

# 組織認同、生涯發展、工作滿意與組織公民行為之關聯性研究

李興年、王秦希康；邴傑民

E-mail: 9607373@mail.dyu.edu.tw

## 摘要

本研究的目的是探討組織認同、生涯發展、和工作滿意的關係對國小教師組織公民行為彼此之關係，並進一步加入工作滿意為中介變項，以了解組織認同、生涯發展是否會透過工作滿意對組織公民行為產生干擾效果。主要以問卷調查的方式進行，樣本來自台中市國小學校教師，共計發出問卷510份，實際回收392份，有效問卷374份，問卷回收率為76.9%，問卷有效回收率為73.3%。研究結論如下：(1)組織認同的建構對工作滿意具有顯著正向影響。(2)生涯發展的建構對工作滿意具有顯著正向影響。(3)工作滿意的建構對組織公民行為具有顯著正向影響。(4)生涯發展的建構對組織公民行為具有顯著正向影響。(5)組織認同的建構對生涯發展具有顯著正向影響。(6)組織認同的建構對組織公民行為具有顯著正向影響。(7)工作滿意與組織認同的交互作用對組織公民行為的堅守本分為具有干擾效果(8)工作滿意與生涯發展的交互作用對組織公民行為具有干擾效果(9)台中市國小教師女性、未婚、服務年資較淺及收入較低之教師，對學校的組織公民行為知覺較低。

關鍵詞：組織認同；生涯發展；工作滿意；組織公民行為

## 目錄

內容目錄 中文摘要	iii	英文摘要	iii
iv 誌謝辭		vi 內容目錄	vi
vii 表目錄		ix 圖目錄	ix
xii 第一章 緒論	1	第一節 研究背景	1
1 第二節 研究動機	2	第三節 研究目的	2
3 第四節 研究流程	3	第五節 研究限制	3
5 第二章 文獻探討	7	第一節 工作滿意之概念	7
7 第二節 生涯發展之概念	18	第三節 組織認同之概念	18
30 第四節 組織公民行為之概念	35	第三章 研究方法與步驟	35
40 第一節 研究架構	40	第二節 研究假設	40
41 第三節 研究範圍與對象	42	第四節 研究變項操作性定義與衡量	42
44 第五節 資料分析方法	51	第六節 問卷之信、效度分析	51
53 第四章 研究結果與分析	62	第一節 研究樣本與變項之描述統計分析	62
62 第二節 個人屬性在各研究變項上之差異分析	78	第三節 各研究變項之典型相關分析	78
90 第四節 工作滿意之干擾效果分析	104	第五節 結語	104
110 第五章 結論與建議	116	第一節 研究發現	116
116 第二節 研究建議	124	參考文獻	124
126 附錄A 預試問卷	146	附錄B 正式問卷	146
150			

## 參考文獻

一、中文部分 王以仁，陳芳玲，林本喬(1995)，教師心理衛生，台北：心理出版社。王博弘(1998)，台北市國民小學工友工作滿意度調查研究，國立花蓮師範學院國民教育研究所未出版之碩士論文。牛格正(1986)，如何計劃你的人生—生涯計劃，台北：行政院青輔會。李衍新(2003)，員工組織政治知覺、組織承諾與組織公民行為關係之研究-以台灣電力公司台南區營業處為例，國立成功大學企業管理研究所碩士論文。李總續(2002)，組織氣候、組織認同，組織效能之關聯性研究 - 以營利組織國際獅子會台灣地區分會為實證對象，私立中原大學企業管理研究所碩士論文。邱麗蓉(2002)，組織公平與組織公民行為關係之研究--以苗栗縣國民小學為例，私立淡江大學教育政策與領導研究所碩士論文。任晟蓀(1981)，國中校長領導形式輔導教師教育背景對輔導教師工作滿足之影響，國立政治大學教育研究所碩士論文。吳清基(1979)，國民中學組織結構與教師工作滿意之關係，國立台灣師範大學教育研究所未出版之碩士論文。吳?基(1992)，教師與進修，台北市：師大書苑。吳靜吉，潘養源，丁興祥(1980)，內外控取向與工作滿足及績效之關係，政治大學學報，41，55-81。吳靜吉，廖素華(1978)，明尼蘇達滿意問卷研究，政治大學學報，37，123-147。林幸台(1989)，我國國小教師生涯發展之研究，輔導學報，12，265-297。林靖芬(1999)，台北市國小女性教師生涯發展與工作滿意度之研究，國立台北師範學院國民教育研究所碩士論文。

