

# Moderating Effect of Attitude Towards Organizational Change and Person-Organization Fit on Relationship between ...

陳旭毅、李德治

E-mail: 9607763@mail.dyu.edu.tw

## ABSTRACT

The situation of Asia has become more and more relaxed so the countries of the world have started organizations. The purpose of this study was to explore moderating effect attitude towards organizational change and Personal-organization fit on relationship between organizational commitment and organizational misbehavior. Our analysis results can provide reference for decision-making units. In this study, our object is volunteers for military service, including military units, schools and other units. Issued a total of 600 questionnaires, 511 effective questionnaires were recovered, the recovery rate of 85.2%. We use statistical methods included descriptive statistics, reliability, correlation analysis and moderated regression analysis. Conclusions of this study are as follows: (1)Organization commitment for the military, organizational change attitudes, personal-organization fit and organizations misbehavior are medium level. (2)Military organizations undertook to have the dimensions of the Organization of misconduct are generally negative impact. (3)Organizational change attitudes to the organizational commitment and organizational misbehavior have moderating effects. According to conclusions, we provide recommendations as follows: (1)Planning reform should build up an agreement that is not appropriate to the period of changes too long. (2)Inadequate staffing units, then very widely held reserve officers, detailed review. (3)If it is necessary to review whether the third wave will face potential inappropriate, obviously, should review prior prevention.

Keywords : organizational change attitudes ; personal-organization fit ; organizational commitment ; organizational misbehavior

## Table of Contents

內容目錄 中文摘要 . . . . .	iii	英文摘要 . . . . .
iv 誌謝辭 . . . . .	vi	內容目錄 . . . . .
vii 表目錄 . . . . .	ix	圖目錄 . . . . .
x 第一章 導論 . . . . .	1	第一節 研究
背景與動機 . . . . . 1	2	第二節 研究目的 . . . . . 3
研究對象與限制 . . . . .	4	第二章 文獻回顧與理論基礎 . . . . . 5
一節 組織承諾 . . . . . 5	5	第二節 組織變革 . . . . . 10
第三節 個人 - 組織契合度 . . . . . 14	14	第四節 組織不當行為 . . . . .
18 第三章 研究方法 . . . . . 21	21	第一節 研究架構 . . . . .
21 第二節 研究假說 . . . . . 22	22	第三節 研究對象選取準則 . . . . .
23 第四節 研究構面操作性定義 . . . . . 24	24	第五節 問卷設計 . . . . .
33 第六節 資料分析分法 . . . . . 36	36	第四章 研究結
結果 . . . . . 39	39	第二節 各變項推論統計分析 . . . . . 55
39 第一節 問卷回收及樣本分析 . . . . . 39	39	第二節 各變項推論統計分析 . . . . . 55
43 第五章 結論及建議 . . . . . 55	55	第一節 研究結論 . . . . . 55
55 第二節 管理意涵與實務建議 . . . . .	55	第二節 管理意涵與實務建議 . . . . .
58 第三節 研究限制 . . . . . 59	59	參考文獻 . . . . .
60 附錄A 研究問卷 . . . . . 69	69	

## REFERENCES

一、中文部分 丁 虹(1987),企業文化與組織承諾之關係研究,政治大學企業管理研究所未出版博士論文。 尹衍樑(1988),組織變革策略對組織承諾之影響研究 - 以潤泰工業股份有限公司電腦化為例,政治大學企業管理研究所未出版博士論文。 江達隆(2004),工作滿足感、組織承諾與個人 - 組織契合度對組織不當行為之影響研究,大葉大學國際企業學系碩士班未出版碩士論文。 孔德麟(1991),個人與組織契合度對工作投入之相關性研究,中國文化大學國際企業管理研究所未出版之碩士論文。 杜佩蘭(1998),組織承諾、角色衝突與工作滿足及其相關因素之研究 - 以高雄市政府主計處外派人員為例,中山大學人力資源管理研究所未出版碩士論文。 林信雄(2003),員工對組織變革之認知對組織承諾與工作壓力影響性之研究 - 以台灣銀行業為例,大同大學事業經營研究所未出版碩士論文。 吳 定(1996)

