

# 職場友誼、組織公民行為及工作績效之研究：以臺中市政府公務人員為例

吳振昆、李旭梅

E-mail: 389484@mail.dyu.edu.tw

## 摘要

本研究以臺中市政府所屬公務人員為研究對象，探討職場友誼、組織公民行為及工作績效關係。經三階段資料蒐集，共計回收員工及主管有效問卷235份。實證分析得知職場友誼會促使組織公民行為展現；組織公民行為有助於工作績效提高。基此結論，作出研究討論與建議。

關鍵詞：職場友誼、組織公民行為、工作績效、共同方法變異

## 目錄

目錄 i 圖目錄 iii 表目錄

iv 第一章 緒論 1 第一節 研究背景 1 第二節 研究動機 3 第三節 研究目的 5 第四節 研究流程 6 第五節 論文結構 8 第二章 文獻探討 9 第一節 職場友誼 9 第二節 組織公民行為 17 第三節 工作績效 25 第四節 研究變項相關性探討 29 第三章 研究方法 40 第一節 研究架構 40 第二節 資料來源與研究對象 41 第三節 各變項之操作性定義與衡量 45 第四節 研究假說 51 第四章 實證結果分析 54 第一節 描述性統計 54 第二節 相關分析 58 第三節 迴歸分析 59 第五章 結論與建議 63 第一節 研究結果與討論 64 第二節 管理意涵建議 69 第三節 研究限制 71 第四節 後續研究建議 73 參考文獻 74 壹、中文部分 74貳、英文部分 76 附錄 個人問卷 A 96 個人問卷 B 98 主管問卷 A 100 主管問卷 B 103

## 參考文獻

壹、中文部分 吳秉恩 (1986)。組織行為學。台北三民書局。 吳冠儒 (1998)。員工工作價值、專業承諾、情感承諾與組織公民行為之關係-以高科技企業員工為例。中原大學企業管理學系碩士論文。 吳彥羽 (2010)。職場友誼與組織政治知覺之關係。北商學報，207期，頁59-70。周筱茜 (2012)。組織公平、職友誼對工作績效之影響 - 以面板業為例。南華大學企業管理系管理科學碩士論文。林孟彥、林均妍譯 (2011)。STEPHEN P. Robbins Mayr Coulter。管理學(Management)。台北:華泰文化事業股份有限公司。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。林鉅夢 (1996)。組織公正、信任、組織公民行之研究:社會交換理論之觀點。管理科學學報，13卷3期，頁391-415。林鉅夢 (2003)。以組織承諾及工作滿足為實徵切入分析組織公民行為與員工工作考績之結構模式比較。人力資源管理學報，3卷2期，頁93-113。施惠文 (1995)。工作壓力、社會支持與工作績效之相關研究-以高雄市政府員工為例。國立中山大學人力資源管理研究所碩士在職專班碩士論文。張火燦 (1992)。人力資源策略內外環境的探討。人力資源學報，2卷2期，頁89-98。許世卿 (2000)。不同組織結構對組織公正與組織公民行為關係之研究。國防管理學院資源管理研究所碩士論文。許光純 (2010)。組織正義、組織任、組織公民行為對知識分享之影響探討。國立成功大學高階管理碩士在職專班碩士論文。許道然 (2001)。公部門組織信任與組織公民行為關係之研究。政治大學公共行政學系碩士論文。陳明國 (2004)。我國壽險業務人員工作生活品質、組織承諾及工作績效相關性之研究。朝陽科技大學保險金融管理系碩士論文。陳建佑 (2011)。從關懷與交易觀點探討職場友誼與組織公民行為之關係。人文暨社會科學期刊，7卷2期，頁17-24。彭台光、高月慈、林鉅夢 (2006)。管理研究中的共同方法變異:問題本質、影響、測試和補救。管理學報，23卷1期，頁77-98。黃文平、鄧秀玉 (2010)。組織公平、工作安全感與職場友誼關係之研究 - 正職勞工與派遣勞工之探討。人力資管理學報，11卷2期，頁47-70。詹文賢 (2007)。組織政治知覺、工作態度、組織公民行為及工作績效之關係研究。朝陽科技大學企業管理系碩士論文。劉明德譯 (1993)。Edmund R. Gray and Larry R. Smeltzer原著，管理學:競爭優勢。台北:桂冠出版社。鄭詩潭 (2010)。臺中地區犯罪矯正機關員工之電腦網路態度、工作特性對工作績效影響之研究。國立暨南大學終身學習與人力資源發展研究所碩士論文。貳、英文部分 Abbott, G. N., White, F. A., & Charles, M. A. (2005). Linking Values and Organizational Commitment: A Correlational and Experimental Investigation in Two Organizations. *Journal of Occupational & Psychology*, 78(4): 531-551. Allen, T. D., & Rush, M. C. (1998). The effects of organizational citizenship behavior on performance judgements: A field study and a laboratory experiment. *Journal of Applied Psychology*, 83(2): 247-260. Allen, T. D., Barnard, S., Rush, M. C., & Russell, J. E. A (2000). Ratings of organizational citizenship behavior: Does the source make a difference? *Human Resource Management Review*, 10(1): 97-114. 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(3):587-595. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinctionin social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6):1173-1182. Bauer, T. N., & Green, S.G. (1996). Development of leader-member exchange:A longitudinal test. *Academy of Management Journal* ,39(6): 1538-1567. Bayes, J., & Kelly, R. M. (1994).Managing sexual harassment in public employment. in s. w. hays and r. c. Kearney (Eds.). *Public Personnel Administration: Problem and*