林明謀(1999), 高科技產業員工生涯發展之探討—以資訊業為例, 國立成功大學企業管理學系碩士班碩士論文。林幸台(1993), 生計輔導的理論與實施, 臺北市:五南圖書出版社。林淑姬(1992), 薪酬公平、程式公平與組織承諾、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。金樹人(1997), 生涯計劃與輔導, 台北:東華書局。胡冬吟(2002), 國民中學校長生涯規劃之研究, 國立臺灣師範大學教育研究所碩士論文。許道然(2001), 公部門組織信任與組織公民行為關係之研究, 國立政治大學公共行政學系博士論文。許士軍(1977), 工作滿足、個人特徵與組織氣候-文獻檢討及實證研究, 國立政治大學公共行政學研究所未出版碩士論文。許士軍(1988), 管理學, 台北:東華書局。許明文(2002), 公立高職科主任生涯發展、工作滿意、組織承諾之研究—以工業類為例, 國立交通大學經營管理研究所碩士論文。許寶源(1995), 國民小學教師角色衝突與學校認同關係之研究, 國立台灣師範大學教育研究所未出版之碩士論文。郭為藩(1979), 自我心理學, 台南:開山書局。陳佩秀(1996), 主管視察行為、個別化關懷行為與組織公民行為關係之實證研究—以金融業為例, 淡江大學管理科學研究所未出版之碩士論文。徐瑋伶, 鄭伯壘(2002), 組織認同:理論與本質之初步探索分析, 中山管理評論, 10(1), 45-64。孫國華(1993), 國民中學教師生涯專業發展及其影響因素之研究, 高雄師範大學教育學系未出版之碩士論文。孫國華(1997), 國民中小學教師生涯發展與專業成長之研究, 國立高雄師範大學教育學系博士論文。秦夢群(1993), 教育行政理論與應用, 台北:五南圖書出版社。秦夢群(1998), 教育行政-理論部分, 台北:五南圖書出版社。梁雙蓮(1984), 中央行政機關公務員組織認同之研究, 台灣大學政治研究所博士論文。梁文彥(2005), 知覺外部聲望對組織認同與組織公民行為關係之跨層次分析 - 台灣紡織產業實證研究, 輔仁大學織品服裝學系。梅媛媛(1995), 花東兩縣偏遠地區國小教師工作滿意度與工作士氣之相關研究, 國立花蓮師範學院初等教育研究所未出版之碩士論文。張春興(1989), 張氏心理學辭典, 台北:東華書局。張添洲(1993), 生涯發展與規劃, 台北:五南圖書出版社。張春興(1994), 教育心理學, 台北, 師大書苑。張桂芳(1995), 員工對推動企業識別系統之態度分析 - 以電信事業為例, 國立中興大學企業管理研究所碩士論文。張萱儀(1996), 高科技公司研發人員組織公民行為之研究, 國立中央大學人力資源管理研究所碩士論文。游源能(1991), 生涯發展方案對促進生涯前期人員生涯成熟度及工作滿足之效果研究, 淡江大學管科所未出版之碩士論文。曾慧敏(1993), 國小教師生涯發展及期工作需求、生涯關注之研究, 國立政治大學教育研究所博士論文。鄒浮安(1982), 我國高級職業學校教師工作滿意程度及其影響因素之研究, 國立高雄師範大學教育研究所未出版之碩士論文。舒緒偉(1990), 國民小學教師溝通滿意與工作滿意關係之研究, 國立台灣師範大學教育研究所未出版之碩士論文。楊朝祥(1989), 生計輔導 - 終生的輔導歷程, 台北:行政院青年輔導委員會。鄭耀男(2002), 國中小教師的組織公民行為及其影響因素之研究—學校組織公民行為模型初構, 國立高雄師範大學教育學系研究所未出版之博士論文。鄭熙彥(1980), 我國高級中等學校輔導教師工作滿意之調查研究, 教育學院學報, 5, 157-194。鄭伯壘等編(2003), 組織行為研究在台灣, 台北:桂冠圖書股份有限公司。廖瓊瑤(1998), 台灣地區各縣市文化中心組織公民行為之研究, 私立銘傳大學管理科學研究所碩士論文。蔡培村, 陳伯璋(1993), 國民中學教師生涯能力發展之研究, 台北:教育部。謝金青(1991), 民小學行政兼職教師角色衝突與工作滿意程度之研究, 國立台灣師範大學教育研究所未出版之碩士論文。謝百亮(1997), 國民小學行政管理與教師工作滿意之關係, 國立台中師範學院國民教育研究所未出版碩士論文。謝佩鶯(2000), 校長領導作風、上下關係品質及教師組織公民行為關係之研究, 國立台北師範學院國民教育研究所未出版之碩士論文。羅文基, 朱湘吉, 陳如山(1992), 生涯規劃與發展, 台北:空中大學。饒邦安(1991), 台北市國小教師行政兼職與工作滿意之研究, 國立台灣師範大學教育研究所未出版之碩士論文。劉怡媛(1988), 科技人員的事業前程策略, 政治大學企業研究所未出版之碩士論文。劉念琪(1991), 高科技公司研究發展人員生涯導向與個人績效之關聯, 台灣大學商研所未出版之碩士論文。蘭培生(1996), 員工生涯發展制度建立模式之個案研究, 中央大學人資所未出版之碩士論文。二、英文部分 Alderfer, C. P. (1972). Human Needs in Organizational Settings, The Free Press of Glencoe, New York:McGraw-Hill. Adams, J. S. (1963). Toward an understanding of inequity. Journal of Abnormal Social Psychology, Vol. 67, No. 2, pp. 422-436. Adams, J. S. (1972). Toward an understanding of inequity. In G. A. Yukl & K. N. Wexley (Eds.), Readings in organization and industrial psychology (pp.194-210). London: Oxford University Press. Barker, J. R., & Tompkins, P. K. (1994). Identification in self-managing organizations. Human Communication Research, 21, 223-240. Albert, S. and Whetten, D.A.