

A Study of the Relationships among Transformational Leadership, Employee Subjective Well-Being, and Employee.....

董桂芬、楊豐華、吳孟玲

E-mail: 365845@mail.dyu.edu.tw

ABSTRACT

The purpose of the study is to investigate the relationships among transformational leadership, employee subjective well-being and employee creativity. The research subjects are foreign employees of three insurance companies in Taiwan. 439 effective questionnaires were retrieved and the valid response rate is 75.7%. Pearson and Regression analysis were used to show the correlation between the factors. The results are as follows : 1. There is a significantly positive relationship between transformational leadership and employee creativity. 2. There is a significantly positive relationship between transformational leadership and employee subjective well-being. 3. There is a significantly positive relationship between employee subjective well-being and employee creativity. 4. Employee subjective well-being was found to have partially mediating effects on transformational leadership and employee creativity.

Keywords : transformational leadership、well-being、employees subjective well-being、creativity、employee creativity

Table of Contents

內容目錄	iv	表目錄
圖目錄	vii	第一章 緒論
第一節 研究背景與動機	1	第二節 研究問題與目的
第二章 文獻探討	4	第一節 轉換型領導
第二節 員工創造力	7	第三節 員工主觀幸福感
第四節 影響員工創造力之其他變數	16	第五節 各變數間的關係
第三章 研究方法	24	第一節 研究架構
第二節 研究假說	30	第二節 研究對象與資料收集
第四節 變數的操作性定義與衡量	31	第五節 統計方法
第四章 資料分析	42	第一節 描述性統計分析
第二節 因素分析	45	第三節 信度分析
第四節 相關分析	59	第五節 迴歸分析
第五章 結論與建議	61	第一節 研究結論
第二節 管理實務的意涵	66	第三節 研究限制與建議
參考文獻	70	附錄 研究問卷
表目錄	92	表 3-1 轉換型領導衡量問項
員工創造力衡量問項	36	表 3-2 主觀幸福感衡量問項
個人特質衡量問項	38	表 3-4 個人特質衡量問項
工作自主性衡量問項	40	表 3-5 工作基本特性分析表
員工創造力題項分析表	46	表 4-1 樣本基本特性分析表
員工創造力題項分析表	49	表 4-3 轉換型領導題項分析表
個人特質題項分析表	50	表 4-5 主觀幸福感題項分析表
自主性題項分析表	52	表 4-7 員工創造力因素分析表
轉換型領導因素分析表(未刪題)	54	表 4-9 轉換型領導因素分析表(刪題後)
個人特質因素分析表(未刪題)	56	表 4-11 個人特質因素分析表(刪題後)
員工主觀幸福感因素分析表	57	表 4-13 工作自主性因素分析表
本研究變項與構面信度分析表	59	表 4-14 本研究變項相關係數表
轉換型領導對員工創造力之迴歸分析結果	61	表 4-16 轉換型領導對員工創造力之迴歸分析結果
研究架構圖	66	圖 3-1 研究架構圖
員工主觀幸福感對轉換型領導與員工創造力之間的關係	65	圖 4-1