Perspectives Englewood Cliffs, NJ: PrenticeHall. Becker, J., Ayman,R.,& Korabik, K. (2002). Discrepancies in self/subordinates perceptions of leadership behavior. Group & Organization Management ,27(2): 226-244. Befort, N. H., K. (2003). Valuing task and contextual performance:Experience, job roles, and ratings of the importance of job behaviors. Applied H. R. M. Research , 8(1): 17-32. Berman, E. M., J. P., & Richter, M. N. (2002). Workplace relations:friendship patterns and consequences ( according to managers ) . Public Administration Review , 62(2): 217-230. Bettencourt, L. A., Meuter, M. L. and Gwinner, K. P., ( 2001 ) . A Comparison of Attitude,Personality, and Knowledge Predictors of Service-Oriented Organizational Citizenship Behavior, Journal of Applied Psychology, 86(1):29-41. Blau, P. (1964). Exchange and power in social life. New York: Wiley. Bolino , c. (1999).Citizenship and Impression Management: Good Soldiers or Good Actors? Academy of Management Review , 24(1): 82-98. Borman, W. C., & Motowidlo, S. J. (1993)."Expanding the criterion Domain to includen elements of contextual performance. In N. Schmitt & W. C. Borman(Eds.). Personnel selection in organizations: 71-98. Borman, W. C., White, L. A., & Dorsey, D. W. (1995). Effects of ratee task performance and interpersonal factors on supervisor and peer ratings. Journal of Applied Psychology , 80(1): 168-177. Boyd, N. G., & Taylor, R. R. (1998).A development approach to the examination of friendship in leader-follower relationship. Leadership Quarterly , 9(1): 1-25. Campbell, J. P. (1990). Modeling the performance prediction problem in industrial andorganizational psychology. In M. D. Dunnette & L. M. Hough(Eds.). Handbook of industrial and organizational psychology(2nd ed.): 687-732. Cardy, R. L., & Dobbins, G. H. (1994).Performance appraisal: Alternative perspectives.Cincinnati. OH: Southwestern Publishing. Conway, J. M. (1999). Distinguishing contextual performance from task performance for managerial jobs. Journal of Applied Psychology , 84(1): 3-13. Costigan, R. D., Insinga, R.C., Berman, J.J., Ilter, S.S., Kranas, G., Kureshov, V.A. (2006). The effect of employee trust of the supervisor on enterprising behavior: A cross-cultural comparison. Journal of Business and Psychology , 21(2): 273-291. Crampton, S. M., & Jitendra M. Mishra. (1999). Women in Management. Public Personnel Management , 28(1): 87-106. Dansereau, F., Graen, G., and Haga, W. J. (1975). A vertical dyad linkage approach to leadership with formal organizations - a longitudinal investigation of the role making process 1. Organizational Behavior and Human Performance , 13(1): 87-106. De Rijk, A. E., P. M. Le Blanc, W. B. Schaufeli, and J. de Jonge (1998). Active Coping and Need for control as Moderators of the Job Demand-Control Model:Effects on Burno. Journal of Occupational and Organizational Psychology , 11 ( 4 ) : 1-18. DeNisi, A. S., Cafferty, T. P., & Meglino, B. M. (1984).A cognitive view of the performance appraisal process: A model and research propositions. Organization Behavior and Human Performance, 12 ( 2 ) : 360-396. Dienesch, R. M., & Liden, R. C. (1986). Leader - member exchange model of leadership: A critique and further development. Academy of Management Review , 6 ( 3 ) :618-634. Eyler, D. R., & Baridon, A. P. (1992).Managing sexual attraction in the workplace. Business Quarterly , 12(4): 19-26. Farh, J.-L., Earley, P. C., & Lin, S.-C. (1997).Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. Administrative Science Quarterly , 42(3): 421-444. Feldman, J. M. (1981). Beyond attribution theory: Cognitive processes in performance appraisal. Journal of Applied Psychology , 66 ( 2 ) : 127-148. Finkelstein, M. A., & Penner, (2004).Predicting Organizational Citizenship Behavior: Integrating the Functional and Role Identity Approaches. Social Behavior and Personality , 32(4): 383-398. Fritz, J. H. (1997).Men ' s and women ' s organizational peer relationship:A comparison. Journal of Business Communication , 34(1): 27-46. Gatewood, R. D. F., H. S. (1998). Human Resource Selection ( 4thED ) . New York;The Dryden Press, Harcourt Brace College Publishers. Gerstner, C. R., and Day, D. V. (1997).Meta - analytic review of leader - member exchange theory: Correlates and construct issues. Journal of Applied Psychology , 82(6): 827-844. Glaman, J. M., Jones,A. P.,and Rozelle,R.M. (1996). The effets of co-worker similarity on the emergence of affect in work tems. Group and Organization Management , 21(2): 192-215. Graen, G., and Cashman, J. (1975).A role - making model of leadership in formal Organizations - a developmental approach. Organization and Administrative Sciences. Kent , 4 ( 1 ) : 143-165. Graen, G., Novak, M. A., & Sommerkamp, P. (1982). The effects of leader-member exchange and job design on productivity and satisfaction:Testing a dual attachment model. Organizational Behavior and Human Performance , 30(1): 109-131. Graen, G. B., & Scandura, T. A. (1987).Toward a psychology of dyadic organizing.In B. M. Staw, & L. L. Cummings. Research in Organizational Behavior: 175-208. Graham, J. W. (1991).An Essay on Organizational Citizenship Behavior. Employee Responsibilities of Rights Journal , 4(4): 249-270. Green, S. G., Anderson, S. E. and Shivers, S. L. (1996). Demographic and organizational influences on leader - member exchange and related work attitudes. Organizational Behavior and Human Decision Processes , 66(2): 203-214. Greguras, G. J., & Ford,J. M. (2006). An examination of the multidimensionality of supervisor and subordinate perceptions of leader-member exchange. Journal of Occupational and Organizational Psychologh , 79(3): 433-465. Gutek, B. A. (1985). Sex and the workplace. San Francisco: CA: jossey-Bass. Harris, K. J., Andrews, M.C., Kacmar, K.M. (2007). The moderating effects of justice on the relationship between organizational politics and workplace attitudes. Journal of Business and Psychology , 22(2): 135-144. Homans, G. C. (1961). Social behavior: Its elementary form. NY: Harcourt Brace and World. Hui, C.,Law, K.S. & Chen,Z.X. ( 1999 ) ,A structura equation model of the effects of negatvie affectivity , leader-member exchange, and perceived job mobility on in-role and extra-role performance: A Chinese case, Organizational Behavior and Human Decision Processes,77 ( 1 ) :3-21. Hurtz, G. M. a. J. J. D. (2000). Personality and Job performance; The Big Five revisited. Journal of Applied Psychology , 85(6): 869-879. 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. Katz, D. (1964). The motivation basis of organization behavior. Behavior Science , 9(2): 131-146. Katz, D., & Kahn, R. L. (1978).The social psychology of organizations (2nd ed.). New York:Wiley. Keller, T., and Dansereau, F. (1995). Leadership and empowerment: A social exchange perspective. Human Relations , 48(2): 127-145. Kinicki, A. J., and Vecchio, R. P. (1994). Influences on the quality of Supervisorsubordinate relations: The role of time - pressure, organizational commitment, and locus of control. Journal of Organizational Behavior , 15(1): 75-82. Krackhardt, D., & Kilduff, M. (1999). Whether Close or far:Social distance effects on perceived balance