(1985). Organizational identity in Cum-mings, L.L. and Staw, M.M.(eds). Research in Organizational Behavior, Vol.7, JAI Press, Greenwich, CT, 263-295. Albert, S., Ashforth, B. E., & Dutton, J.E.(2000). Organizational identity and identification: Charting new waters and building new bridges. Academy of Management Review, 25(1), 13-17. Arthur, M.B. (1988). Career development and participation at work: Time for mating? Human Resource Management, 27,181-199. Bateman, T. S. & Organ, D. W.(1983). Job Satisfaction and the Good Soldier:The Relationship between Affect and Employee Citi-zenship, Academy of Management Journal, 26,587-595. Beach,D.S.(1980). Personnel: The Management of People at Work.New York : Macmillan Publishing Co., Inc. Brewer, M. B., & Gardner, W. (1996). Who is this " we " ? : Levels of collective identity and self-representations. Journal of Person-ality and Social Psychology, 71, 83-93. Bruner, J. S. (1957). Going beyond the information given. In H. Gru-ber, K.Hammond, and R. Jessor(Eds.), Contemporary Ap-proaches to Cognition: 41-69. Cambridge, MA: Harvard Uni-versity Press. Bullis, C., & Bach, B. W. (1991). An explication and test of commu-nication network content and multiplexity as predictors of or-ganizational identification. Western Journal of Speech Commu-nication, 55, 180-197. Bullis, C., & Tompkins, P, K. (1989). The forest ranger revisited: A study of control practices and identification. Communication Monographs, 56,287-306. Cheney, G. (1983). On the various and changing meanings of organ-izational membership: A field study of organiza-tional identifica-tion.Communication Monographs, 50(4), 342-362. Cambell,J.P., etal.(1970). Managerial Behavior Performance Effec-tiveness. New York : McGraw-Hill. Cribbin,J.J.(1972).Effective Manaerial Leadership. American Man-agement Association, New York: Lexington Books. Czepiel, M. R. Solomon, & C. F. Surprenant (1983). The service encounter,127-147. New York: Lexington Books. Davis, K.(1972). Human behavior at work. New York: McGraw-Hill. Davis, W. A. (1977). The moderating effects of value attainment and affective disposition. Journal of Vocational Behavior, Vol. 54, No. 4, pp. 296-313. Deschamps, J. C. and Devos, T(1998). Regarding the Relationship Between Social Identity and Personal Identity. In S. Worchel, J. F. Morales, & J. C. Deschamps (Eds.), Social identity: Interna-tional perspectives (pp. 1-12) London: Sage Publications. Dessler, G.(1980). Human behavior