,組織發展:理論與技術,台北:天一圖書公司。吳振昌(2001),預期組織變革不確定感對部屬工作反應影響之實證研究,國防大學國防管理學院資源管理研究所未出版碩士論文。柯際雲(1995),企業員工個人特性、及其知覺之工作特性與領導型態對組織承諾的影響,中興大學企業管理研究所未出版碩士論文。郭芳君(2004),民營化組織變革環境下員工變革認知對工作滿足與組織承諾之影響研究-以中華電信為例,大葉大學工業工程學系未出版碩士論文。徐敏莉(2001),中華電信員工對民營化變革的態度與組織承諾之關聯性研究-以中區分公司為例,朝陽科技大學企業管理研究所未出版碩士論文。許士軍(1993),管理學,台北:華泰書局。黃正雄(1997),人力資源管理措施、價值觀契合與員工效能之關係,台灣大學商學研究所未出版碩士論文。張瑞春(1998),組織變革中組織氣氛對工作滿足投入、組織承諾及工作滿足影響之研究-以中國石油公司高雄營業處為例,中山大學人力資源管理研究所未出版碩士論文。張國藩(2004),民營化組織變革環境下員工變革認知對變革態度之影響研究-以中華電信為例,大葉大學工業工程學系碩士班未出版碩士論文。蔡坤宏(2000),組織承諾、工作滿足與離職意圖的關係:Meta分析,中華管理評論,3(3)4,33-49。蔡調舜(1998),中華電信組織變革與員工態度之研究,國立臺灣科技大學管理技術研究所未出版碩士論文。廖敏惠(2001),新進員工訓練、個人特質與個人-組織契合度關係之研究,中原大學企業管理研究所未出版碩士論文。劉信寬(2004),組織承諾、國際化知覺、個人特徵對組織變革態度之研究,大葉大學國際企業管理學系碩士班未出版碩士論文。劉鑫(2002),組織變革下員工角色衝突、組織承諾與土氣之關聯性研究-以工業技術研究院為例,國立交通大學管理科學研究所未出版碩士論文。謝文里(2006),組織變革態度對組織承諾與工作滿意度間關係之干擾效應-以華人地區非營利事業組織員工為例,大葉大學國際企業學系碩士班未出版碩士論文。謝安田(1992),企業管理,台北:五南圖書公司。謝秀珍(2004),高職學校組織變革與教師組織承諾及工作滿意關係之研究-以中區高職學校為例,雲林科技大學技術及職業教育研究所未出版碩士論文。謝泓隆,許碧芬(2004),個人-組織契合度對組織承諾及工作滿意度影響之研究-以H公司為例,雲林科技大學企業管理學系碩士班未出版碩士論文。鄭伯壠(1995),組織價值的上下契合度與組織成員個人的效能,中華心理學,37,25-44。魏澤?(2003),組織承諾、組織價值對員工工作滿足影響之研究-以軍事氣象部隊為例,大葉大學國際企業管理學系碩士班未出版碩士論文。二、英文部分

Angle, H. L., & Perry, J. L. (1981). An Empirical Assessment of Organizational Commitment and Organizational Effectiveness. *Administrative Science Quarterly*, 26(1), 1-15.

Aquino, K. M., Lewis, U., & Bradfield. (1999). A Proposed Model and Empirical Test. *Journal of Organizational Misbehavior*, 20, 1073-1091.

Arnold, H., & Feldman, D. (1982). A multivariate analysis of the determinant of job turnover. *Journal of Applied Psychology*, 67, 350-360.

Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 32-42.

Bretz, R. D. Jr., Ash, R. A., & Dreher, G. F. (1989). Do People Make the Place? An examination of the Attraction – Selection – Attrition Hypothesis. *Personnel Psychology*, 42, 567-581.

