

目標導向與創新-集權化之調節效果與自我效能之中介效果

史大慶、童惠玲

E-mail: 365045@mail.dyu.edu.tw

摘要

公共服務中，清潔隊團隊員工是否能在垃圾清運與資源回收工作時展現出創新性行為，影響民眾感受甚鉅。本研究旨在檢視清潔隊員的目標導向，能否正向地影響自我效能，以及員工的自我效能能否提升其創新性行為，同時檢視團隊層次集權化能否對目標導向與創新性行為產生調節效果。本研究之資料收集自南投市、彰化市、員林鎮公所清潔隊執行垃圾清運與資源回收勤務之204位員工隸屬於68組工作團隊。迴歸分析結果顯示，團隊成員的學習目標導向與績效證明導向分別向會正向地連結到自我效能，並進而增強創新性行為；又階層線性模式分析結果顯示，集權化對目標導向與創新性行為的關係具有調節效果，也就是說，當集權化低時，學習目標導向與績效證明導向分別強化創新性行為；而在高集權化時，績效趨避導向則強化對創新性行為的負向影響。

關鍵詞：目標導向、自我效能、創新性、集權化

目錄

目錄 中文摘要.....	I	英文摘要.....	謝誌.....	目錄																																			
第一章 緒論.....	1	第二章 文獻探討與假設推演.....	6	第三章 研究方法.....	25	第四章 統計分析與結果.....	34	第五章 結論與建議.....	61	附錄 問卷.....	83																												
第一節 研究背景與動機.....	1	第二節 研究目的.....	5	第一節 研究架構.....	25	第二節 研究假設.....	26	第一節 描述性統計.....	34	第二節 信效度分析.....	39	第三節 研究限制.....	68	第四節 研究建議.....	70	表 目錄 表 4-1 基本資料敘述性統計分析彙整表.....	36	表 4-2 研究變項之信度分析表.....	43	表 4-3 研究變項之驗證性因素分析表.....	45	表 4-4 研究變項之量測模式比較表.....	48	表 4-5 研究變項之相關分析.....	49	表 4-6 個體層次之迴歸分析彙整表.....	53	表 4-7 目標導向對創新性之隨機參數模式分析表.....	55	表 4-8 集權化之斜率參數模式分析表.....	57	圖 目錄 圖 3-1 研究架構圖.....	25	圖 4-9 集權化與學習目標導向交互效果對創新性之散佈圖.....	59	圖 4-10 集權化與績效證明導向交互效果對創新性之散佈圖.....	60	圖 4-11 集權化與績效趨避導向交互效果對創新性之散佈圖.....	60

參考文獻

- 參考文獻 一、中文部份 1、行政院經濟建設委員會；瑞士洛商管理學院，2011年世界競爭力年報。2、蔡佩君，連雅慧(2011)，相似配適高就好嗎?探討個人-組織配適雙構面對知識分享與創意行為之影響，輔仁管理評論，18(3)，75-94。3、湯大緯(2000)，自我效能與工作績效之關聯性探討，人事月刊，34(4)，5-13。4、黃家齊，黃荷婷(2006)，「團隊成員目標導向對於自我與集體效能及創新之影響——一個多層次研究」，管理學報，23(3)，327-346。5、黃毓華，鄭英耀(1996)，一般性自我效能量表之條訂，中國測驗學會測驗年刊，43:279-286。6、李聲吼，(1996)，建立有效率的工作團隊，人力發展月刊，第三十四期:61-65。二、英文部分 1、Adler, P. S. (1999). Building better bureaucracies. *Academy of Management Executive*, 13(4): 36-47. 2、Aiken, L. S., and West, S. G. 1991. *Multiple Regression: Testing and Interpreting Interactions*. New York: Sage. 3、Amabile, T. M. (1988). A model of creativity and innovation in organizations. In B. M. Staw and L. L. Cummings (Eds.), *Research in organizational behavior*, Vol. 10: 123 – 167. Greenwich, CT: JAI. 4、Amabile, T. M. (1996). Creativity in context: Update to the social psychology of creativity, Boulder, CO: Westview. 5、Amabile, T. M., and Conti, R. (1999). Changes in the work environment for creativity during downsizing. *Academy of Management Journal*, 42: 630-640. 6、Amason, A. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of Management Journal*, 39, 123-148. 7、Ames, C. (1992). Classrooms: Goals, structures, and student motivation. *Journal of Educational Psychology*,