REFERENCES

一、中文部份 Coade N. (1997/1999) . Be creative:The toolkit for business success.陳玉芬、吳為聖（譯）。超創意管理。台北市:高寶國際。 Zhou, J., and Shalley, C. E. (2010) ,組織創造力研究全書(魏昕譯)，北京:北京大學出版社。施建彬(1995)。幸福感來源及其相關因素之探討，未出版之碩士論文，私立高雄醫學院行為科學研究所。唐永泰(2006) ,轉換型領導、工作動機與員工創新行為的關係，人力資源管理學報，6(4) , 47-66。袁闖(1999) ,混沌管理，台北:生智文化事業有限公司。張寶誠(2011) , 提昇員工幸福感[線上資料]，來源:
<http://tw.myblog.yahoo.com/jw!OZHMLHeAGRSPiIM3nCsNid61ySPI42P7LYALWQ--/article?mid=391&prev=540&next=329&l=f&fid=15>許土軍(1993) ,管理學，台北:東華書局。陸洛(1996) ,中國人幸福感相關因素之探討，行政院國家科學委員會專題研究計劃成果報告。SC-85-2413-H037-002。陸洛(1998) ,中國人幸福感之內涵、測量及相關因素探討，國家科學委員會研究彙刊，人文及社會科學，115-137。陸洛、黃茂丁、高旭繁(2005) ,工作與家庭的雙向衝突 - 前因、後果及調節變項之探討，應用心理研究，27期，133-166。陸洛、翁克成(2007) ,師生的傳統性與現代性、關係的契合性對師生互動品質及學生心理福祉影響之初探研究，本土心理學研究，27期，81-118。詹志禹 (2002) ,創造力的定義與創造力的發展，教育研究，100期，117-124。廖思先 (1999) ,轉換型領導、組織承諾與組織公民行為之相關研究 - 以臺灣公立美術館為例，中山大學人力資源管理研究所碩士論文。蕭文龍 (2009) ,多變量分析最佳入門實用書(第二版) SPSS+LISREL ,台灣:碁峰。二、英文部份 Amabile, T. M. (1983). The social psychology of creativity. New York.: Springer-Verlag. Amabile, T. M. (1988). A model of creativity and innovation in organizations. In B. M. Staw & L. L. Cummings(Eds.), Research in organizational behavior, vol.10 , 123-167. Greenwich, CT:JAI Press. Arnold, K., Turner, N., Barling, J., Kelloway, E., & McKee, M. (2007). Transformational leadership and psychological well-being: The mediating role of meaningful work. Journal of Occupational Health Psychology, 12(3), 193-203. Amabile, T. M., Hill, K. G., Hennessey, B. A., & Tighe, E.M. (1994). The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations. Journal of Personality and Social Psychology, 66(5), 950-967. Amabile, T. M., R. Conti, H. Coon, J. Lazenby, & M. Herron. (1996). Assessing the work environment for creativity. Academy of Management Journal 39, 1154-1184. Andrews, F. M., & Withey, S. B. (1976). Social indicators of well-being. New York: Plenum. Basadur, M. S. ,Graen, G. B., & Green, S. G. (1982). Training in creative problem solving: Effects on ideation and problem solving in an applied research organization. Organizational behavior and Human Decision Processes, 30, 41-70. 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. Bartlett, M. S. (1951). "The goodness of fit of P single hypothetical discriminant function in the case of several groups," Annals of Eugenics, 16, 199-214. Bass, B. M. (1985). Leadership and Performance beyond Exceptions. New York:Free Press. Bass, B. M. & Avolio, B. J. (1990). Transformational Leader Questionnaire. Palo Alto, CA: Consulting Psychologist Press. Basu, R., & Green, S. G. (1997). Leader – member exchange and transfformational leadership: An empirical examination of innovative behaviors in leader – member dyads. Journal of Applied Social Psychology, 27, 477-499. Belsley, David. A., Edwin. Kuh, & Roy. E. Welsch. (1980). Regression Diagnostics: Identifying Influential Data and Sources of Collinearity. New York: John Wiley & Sons. Bennis, W. C., & Nanus, B. (1985). Leaders: The strategies for taking charge. New York: Harper & Row. Bennis, W. C. (1994). On Becoming a Leader, 2nd Edition, Addison-Wesley. Boston, MA. Boehm, J. K., & Lyubomirsky, S. (2008). Does happiness lead to career success?Journal of Career Assessment, 16, 101-116. Bok, Derek Curtis (2010). The politics of happiness. What Government Can Learn From the New Research on Well-Being. 