improving performance at work. New Jersey :Englewood Cliffs. Demoulin, D.F. & Guyton, J.W.(1988). A measure of common vari-ables associated with career stages as perceived by principals and teachers : Validation of a model for career development. Louisville, K.Y.: The annual meeting of the mid-south educa-tion research association.(ERIC ER. 303422) Dutton, J. E., Dukerich, J. M. & Harquail, C. V. (1994). Organiza-tional images and member identification. *Administrative Sci-ence Quarterly*, 39: 239-263. Dyne, L. V., Graham, J. G., & Dienesch, R. M.,(1994). Organizational Citizenship Behavior: Construct Redefinition, Operationaliza-tion, and Validation. *Academy of Management Journal*, 37, pp.765-802. Ellemers, N., de Gilder, D., & van den Heuvel, H. (1998). Ca-reer-oriented versus team-oriented commitment and behavior at work. *Journal of Applied Psychology*, 83, 717-730. Festinger, L. (1954). A theory of social comparison processes. *Human Relations*, 7, 117-140. Graham, J. W. (1991). An Essay on Organizational Citizenship Be-havior, *Employee Responsibilities and Right Journal*, 4, pp.249-270. Hall, D. T. (1976). *Career in Organizations*. Santa Monica, Califor-nia:Goodyear Publishing Company, Inc. Herzberg, F. (1966). *Work and the Nature of Man*, Cleveland: Cali-fornia. Herzberg, F., Mausner, B. and Synderman, B. (1959). *The Motivation to Work*, John Wiley and Sons, New York. Huberman, M.(1989). The professional life cycle of teachers. *Teacher College Record*,91(1),31-57. Hatch, M. J., & Schultz, M. (2002). The dynamics of organizational identity. *Human Relations*, 55(8), 989-1017. Hu, L., & Bentler, P. M. (1999). Evaluating model fit. In R. H. Hoyle (Eds.), *Structural equation modeling* (pp. 76-99). Thousand Oaks, California: Sage. Hoy,W.K. & Miskel,C.G.(1982). *Educational Administration*, New York:Random House. Ivancevich, J. M. & W. F. Glueck (1989). *Foundations of Personnel: Human Resource Management*, Boston: Homewood,4, pp.615. Johnson, W. L., A.M. Johnson and F. Heimberg. (1999). A primary- and second-order component analysis of the organizational identification questionnaire. *Educational and Psychological Measurement*, 59, 159-170. Kaplan, Jeff(2002a).Outsourcing trends in uncertain times, *Business Communications Review*; Hinsdale;32(7), pp.28-32. Kaplan, Jeff(2002b). The realities of outsourcing, *Network World*; Framingham, 32(7), pp.28-32. Katz, D. & Kahn, R. L. (1966). *The Social Psychology of Organiza-tions*, New York:John Willy & Sons, Inc. pp.338-339. Katz, D.,(1964). *The Motivational Basis of Organizational Behavior*. *Behavior Science*, Vol.9, pp.131-146. Locke, E. A. (1976). What is job satisfaction? *Organizational Behav-ior and Human Performance*, 4, 309-336. Mayer, Roger C. and Schoorman, F. David. (1998). Differentiating antecedents of organizational commitment: A test of March and Simon ' s Model. *Journal of Organizational Behavior*, Vol. 19, No. 1, pp. 15-28. Mael, F. A. and B. E. Ashforth. (1989). Social identity theory and the organization. *Academy of Management Review*. 14(1), 20-39. Maslow,A.H. (1954). *Motivation and Personality*. New York:Harper & Row Inc. Maslow, A.H.