84, 261-271. 8. Arnold, J. A., Arad, S., Rhoades, J. A., and Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21: 249 – 269. 9. Bagozzi, R. P. and Yi, Y. (1988). "On the Evaluation of Structural Equation Models," *Academy of Marketing Science*(16), 76-94. 10. Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, 37(2), 122-147. 11. Bandura, A., and Cervone, D. (1983). Self-evaluative and self-efficacy mechanisms governing the motivational effects of goal system. *Journal of Personality and Social Psychology*, 45(5), 1017-1028. 12. Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice-Hall. 13. Bell, B. S., and Kozlowski, S. W. J. (2002). Goal orientation and ability: Interactive effects on self-efficacy, performance, and knowledge. *Journal of Applied Psychology*, 87 (3), 497-505. 14. Bolin, M., and Harrenstam, A. (2008). An empirical study of bureaucratic and post-bureaucratic characteristics in 90 workplaces. *Economic and Industrial Democracy*, 29: 541 – 564. 15. Brett, J. F. and VandeWalle, D. (1999). Goal orientation and goal content as predictors of performance in a training program. *Journal of Applied Psychology*, 84 (6), 863-873. 16. Bryk, A. S. and Raudenbush, S. W. (1992): *Hierarchical Linear Models*. Sage, Newbury Park, CA. 17. Bunderson, J. S., and Sutcliffe, K. M. (2003). Management team learning orientation and business unit performance. *Journal of Applied Psychology*, 88(3):552-560. 19. Caruana, A., Morris, M., and Vella, A. (1998). The effect of centralization and formalization on entrepreneurship in export firms. *Journal of Small Business Management*, 36: 16 – 29. 20. Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., and Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of Applied Psychology*, 92: 331 – 346. 21. Crant, J. M. (2000), "Proactive Behavior in Organizations," *Journal of Management*, Vol. 26, pp. 435-462. 22. DeShon, R. P., and Gillespie, J. Z. (2005). A motivated action theory account of goal orientation. *Journal of Applied Psychology*, 90: 1096 – 1127. 23. Drucker, P. F. (1988). The coming of the new organization *Harvard Business Review*, 66(1): 45-53. 24. Druskat, V. U. and Wheeler, J. V. (2003). Managing from the boundary: The effective leadership of self-managing work teams. *Academy of Management Journal*. 25. Dweck, C. S. (1986). Motivational processes affecting learning. *American Psychologist*, 41(10), 1040-1048. 26. Dweck, C. S., and Leggett, E. L. (1988). A social-cognitive approach to motivation and personality. *Psychological Review*, 95(2), 256-273. 27. Dweck, C. S. (1999). *Self-theories: Their role in motivation, personality and development*. Ann Arbor, MI: Psychology Press. 28. Elliot, A. J., and Church, M. A. (1997). A hierarchical model of approach and avoidance achievement motivation. *Journal of Personality and Social Psychology*, 72: 218 – 232. 29. Elliot, A. J. and Dweck, C. S. (1988). Goal: An approach to motivation and achievement. *Journal of Personality and Social Psychology*, 54(1), 5-12. 30. Ford, J. K., Smith, E. M., Weissbein, D. A., Gully, S. M., and Salas, E. (1998). Relationships of goal orientation meta-cognitive activity, and practice strategies with learning outcomes and transfer. *Journal of Applied Psychology*, 83(2), 218-233. 31. George, J. (1990). Personality, affect, and behavior in groups. *Journal of Applied Psychology*, 75, 107-116. 32. Gist, M. E., and Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *Academy of Management Review*, 17(2): 183-211. 