizational Family Support, Job Autonomy, Perceived Control, And Employee Well-Being. Journal of Occupational Health Psychology. 11(1), 100-118. Thompson, K. J. (2000). Charismatic leadership and its effects

on team cognitions, behaviors, and performance. Unpublished dissertation: State University of New York at Buffalo. Trice, H. M., and Beyer, J. M. (1986). Charisma and its routinization in two social movement organizations. In: L. L. Cummings, & B. M. Staw (Eds.), Research in organizational behavior, 8, 113 – 164) Vandenberghe, C. and Bentein (2009). A closer look at the relationship between affective commitment to supervisors and organizations and turnover, Journal of Occupational and Organizational Psychology, 82, 331-348 Vandenberghe, C. and Tremblay, M. (2008). The Role of Pay Satisfaction and Organizational Commitment in Turnover Intentions: A Two-Sample Study ', Journal of Business and Psychology, 22(3), 275 - 286. Van Knippenberg, D. and Sleebos, E. (2006). Organizational identification versus organizational commitment: self-definition, social exchange, and job attitudes, Journal of Organizational Behavior, 27, 585-605. Waldman, D.A., Ramirez, G.G., House, R.J.and Puranam. P. (2001). Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty. Academy of Management Journal, 44(1), 134 – 43. Wayne, S., Shore, L. and Liden, R. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. Academy of Management Journal, 40(1), 82 - 111. Wiener Y (1982). Commitment in Organizations: A Normative View, Academy of Management Review, Vol. 7(3), 418-428. Weber, M. (1924/1947). The Theory of Social and Economic Organizations, New York: Wiley. Weick, K. E. (1995). Sensemaking in organizations, Thousand Oaks, CA: Sage. Welsh, H., & Le Van, H. (1981). Interrelationships between organizational commitment and job characteristics, job satisfaction, professional behavior, and organizational climate. Human Relations, 34(12), 1079-1089. Willner, A. R. (1984). The spellbinders: Charismatic political leadership. New Haven, CT: Yale Univ. Press. Yukl, G. (1998). Leadership in organizations (4th ed.). Englewood Cliffs, NJ: Prentice-Hall. Yukl, G. A., & Van Fleet, D. D. (1992). Theory and research on leadership in organizations. In M. D. Dunnette & L. M. Hough (Eds.), Handbook of industrial and organizational psychology, Consulting Psychologists Press, 3, 147-197.