(1943). A theory of human motivation. *Psychological Review*,50,370-396. Maslow, A. H. (1970). *Motivation and personality*, Harper and Row, New York. McDonald, J. H. (1985). A career ladder and career alternatives teachers *Career-long teacher education*. Springfield. Miller, V. D., Allen, M., Casey, M. K., & Johnson J. R., (2000). Re-considering the organizational identification questionnaire. *Management Communication Quarterly*, 13(4): 626-658. Moorman, R. H., & Bakeley, G. L. (1995). Individualism-collectivism as an individual difference predictor of organizational citi-zen-ship behavior. *Journal of Organizational Behavior*, 16, 127-142. Mayer, Roger C. and Schoorman, F. David. (1998). Differentiating antecedents of organizational commitment: A test of March and Simon ' s Model, *Journal of Organizational Behavior*, 19(1), pp. 15-28. Moorman, R. H., Niehoff, B. P. & Organ, D. W. (1993). Treating employees fairly and organizational citizenship behavior: sort-ing the effects of job satisfaction, organizational commitment, and procedural justice. *Employee Responsibility and Rights Journal*, 6, 209-225. Mackenzie, S. B., Podsakoff, P. M., & Ahearne, M. (1998). Some possible antecedents and consequences of in-role and extra-role salesperson performance. *Journal of Marketing*, 62(July), 69-89. Noe, R. A.(1996). Is Career Management Related to Employee De-velopment and Performance?, *Journal of Organizational Be-havior*, V.17, pp.119-133. Noe, R. A.(1998). *Employee Training & Development*, New York:McGraw-Hill,p.285-308. Organ, D. W. (1990). The motivational basis of organiza-tional citi-zen-ship behavior. In B. M. Staw & L. L. Cummings (Eds.), *Re-search in organizational behavior*, 12, 43-72. Greenwich CT: JAI. Press. Patchen, M. (1970). *Participation, achievement, and involve-ment on the job*.Englewood Cliffs, New Jersey: Prentice Hall. Organ, D. W. (1988). *Organizational Citizenship Behavior, The good soldier syndrome*. Lexington, Massachusetts:Lexington Books. Podsakoff, P. M., Mackenzie, S. B., Moorman, R. H., & Williams, M. L. (1990). Transformational leader behaviors and their effects on follows: Turth in leader, satisfaction, and organizational citizenship behavior. *Leadership Quarterly*, 1, 107-142. Podsakoff, P. M. & Mackenzie, S. B (1994). Organizational citizen-ship behaviors and sales unit effectiveness. *Journal of Market-ing Research*, 31(August), 351-363. Podsakoff, Philip. M., MacKenzie, Scott. B. and Bommer, W. H., (1996). Transformational leader behaviors and their effects on members ' trust in leader,satisfaction and organizational citizen-ship behaviors, *Journal of Management*, Vol.22, No. 2, pp. 259-298. Podsakoff ,Philip. M., MacKenzie, Scott. B. and Rich, Gregory. A.(2001). Transformational and transactional leadership and salesperson performance, *Academy of Marketing Science Jour-nal*. Vol. 29, No. 2, pp. 115-135. Payne, L.W. & Pugh, D.S. (1976). Organizational Structure and Cli-mate. In M.D. Dunnette(Ed). *Hand Book of Industrial and Or-ganizational Psychology*. Chicago:Rand Mcanlly, pp. 1125-73. Podsakoff, P.M.& Mackenzie,S.B (1997). Impact of Organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10, 133-151. Porter, L. W. & Lawler, E. E. (1968). *Managerial Attitudes and Per-formance*, New Jersey : Prentice Hall. Patchen, M. (1970). *Participation, Achievement, and Involvement on the job*, Englewood Cliffs, New Jersey : Prentice Hall. Robbins, S. P. (1996). *Organization Behavior*, Prentice-Hall Inc., Englewood Cliffs, New Jersey. Rousseau, D. M. (1990). Normative beliefs in fund-raising organiza-tions:Linking culture to organizational performance and indi-vidual responses.*Group and Organization Studies*, 15(4), 448-460. Scott, S. G., & Lane, V. R.(2000). A stakeholder approach to organ-izational identity. *Academy of Management Review*, 25(1), 43-62. Sass, J. S., & Canary, D. J. (1991). Organizational commitment and identification: An examination of conceptual and operational convergence.*Western Journal of Speech Communication*, 55, 275-293. Seal, F. E. and Knight, P. A.(1988). *Industrial/Organizational Psy-chology: Science & Practise*, Brooks/Cole, Pacific Grove, CA. Smith, C. A., Organ, D. W.