33. Gong, Y., Huang, J. C., and Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy, *Academy of Management Journal*, 52(4): 765-778. 34. Griffin, M. A., Parker, S. K., and Neal, A., (2007), "A New Model of Work Role Performance: Positive Behavior in Uncertain and Interdependent Contexts" *Academy of Management Journal*, Vol. 50, No. 2, pp. 327-347. 35. Hage, J., and Aiken, M. 1967. Relationship of centralization to other structural properties. *Administrative Science Quarterly*, 12: 72 – 92. 36. Hammer, M. and Champy, J. (1993). *Reengineering The Corporation-A Manifesto for Business Revolution*, New York:Harper Business. 37. Hair, J. F., Anderson R. E., Tatham R. L., and Black W. C., *Multivariate Data Analysis with Readings*, Macmillan Publishing Company, 1992. 38. Hall, R. D. (1999). *Organizations: Structures, processes, and outcomes*. London: Prentice-Hall. 39. Harrison, A.W., R.K. Rainer Jr., W.A. Hochwarter, and K.R. Thompson (1997). "Testing the self-efficacy-Performance linkage of social-cognitive theory," *The Journal of Social Psychology*, 137(1), pp.79-87. 40. Henson, R. K. (2001). *Teacher Self-Efficacy: Substantive Implication and Measurement Dilemmas*. Retrieved November 29, 2010, from the <http://www.emory.edu/EDUCATION/mfp/EREkeynote.PDF> 41. Henson, R. K. Kogan, L. R. and Vacha-Haase T. (2001) A reliability generalization study of the teacher efficacy scale and related instruments. *Educational and Psychological Measurement*, 61(3), 404-420. 42. Hirst, G., Van Knippenberg, D., Chen, C. H., and Sacramento, C. A. (2011). How does bureaucracy impact individual creativity? A cross-level investigation of team contextual influences on goal orientation-creativity relationships. *Academy of Management Journal*, 54(3): 624-641. 43. Hirst, G., Van Knippenberg, D., and Zhou, J. (2009). A cross-level perspective on employee creativity: Goal orientation, team learning behavior, and individual creativity. *Academy of Management Journal*, 52: 280-293. 44. Hofmann, AW (1997). Mantle geochemistry: the message from oceanic volcanism. *Nature* 385, 219-229. 45. Hsu, M. H., Ju, T. L., Yen, C. H., and Chang, C. M., (2007) "Knowledge Sharing Behavior in Virtual Communities: The Relationship between Trust, Self-Efficacy, and Outcome Expectations," *International Journal of Human-Computer Studies*, Vol. 65, 153-169. 46. Janssen, O., and Huang, X., (2008)"Us and Me: Team Identification and Individual Differentiation as Complementary Drivers of Team Members' Citizenship and Creative Behaviors", *Journal of Management*, Vol. 34 (1), 69-88. 47. Janssen, O., and Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal*, 47: 368 – 384. 48. Kirkman, B. L., and Rosen, B. 1997. A model of work team empowerment. In R. W. Woodman & W. A. Pasmore (Eds.), *Research in organizational change and development*, vol. 10: 131 – 167. Greenwich, CT: JAI. 49. Kozlowski, S. W. J., Gully, S. M., Brown, K. G., Salas, E., Smith, E. M., and Nason, E. R. (2001). Effects of training goals and goal orientation traits on multidimensional training outcomes and performance adaptability. *Organizational Behavior and Human Decision Processes*, 85(1), 1-31. 50. Kozlowski, S.W.J., and Klein, K. J. (2000). A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes. In K. J. Klein & S.W.J. Kozlowski (Eds.), *Multilevel theory, research and methods in organizations: Foundations, extensions,*

