

A Study of the Relationships among Transnational Corporation Employees' Workplace friendship, Guanxi, and.....

劉玉婷、楊豐華、吳孟玲

E-mail: 367787@mail.dyu.edu.tw

ABSTRACT

The purpose of the research is to explore the relationships among workplace friendship, Guanxi, and organizational citizenship behavior. It further verifies the mediating effects of Guanxi between workplace friendship and organizational citizenship behavior. In this study, Foreign car company employees as the research subjects. Through purposive sampling, a total of 500 questionnaires were sent out, and 446 valid questionnaires were retrieved. The valid re-sponse rate is 89.2%. The results showed that: (1) Workplace friendship and Organizational Citizenship Behavior have significant positive relationship ;(2) Workplace friendship and Guanxi have significant negative relationship ;(3) Guanxi and Organizational Citizenship Behavior have significant negative relationship ; (4)Guanxi has mediating effects between workplace friendship and organizational citizenship behavior. In the end of this study, management practices and recommendations are proposed.

Keywords : workplace friendship、Guanxi、Organizational Citizenship Behavior

Table of Contents

封面內頁 簽名頁 中文摘要									iii 英文摘要
									iv 誌謝辭
									v 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
									3 第二節 職場友誼
									5 第一節 影響組織公民行為的其他變數
									11 第四節 研究架構
									16 第三章 研究方法
									20 第一節 研究對象與資料收集
									21 第二節 變項的操作定義與衡量
									21 第五節 資料處理與分析
									31 第四章 研究結果與分析
									33 第二節 描述性統計分析
									42 第三節 信度分析
									48 第四節 相關分析
									49 第五節 迴歸分析
									50 第五章 結論與建議
									55 第一節 研究結論
									55 第二節 管理實務意涵
									58 參考文獻
									60 附錄 研究問卷
									69

REFERENCES

一、中文部份 石清城(2005)，員工工作滿意對組織承諾及公民行為影響之研究，桃園縣:中央大學。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博士論文 許道然(2002)，公部門組織信任與組織公民行為關係之研究，國立政治大學企業管理研究所碩士論文，台北:未出版。黃光國(1988)，中國人的權力遊戲，台北:巨流。費孝通(1948)，鄉土中國與鄉土重建，上海:觀察社。楊國樞(1993)，中國人的社會取向:社會互動觀點，見楊國樞、余安邦(主編):中國人的心理與社會行為·理念

與方法篇,台北:桂冠圖書公司。楊中芳,彭泗清(1999),中國人人際信任的概念化:一個人際關係的觀點,社會研究學,80期,1-21,北京。楊豐華,吳能惠,洪湘雅,楊雅棠,組織公平組織政治知覺與組織公民行為關係之研究-台電公司員工之觀點,商學學報,第十六期。楊豐華,施淑汝,楊豐松,跨國電子業員工職場友誼與工作倦怠關係之研究,兩岸社會政經文化國際學術研討會經濟組論文。鄭伯壘(1993),組織價值觀與組織承諾、組織公民行為、工作績效的關係:不同加權模式與差距模式之比較。中華心理學刊,35(1),43-57。鄭耀男(2004),國民中小學教師的組織公民行為之影響模式,師大學報,49(1),41-62。邱展謙、洪晨桓、祝道松、池文海(2007),知覺關係(Guanxi)量表之發展。管理評論,26(1),47-70。