262. Princeton University Press. Bryman, A. (1992). Charisma and Leadership in Organizations. Sage Press, London. Bryman, A., & Cramer, D. (1994). Quantitative Data Analysis: With SPSS for Windows. NY: Routledge. Burns, J. H. (1978). Leadership. New York: Harper & Row. Cattell, R. B., & Butcher, H. J. (1968). The prediction of achievement and creativity. Oxford, England: Bobbs-Merrill. Campbell, A., Converse, P. E. & Rodgers, W. L. (1976). The quality of American life. Russell Sage Foundation, New York. Choi, J. N. (2004). Individual and Contextual Predictors of Creative Performance :The Mediating role of Psychological Processes. Creativity Research Journal,vol. 16,(2/3), 187-199. Claxton, G. L. (1997). Hare brain, tortoise mind: Why intelligence increases when you think less. London: Fourth Estate. Cummings, A., & Oldham, G. R. (1997). Enhancing creativity: Managing work context for the high potential employee. California Management Review, 40, 22-39. Davis, G. A. (1986). Creativity is forever. Dubuque, IW: Kendall/Hunt. Deci, E. L. (1975). Intrinsic motivation. New York: Plenum. Deci, E. L., & Ryan, R. M. (1985). Intrinsic motivation and self-determination in human behavior. New York: Plenum. Diener, E. (1984). Subjective well-being. Psychological Bulletin, 95, 542-575. Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. Journal of Personality Assessment, 49(1), 71-75. Diener, E., Eunkook, M. S., Richard, E. et. al., (1999). Three Decades of Progress. Psychology Bulletin, 125(2), 276-294; Subjective well —being American Psychologist, (2000), (55):34-43. Downton, James Jr. (1973). as cited in Barnett, McCormick, Connors, Leban, W. & Zulauf. C.(2004). Linking emotional intelligence abilities and transformational leadership style. Leadership& Organization Development Journal,Bradford, 25(7/8): 554. Ekwall, G., & Ryhammar, L. (1999). The creative climate:Its determinants and effects at a swedish university . Creativity Re-search Journal, 14(2), 303-310. Fiedler, F. E. (1967). A Theory of Leadership Effectiveness. McGraw-Hill, New York. Ford, c. (1996). A theory of individual creative action in multiple socail domains. Academy of Management Review, 21, 1112-1142. Fredrickson, B.L., M.M. Tugade, C.E. Waugh, & G.R. Larkin. (2003). What good are positive emotions in crisis? A prospective study of resilience and emotions following the terrorist attacks on the United States on September 11, 2001. Journal of Personality and Applied Psychology 84, 365-376. Frymire, B. (2006). The search for talent;Business and society. The Economist, 8498, 11. George, J. M., & Zhou, J., (2007). Dual tuning in a supportive context: Joint contributions of positive mood, negative mood, and supervisory behaviors to employee creativity. Academy of Management Journal. Gough, H. G. (1979). A creativity scale for the Adjective Check List. Journal of personality and Social Psychbology, 37 , 1398-1405. Guilford, J. P. (1956). The Structure of Intellect. Psychological Bulletin, 53(4), 267-293. Guilford, J. P. (1967). The Nature of Human Intelligence. Gumusluoglu, Lale, ?sev, & Arzu. (2009). Transformational Leadership, Creativity, and Organizational Innovation. Journal of Business Research, 62, 461-473. Hackman, J. R.,