in friendship networks. *Journal of Personality and Social Psychology*, 76(5): 770-782. Kram, K. E., & Isabella, L.A. (1985). Mentoring alternatives: The role of peer relationship in career development. *Academy of Management Journal*, 28(1): 110-132. Kruger, L. J., Bernstein, G., and Harvey, B. (1995). The relationship between team friendship and burnout among residential counselors. *The Journal of Social Psychology*, 135(2): 191-213. Lam, S. S. K. (1998). Test, retest reliability of the organizational commitment questionnaire. *The Journal of Social Psychology*, 138(6): 787-788. Lincoln, J. R. M. J. (1979). Work and friendship ties in organizations: A comparative analysis of relational networks. *Administrative Science Quarterly*, 24(3): 181-199. Lord, R. G. (1985). An information processing approach to social perceptions, leadership, and behavioral measurement in organizations. In B. M. Staw & L. L. Cummings (Eds.). *Research in organizational behavior*: 87-128. Mackenzie, S. B., Podsakoff, P. M., & Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of salespersons' performance. *Organizational Behavior and Human Decision Processes*, 50(1): 123-150. Mao, H. Y. (2006). The relationship between organizational level and workplace friendship. *International Journal of Human Management*, 17(10): 1819-1833. Markiewicz, D., Devine, Irene, & Kausilas, Dana. (2000). Friendship of women and men at work. *Journal of Managerial Psychology*, 15(2): 161-184. McNeely, B. L., & Meglino, B. M., (1994). The Role of Dispositional and Situational Antecedents in Prosocially Organizational Behavior: An Examination of Intended Beneficiaries of Prosocially Behavior. *Journal of Applied Psychology*, 79(6): 836-844. Meyer, J. P., and Allen, N. J. (1997). Commitment in the workplace: theory, research, and application. London: SAGE publications. Monge, P. R., & Kkrste, K. K. (1980). Measuring Proximity in human organizations. *Social Psychology Quarterly*, 43(1): 110-115. Morrison, R. (2004). Informal relationships in the workplace: Associations with job satisfaction, organizational commitment and turnover intentions. *New Zealand Journal of Psychology*, 33(3): 114-128. Morrison, R. L. (2009). Are women tending and befriending in the workplace? Gender differences in the relationship between workplace friendships and organizational outcomes. *Sex Roles*, 60(1): 1-13. Morrow, P. C. (1993). The theory and measurement of work commitment. Greenwich: Connecticut:JAI Press Inc. Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79(4): 475-480. Motowidlo, S. J. S., M. J. (1999). Performance assessment in unique jobs. In DR. Ilgen & E. D. Pulakos (Eds.), *The changing nature of performance*. *Applied Human Resource Management Research*, 8(1): 17-32. Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). Measurement of organization commitment. *Journal of Vocational Behavior*, 14(2): 224-247. Mowday, R. T., Porter, L. W., and Steers, R. M. (1982). Organizational language: The psychology of commitment, absenteeism and turnover. New York: Academic Press. Murphy, K. R., & Cleveland, J. N. (1991). Performance appraisal: An organizational perspective. Boston: Allyn and Bacon. 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. Nystrom, P. C. (1990). Vertical exchange and organizational commitments of American business managers. *Group and Organization Studies*, 15(3): 296-312. O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3): 492-499. Odden, C. M., & Sias, P. M. (1997). Peer communication relationships and psychological climate. *Communication Quarterly*, 45(3): 153-166. O'Reilly, C. A. I., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(2): 492-499. Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington Massachusetts: Lexington Books. Orr, J. M., S., P. R., & Mercer, M. (1989). "The role of prescribed and nonprescribed behaviors in estimating the dollar value of performance. *Journal of Applied Psychology*, 74(1): 34-40. Paul, E. F. (1994). Sexual harassment: A defining moment and its repercussions. In D. A. Rochefort, & R. W. Cobb (Eds.). *The politics of problem definition*. Lawrence: Kansas: university Press of Kansas. Pellicciotti, J. M. (1993). VII liability for sexual harassment in the workplace. Alexandria, Virginia: international Personnel Management Association. Piercy, N. F. C., D. W. Lane, N., and Vorhies, D. W. (2006). Driving organizational citizenship behaviors and salesperson in-role performance: The role of management control and perceived organizational support. *Journal of Academy of Marketing Science*, 34(2): 244-262. Podsakoff, P. M., & MacKenzie, S. B. (1994). Organizational citizenship behaviors and salesunit effectiveness. *Journal of Marketing Research*, 31(3): 351-363. Podsakoff, P. M., Ahearn, 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. Porter, L. W., Steers, R. M., Mowday, R. T., and Boulion, P. V. (1974). Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians. *Journal of Applied Psychology*, 59(5): 603-609. R, S. J. (1989). *Management for Productivity*, 3rd Edition New York: John Wiley and Son. Rawlins, W. K. (1992). Friendship matters: Communication, dialectics & the life course. New York: Aldine de Gruyter. 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. Robbins, J. (1998). *Organization Behavior: Concept, Controversies, and Applications* (7thED), Englewood Cliffs. NJ:Prentice-Hall. Robbins, S. P. (1986). *Organizational Behavior*. NJ:Prentice-Hall. Ross, J. A. (1997). Human resources-does friendship improve job performance. *Harvard Business Review*, 75(2): 8-9. Salami, S. O. (2010). Conflict resolution strategies and organizational citizenship behavior: The moderating role of trait emotional intelligence. *Social Behavior and Personality*, 38(1): 75-86. Salancik, G. R. P., J. (1978). A social information processing approach to job attitudes and task design. *Administrative Science Quarterly*, 23(1): 224-253. Schnake, M. (1991). Organizational citizenship: A review, proposed model, and research agenda. *Human Relations*, 44(7): 735-759. Sias, P., M. (2005). Workplace relationship quality and employee information experiences. *Communication Studies*, 56(4): 375-395. Sias, P. M., & Cahill, D. J. (1998). From coworkers to friends: The development of peer friendships in the workplace. *Western Journal of Communication*, 62(3): 273-299. Sias, P. M., & Smith, G., & Avdeyeva, T. (2003). Sex and sex-composition differences and similarities in peer workplace friendship development. *Communication Studies*, 54(3): 332-340. 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(4): 653-663.

Stevens, J. M., Beyer, J. M., & Trice, H. M. (1978). Assessing personal, role, and organization predictors of managerial commitment. *Academy of Management Journal*, 21(3): 380-396.

Somech, A., & Ron, I. (2007). Promoting organizational citizenship behavior in schools: the impact of individual and organizational characteristics. *Educational Administration Quarterly*, 43 (1): 38-66.

Tse, H. H. M., & Dasborough, M. T (2008). A study of exchange and emotions in team member relationships. *Group & Organization management*, 33(2): 194-215.

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.

Wayne, S. J., Shore, L. M., and Liden, R. C. (1997). Perceived organizational support and leader - member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1): 82-111.

Werner, J. M. (1994). Dimensions that make a difference: Examining the impact of in-role and extrarole behaviors on supervisory ratings. *Journal of Applied Psychology*, 79(1): 98-107.

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(3): 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. H. (1985). The acquaintance description form. In S. Duck D. Perlman(Eds.). *Understanding personal relationships: An interdisciplinary approach* London: England: Sage.

Yoon, M. H., and Suh, J., (2003). Organizational citizenship behaviors and service quality as external effectiveness of contact employees. *Journal of Business Research*, 56(8): 597-611.