& Near, J. P. (1983). Organizational Citizenship Behavior: Its Nature and Antecedents. *Journal of Applied Psychology*, 68,653-663. Smith, P. C., Kendall, L. M. and Hulin, C. L. (1969). *The Measurement of Satisfaction in Work and Retirement*, Rand McNally, Oxford, England.

Schein,E.H.(1985).*Organizational Culture and Leadership*, Jossey-Bass, California : San Francisco. Shamir, B., House, R. J., & Arthur, M. B., (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science*,4, 577-594. Smith, C. A, Organ, D. W. & Near, J. P. (1983). Organizational Citi-zenship Behavior:Its Nature and Antecedent, *Journal of Applied Psycholog* ,68(4), pp.653-63. Staw, B. M. (1977). Two sides of commitment. Paper resented at An-nual Meeting of Academy of Management, Orlando, Florida, Augest. Simon J. B & Bulent M. (2002). The employee-organization relation-ships, organizational citizenship behaviors, and superior service quality. *Journal of Retailing*, 78, 131-146. Super, D. E. (1976). *Career Education and the Meaning of Work*. Monogrephon Career Education. Washington, DC.:The Office of Career Education,U.S. Office of Education. Super, D. E.(1984). A Life-span, Life-space Approach to Career De-velopment. In D Brown & L. Brooks (Eds.), *Career Choice and Development*. San Francisco:Jossey-Bass. Shamir, B., House, R. J., & Arthur, M. B., (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science*,4, 577-594. Super,D.E.(1957). *The Psychology of Careers*. New York : Harper & Row. Steffy, B.E.(1989). *Career stages of classroom teachers*. Lancaster, Basel: Technomic Publishing co. Tajfel, H. (1974). Social identity and intergroup behavior. *Social Science Information*, 13, 65-93. Vonk, J.H.C.(1989). *Becoming a teacher, brace yourself. A Report of a research program on the professional development of beginning teachers and the consequences of its results. For the implementation of service training*. Amsterdam:Vrije University. Vroom, V.H. (1964). *Work and Motivation*, New York: Wiley. Van Dyne, L., Graham, J. W. & Dienesch, R. M. (1994). Organiza-tional citizenship behavior: construct redefinition, measurement, and validation. *Academy of Management Journal*, 37(4), 765-802. Vondracek, L., & Schulenberg, J. E. (1986). *Career Development:A life Span Development Approach*. Lawrence Erlbaum Associates Publishers. true. Weiner, B. (1989). *Human Motivatio*, Lawrence Erlbaum Associates, Inc., New York. Wernimont, P.F.(1972). A system view of job satisfaction. *Journal of Applied*. Williams, L. J., & Anderson, S. E., (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational citizenship and In-Role Behaviors, *Journal of Management*, Vol.17, No. 3, pp. 601-617. Weeless, L. R., Wheeless, M. E., & Howard, R. D. (1986). The relationships of communication with supervisor and decision-participation to employee job satisfaction, *Communication Quarterly*, 32(3), 222-231. Wexley,K.N. & Yukl.G.A.(1977). *Organizational Behavior and Personnel Psychology*. Homewood III : Richard D.Irwin,109.