Richard J., & Edward E. Lawler. (1971). Employee Reactions to Job Characteristics. *Journal of Applied Psychology* 55, 259-286. Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, Vol. 60, (2), 161. Hair, J. F.; Anderson, R. E. ; Tatham, R . L & Black ,W . C. (1998). Multivariate Data Analysis. (5) New Jersey:Prentice Hall. Hersey, P. & Blanchard, K. H. (1977). Management of organizational behavior, utilizing human resources, 3rd.Englewood Cliffs, NJ: Prentice-Hall, Inc. Hergenhahn, B. R. (1984). An introduction to theories of personality .(2nd Ed). Englewood: Prentice-Hall. Higgins, L. F., Qualls, S. H., & Couger, J. D., (1992). The role of emotions in employee creativity. *Journal of Creative Behavior*, 26, 119-129. Hirt, E. R., Levine, G. M., McDonald, H. E., & Melton, R. J. (1997). The role of mood in quantitative and qualitative aspects of performance: Single or multiple mechanisms? *Journal of Experimental Social Psychology*, 33, 602-629. Hoppock, R. (1935). Job Satisfaction. New York: Harper and Row. House, R. J., & Mitchell, T. (1974). Path-goal Theory of Leader Effectiveness, *Journal of Contemporary Business*, Vol.3, (4), 81-97. Holahan, C. K. (1988). Conflict between major life roles: Women and men individual-career couples. *Human Relations*, 32, 451-467. James, L. R., James, L. A., & Ashe, D. K. (1990). The meaning of organisations: The role of cognition and values. In B. Schneider (Ed.), *Organisational climate and culture*, 40-129. San Francisco: Jossey-Bass. Jaussi, K. S., & Dionne, S. D. (2003). Leading for creativity: the role of unconventional leader behavior. *Leadership Quarterly*, 475-498. Jung, D. I. (2000). Transformational and transactional leadership and their effects on creativity in groups. *Creativity Research Journal*. 13 (2), 185-195. Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *Leadership Quarterly*, 14, 525-544. Kaiser, H.F. (1974). An index of factorial simplicity. *Psychometrika*, 39, 31-36. Katz, D., & Kahn, R. L. (1978). *The Social Psychology of Organizations*, 2nd Edition. John Wiley and Sons, New York. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 539-563. Keyes, C. L. M. (1998). Social well-being. *Social Psychology Quarterly*, 61, 121-140. Lyubomirsky, S., King, L. A., & Diener, E. (2005). The benefits of frequent positive affect. *Psychological Bulletin*, 131, 803-855. Leban, W., & Zulauf, C. (2004). Linking emotional intelligence abilities and transformational leadership style. *Leadership & Organization Development Journal*, Bradford, 25(7/8), 554. Lu, L. (2006). Cultural fit: Individual and societal discrepancies in values, beliefs and SWB. *Journal of Social Psychology*, 146, 203-221. Lu, L., Gilmour, R., Kao, S. F., & Huang, M. T. (2006). A Cross-Cultural Study of Work/Family Demands, Work/Family Conflict, and Well-Being: The Taiwanese vs. British. *Career Development International*, 11, 9-27. Margaret C. McKee , Cathy Driscoll , E. Kevin Kelloway & Elizabeth Kelley (2011). Exploring linkages among transformational leadership, workplace spirituality and well-being in health care workers, *Journal of Management, Spirituality & Religion*, 8:3, 233-255. MacKinnon, D. W. (1975). Ipar ' s contribution to the conceptualization and study of creativity. In I. A. Taylor & J. W. Getzels(Eds.). *Perspectives in creativity*, 60-89. Chicago: Aldine. Madjar, N., Oldham, G. R., & Pratt, M. G. (2002). There ' s no place like home? The contributions of work and nonwork creativity support to employees creative performance. *Academy of Management Journal*, 45(4), 757-767. Mauno, S., Kinnunen, U., & Ruokolainen, M. (2006). Exploring work- and organization-based resources as moderators between work-family conflict,well-being, and job attitudes. *Work and Stress*, 20(3), 210-233. Macky, K., & Boxall, P. (2008). High-involvement work processes, work intensification and employee well-being: A study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*, 46(1), 38-55. Mumford, M. D., & Gustafson, S. B. (1988). Creativity syndrome: Integration, application and innovation. *Psychological Bulletin*, 103, 27-44. Mumford, M. D., & Simonton, D. K. (1997). Creativity in the workplace: people, problems, and structures. *Journal of Creative Behavior*, 31(1), 1-6. Mumford, M. D., Scott, G. M., Gaddis, B., & Strange, J. M., (2002). Leading creative people:Orchestrating expertise and relationships. *Leadership Quarterly*, 19, 705-750. Mumford, M. A. (2003). Where have we been, where are we going? Taking stock in creativity research. *Creativity Research Journal*, 15, 107-120. Munir f., Nielsen k., Garde a.h., Albertsen k. & Carneiro i.g.(2012). *Journal of Nursing Management*,20,512 – 521. Nielsen , & Daniels. (2012) *The Leadership Quarterly*, 23, Issue 3, 383-397 Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39(3), 607-634. Omodei, M. M., & Wearing, A. j. (1990). Need satisfaction and involvement in personal projects: Toward and integrative model of subjective well-being. *Journal of Personality and Social Psychology*, 59, 762-769. Parnes, S. J. (1966). Programming creative behavior. Buffalo, NY:State University of New York at Buffalo, Final Report of NDEA Title VII Project , 5-0716, Grant 7-42-1630-213. Popper, M., & Lipshitz, R. (2000). Installing mechanisms and instilling values: The role of leaders in organizational learning. *The Learning Organization*, Vol. 7(3), 135-144. Rasulzada, F., & Dackert, I. (2009). Organizational creativity and innovation in relation to psychological well-being and organizational factors. *Creativity Research Journal*, 21(2-3), 191-198. Redmond, M. R., Mumford, M. D., & Teach, R. (1993). Putting creativity to work:Effects of leader behavior on subordinate creativity. *Organizational Behavior and Human Decision Processes*, 55, 120-151. Rhodes, M. (1961). An analysis of creativity. *Phi Delta Kappa*, 42(7), 305-310. Rim, Y. (1993). Valus,happiness and family structure variable. *Personality and Individual Difference*, 15(5), 595-598. Rotter, J. B. (1966), Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs*, 33(1), 300-303. Robbins, S. P. (1998). *Organizational Behavior*-8th ed. Upper Saddle River, Prentice-Hall. Ryff, C., & Keyes, C. (1995). The structure of psychological well-being revisited. *Journal of Personality and Social Psychology*, 69, 719 – 727. Seashore, S. E., & Taber, T. D. (1975). Job satisfaction and their correlations. *American Behavior & Scientists*, 18, 346. Shalley, C. E., Gilson, L. L., & Blum, T. C. (2000). Matching creativity requirements and the work environment: Effects on satisfaction and intentions to leave. *Academy of Management Journal*, 43(2), 215-223. Shin, S. J., & Zhou, J. (2003). Transformational leadership, conservation, and creativity: evidence from Korea. *Academy of Management Journal*, 46, 703-714. Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity:Where should we go from there? *Journal of Management*, 30(6), 933-958. Shawn Achor (2012, Jan 12), Positive Intelligence.HBR [CD-ROM],65, 58-62 , Available:HBR[2012, Jan-Feb]. Simonton, D. K. (1975). Sociocultural Context of Individual