二、英文部份 Angle, H. L. & J. L. Perry(1981).An Empirical Assessment of Organizational Commitment and Organizational Effectiveness. *Administrative Science Quarterly*, 20, 1-14. Altman, I., Taylor, D. A.(1973).Social penetration: The development of interpersonal relationships. New York: Holt, Rinehart, & Winston. 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, 587-595. Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 32-42. Bird, A. & Beechler, S.(1995). Links between business strategy human resource management strategy U. S. – based Japanese subsidiaries: An empirical investigation. *Journal of International Business Studies*, 10, 23-46. Buchanan, B.(1974).Building organizational commitment, the social- ization of anagers in work organization *Administrative Science Quarterly*,19,533-546. Berman, E. M., West, J. P., & Richter, M.N. (2002). Workplace relations: friendship patterns and consequences according to managers. *Public Administration Review*, 62(2), 217 - 230. Cohen, A., & Vigoda, E. (2000). Do good citizens make good organizational citizens An empirical examination of the relationship between general citizenship and organizational citizenship behavior in Israel. *Administration and Society*, 32(5), 596-625. Chan, K.W., Yim, C. K., & Lam, S. S. K. (2010). Is customer participation in value creation a double-edged sword? Evidence from Professional Financial Services Across Cultures. *Journal of Marketing* 74, 48 – 64. Glaman, J. M., Jones, A. P., & Rozelle, R. M. (1996). “ The effects of co-worker similarity on the emergence of affect in work teams, ” *Group and Organization Management*,21(2), 192-215. Hay, B. J.(1988).Sediment accumulation in the central western Black Sea over the past 5,100 years. *Paleoceanography*,4, 491 -508. Hong, J., & Engestrom, Y. (2004). Changing principles of communication between Chinese managers and workers. *Management Communication Quarterly*, 17(4), 552-585. Hoppock, R. (1935). Job satisfaction. New York: Harper & Row. Hunt, S. D. L. B. Chonko & V.R.Wood:(1985).Organizational Commitment and Marketing *Journal of Marketing* ,49,112- 126. Isaacs, S. (1933). Social development in young children. London: Harcourt, Brace & Company. Jehn, K. A.,Shah, P. P.(1997).Interpersonal relationships and task performance: An examination of mediating processes in friendship and acquaintance groups.*Journal of Personality and Social Psychology*,72(4),775-790. Jose, A & Thibodeaux, M. S. (1999).Institution-alization of Ethics :The Perspective of Managers. *Journal of Business Ethics* 22,133-143. Katz, D., & Kahn, R. L.(1978).The social psychology of organiza- tions (2nd ed.).New York: Wiley. Katz, D.(1964).The motivational basis of organizational behavior.*Behavior Science*,9,131-133. Locke, E. A. (1976). The Nature and Causes of Job Satisfaction, in Marvin Dunnette (Ed.) ,*Handbook of Industrial and Organi- zational Psychology*,edited by M.P. Dunnette. Chicago, IL: Rand McNally, 1297-1350. Mao, H. Y.(2006).The relationship between organizational level and workplace friendship.*International Journal of Human Resource Management*,17,1819-1833. Meyer, J. P., Allen,(1991). “ Commitment to organizations and Extension and test of a three-component conceptualization. ” *Journal of Applied Psychology*, 78. 538-551. Markiewicz, D., Devine, I., Kausilas, D., 2000. Friendships of Women and Men at Work: Job Satisfaction and Resource Implications. *Journal of Managerial Psychology* 15 (2), 161. Morris, J. H. and Scherman, J. D. (1981). “ Generalizability of an Organizational Commitment Model ” . *Academy of Manage- ment Journal*, 24(3), 512-526. Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Employee - organizational linkages: The psychology of commitment, absenteeism, and turnove . New York: Academic Press. Nielsen, I. K., Jex, S. M.,& Adams, G. A.(2000).Development and validation of scores on a two-dimensional workplace friendship scale. *Educational and Psychological Measurement*, 60(4), 628-643. Organ, D. W.(1988).Organizational citizenship behavior:The good soldier syndrome. Lexingtoniima; Lexington books. Organ, D. W.(1988).A restatement of the satisfaction-performance hypothesis. *Journal of Management*,14, 547-557. O ‘ Reilly, C. A., & Chatman, J.(1986). Organization commitment and psychological attachment: The effects of compliance, identification and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(33), 492-499. Podsakoff, P. M. Mackenzie, S. B.,Moorman, R. H., & Fetter, R.(1990). Transformational leader behaviors and their effects of followers ‘ trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*,1, 107-142. Porter, L. W. Steers, R. N., Mowday, R. T., & Boulian, P. V. (1974).Organizational commitment, job satisfaction, and rnovor among sychiatric patients. *Journal of Applied sychology*, 59, 603-609. Rawlins, W. K. (1982, Fall). Cross-sex friendship and the communica- tive management of sex-role expectations. *Communication Quarterly*, 30 (4), 343-352. Riordan, C. M., & Griffeth, R. W. (1995). The opportunity for friendship in the workplace: An underexplored construct. *Journal of Business and Psychology*, 10(2), 141-154. Scholl, R. W. (1981). Differentiating commitment from expectancy as a motivational force. *Academy Of Management Review*, 6, 589-599. Schwepker, C. H. (1999).The Relationship between Ethical Conflict, Organizational Commitment and Turnover Intentions in the Salesforce.*Journal of Personal Selling and Sales Management* 19, 34-49. Sias, P. M.,Smith,G & Avdeyeva,T.(2003).Sex and sex-composition differences and similarities in peer workplace friendship development.*Communication Studies*,54(3),322-340. Sias, P. M., Heath, R. G., Perry, T., Silva, D., & Fix, B. (2004).Narratives of workplace friendship deterioration. *Journal of Social and Personal Relationships*, 21(3), 321-340. Smith, C. A., Organ, D. W., & Near, J. P. 1983. Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 655-663. SuC.,& Littlefield, J. E.(2001).Entering Fuanxi:A Business Ethical Dilimma in Mainland China *Journal of Business Ethic*, 33, 119- 210. Stanley, T. L. (2001). The joy of working: A new look at job satisfaction, Supervision,

62,(9) 71-79. Steers, R. M. (1977). "Antecedents and Outcomes of organizational commitment". *Administrative Science Quarterly*, 22, 46-56.

Williams, L. J., Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behavior. *Journal of Management*, 17, 601-617.

Winstead, B. A., Derlega, V. J., Montgomery, M. J., & Pilkington, C. (1995). The quality of friendship at work and job satisfaction. *The Journal of Social and Personal Relationships*, 12(2), 199-215.

Wright, P. C. (1985). Costs and benefits of Nocturnality for the night monkey (*Aotus*), Ph.D. thesis, City University of New York, New York.

Wong, Y. T., Ngo, H. Y., & Wong, C. S. (2003). Antecedents and outcomes of employees' trust in Chinese joint ventures. *Asia Pacific Journal of Management*, 20(4), 481-499.

Yeung, I. Y. M., & Tung, R. L. (1996). Achieving success in Confucian societies: the importance of Guanxi (connections). *Organizational Dynamics*, 25, 54-65.

Zellar, K. L., Tepper, B. J., & Duffy, M. K. (2002). Abusive supervision and subordinates' organizational citizenship behavior. *Journal of Applied Psychology*, 87(6), 1068-1076.