and new directions (pp. 3-90). San Francisco, CA: Jossey-Bass. 51、 Lindsley, D. H., Brass, D. J., and Thomas, J. B. (1995). Efficacy-performance spirals: A multilevel perspective. *Academy of Management Review*, 20(3), 645-678. 52、 Lock, E. A. and Latham, G. P., (1990), *A Theory of Goal Setting and Task Performance*, Englewood Cliff, NJ: Prentice Hall. 53、 Mathieu, JM, Maynard, T., Rapp. T., and Gilson, L. (2008). Team Effectiveness 1997-2007: A Review of Recent Advancements and a Glimpse Into the Future. *Journal of Management* , 34: 410-476. 54、 Mathieu, J. E., Heffner, T. S., Goodwin, G. F., Salas, E., and Canon-Bowers, J. A. (2000). The influence of shared mental models on team process and performance. *Journal of Applied Psychology*, 85, 273-283. 55、 Nicholls, J. G.. (1984). Achievement motivation: Conceptions of ability, subjective experience, task choice, and performance. *Psychological Review*, 91, 328-346. 56、 Oldham, G. R., and Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39: 607 – 634. 57、 Osterman, P.(1994).How Common is Workplace Transformation and Who Adopts it ?,*Industrial and Labor Relations Review*, 47, 173-188 58、 Parker, S. K. (1998). Role breadth self-efficacy: Relationship with work enrichment and other organizational practices. *Journal of Applied Psychology*, 83, 835-852. 59、 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. 60、 Parker, S. K., Williams, H., M., and Turner, N., (2006), “ Modeling the antecedents of proactive behavior at work, ” *Journal of Applied Psychology*, Vol. 91, 636-652. 61、 Philips, J. M., and Gully, S. M. (1997). Role of goal orientation, ability, need for achievement, and locus of control in the self-efficacy and goal-setting process. *Journal of Applied Psychology*, 82(5), 792-802. 62、 Pintrich, P. R. (2000). The role of goal orientation in self-regulated learning. In M. Boekaerts, P. R. Pintrich, & M. Zeidner (Eds), *Handbook of self-regulation* pp.(451-502). San Diego, CA: Academic Press. 63、 Scott, S. G., and Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580-607. 64、 Seijts, G. H., Latham, G. P., Tasa, K., and Latham, B. W. (2004). Goal setting and goal orientation: An integration of two different yet related literatures. *Academy of Management Journal*, 47: 227 – 239. 65、 Shalley, C. E., Zhou, J., and Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal of Management*, 30: 933 – 958. 66、 Shea, C. M., and Howell, J. M. (2000). Efficacy-performance spirals: An empirical test. *Journal of Management*, 26, 791. 67、 Smith, G. C. (2003). The effect of teachers ’ responsibility attributions and self-efficacy on efforts to involve parents whose children exhibit behavior problems. Unpublished doctoral dissertation, University of California, Santa Barbara, California. 68、 Srivastava, A., Bartol, K. M. and Locke, E.A. (2006). Empowering leadership in management teams: effects on Knowledge sharing, efficacy, and performance. *Academy of Management Journal*. 49(6), 1239 – 1251. 69、 Steele-Johnson, D., Beauregard, R. S., Hoover, P. B., and Schmidt, A. M. (2000). Goal orientation and task demand effects on motivation, affect, and performance. *Journal of Applied Psychology*, 85(5), 724-738. 70、 Tett, R. P., and Burnett, D. D. (2003). A personality traitbased interactionist model of job performance. *Journal of Applied Psychology*, 88: 500 – 517. 71、 Van de Ven, A. H., and Ferry, D. L. (1980). *Measuring and assessing organizations*. New York: Wiley. 72、 Vande Walle, D. (1997). Development and validation of a work domain goal orientation instrument. *Educational and Psychological Measurement*, 57: 995 – 1015. 73、 Vande Walle, D., Cron, W. L., and Slocum, J. W. Jr. (2001). The role of goal orientation following performance feedback. *Journal of Applied Psychology*, 86: 629-640. 74、 Wagner, J. A. (1994). Participation ’ s effects on performance and satisfaction: A reconsideration of the research evidence. *Academy of Management Review*, 19: 312 – 330. 75、 Wood, R., and Bandura, A. (1989). Impact of conceptions of ability on self-regulatory mechanisms and complex decision making. *Journal of Personality and Social Psychology*, 56(3), 407-415. 76、 Zhang, J. X., and Schwarzer, R. (1995). Measuring optimistic self-beliefs: A Chinese adaptation of the general self-efficacy scale. *Psychologia*, 38: 174-181.