Creativity: A Transhistorical Time-Series Analysis. *Journal of Personality and Social Psychology* 32, 1119-1133. Simonton, D. K. (1988). Presidential style: Personality, biography, and performance. *Journal of Personality and Social Psychology*, 55, 928-936. Simonton, D. K. (1995). Foresight in insight? A Darwinian answer. In R. J. Sternberg & J. E. Davidson (Eds.), *The nature of insight*, 465 – 494. Cambridge, MA: MIT Press. Sosik, J. J., Kahai, S. S., & Avolio, B. J. (1998). Transformational Leadership and Dimensions of Creativity: Motivating Idea Generation in Computer-Mediated Groups. *Creativity Research Journal*, 11(2), 111-121. Spector, P. E. (1988). Development of the Work Locus of Control Scale. *Journal of Occupational Psychology*, 1(4), 335-340. Sternberg, R. J. (1983). Criteria for intellectual skills training. *Educational Researcher*, 12, 6-12. Taris, T. W., & Schreurs, P. J. G. (2009). Well-being and organizational performance: An organizational-level test of the happy-productive worker hypothesis. *Work and Stress*, 23(2), 120-136. Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology*, 52(3), 591-620. Tierney, P. (2003). Exploring the nature of creativity leadership and its effects: A qualitative field examination. Portland state university. Tierney, P., & Farmer, S. M. (2004). The Pygmalion process and employee creativity. *Journal of Management*, 30, 413-432. Tushman, M. L., & Nadler, D. (1986). Organizational innovation. *California Management Review*, 3, 74-92. Wallas, G. (1926). *The art of thought*. New York, NY: Harcourt. Wallach, M., & Kogan, N. (1965). Models of thinking in young children. Westport, Connecticut: Greenwood Press. Warr, P. (1987). *Work, Unemployment, and Mental Health*. Clarendon Press, Oxford. Waterman, A. S. (1993). Developmental perspectives on identity formation: from adolescence to adulthood. In *Ego identity: a handbook for psychosocial research*, J. E., Marcia, A. S., Waterman, D. R., Matteson, S. L., Archer & J. L. Orlofsky (Eds). New York: Springer-Verlag , 42-68. Waterman, A. S. (1993). Two conceptions of happiness: Contrasts of personal expressiveness (eudaimonia) and hedonic enjoyment. *Journal of Personality and Social Psychology* 64, 678-691. Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of Management Review*, 18(2), 293-321. Zhou, J. (1998). Feedback valence, feedback style, task autonomy, and achievement: Interactive effects on creative performance. *Journal Applied Psychology*, 83, 261-276. Zhou, J., & Oldham, G. R. (2001). Enhancing creative performance: Effects of expected developmental assessment strategies and creative personality. *Journal of Creative Behavior*, 35(3), 151-167. Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44(4), 682-696. Zhou, J., & George, J. M. (2003). Awakening employee creativity: The role of leader emotional intelligence. *The Leadership Quarterly*, 14, 545-568. Zhou, J. (2003). When the presence of creative coworkers related to creativity: role of supervisory close-monitoring, developmental feedback, and creative personality. *Journal of Applied Psychology*, 88(3), 416-422. Zhou, J., & Shalley, C. E. (2003). Research on employee creativity: A critical review and directions for future research. In J. Martocchio (Ed.), *Research in personnel and human resource management*: 165 – 217. Oxford, England: Elsevier.