Bretz, R. D., & Judge, Jr. T. A. (1994a). Person-organization fit and the theory of work adjustment: implications for satisfaction, tenure, and career success. *Journal of Vocational Behavior*, 44, 32-54.

Chatman, J. (1989). Improving Interactional Organizational Research: A model of Person-Organization Fit. *Academy of Management Review*, 14, 333-349.

Etzioni, A. (1961). Modern Organizations, Englewood Cliffs, N. J: Prentice Hall.

Friedlander, F. & Brown, L. D. (1974). Organization Development. *Review of Psychology*.

Grant, N. K., Garrison, C. G., & McCormick, K. (1990). Perceived utilization, job satisfaction and advancement of police women. *Public Personnel Management*, 19(2), 147-154.

Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation at work*. New York: John Wiley & Sons. Co.

Holland, J. (1985). Making vocational choices: A theory of vocational personalities and work environments. Englewood Cliffs, New Jersey: Prentice Hall.

Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation at work*. New York: John Wiley & Sons. Co.

Jordan, P. J., Ashkanasy, N. M., & Hartel, C. E. (2002). Emotional intelligence as a moderator of emotional and behavior reactions to job insecurity. *Academy of Management Review*, 27, 361.

Kfistof, A. L. (1996). Person-Organization Fit: An Integrative Review of Its Conceptualizations, Measurement, and Implications. *Personnel Psychology*, 49, 1-49.

Kanter, R. M. (1968). Commitment and Social Organization: A study of Commitment Mechanisms in Utopian Communities. *American Sociological Review*, 33, 499-517.

Kaplan, H. B. (1975). Self attitude and deviant behavior. Pacific Palisades, CA: Goodyear.

Leavitt, H. J. (1964). Organization Change in Industry, in W. Cooper, . Mosher, Frederick, C. (1967). Governmental Reorganization: Case and Commentary. New York: The Bobbs-Merrill Company.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-98.

Morris, J. H., & Sherman, J. D. (1981). Generalizability of an Organizational Commitment. *Academy of Management Journal*, 24, 512-526.

Mowday, Richard T., Porter, Lyman. W., & Street, Richard. M. (1982) Employee-Organization Linkage, Academic Press, New York, 30.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78, 538-551.

Morris, J. H., & Sherman, J. D. (1981). Generalizability of an Organizational Commitment. *Academy of Management Journal*, 24, 512-526.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measure of organizational commitment. *Journal of Vocational Behavior*, 2, 224-247.

Maslow, A. H. (1954). Motivation and Personality, New York: Harper & Brothers Pub, 146-150.

Organ, D. W. (1988). *Organizational Citizenship Behavior* Lexington. MA: Lexington, 46-56.

Porter, L., Steers, R., Mowday, R., & Boulian, P. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.

Steers, R. M. (1977). Antecedents and outcome of organizational commitment. *Administrative Science quarterly*, 22.

Steers, R. M. (1977). Antecedents and outcome of organizational commitment. *Administrative Science quarterly*, 22, 46-56.

Salamon, Lester. M. (1981). Question of Goals, In Peter Szanton, *Federal Re-organization: What Have We Learned?* Chatham, NJ: Chatham House Publishers, 58-84.

Schein, E. H. (1985). *Organizational Culture and Leadership*. San Francisco: Jossey-Bass.

Schneider, B. (1987). *The People Make The Place*. *Personnel Psychology*, 40, 437-453.

Staw, B. M. (1977). Two sides of commitment. Paper presented meeting of the Academy of Management, Orlando, FL.

Theo, Farrel., & Terry, Terriff. (2002) *The Sour of Military Change Culture, Politics, Technology*. Valentine, S., Godkin, L., & Lucero, M. (2002). Ethical context, organizational commitment, and person-organization fit. *Journal of Business Ethics*, 41(4), 349-360.

Vaughan, D. (1999). *The Dark Side of Organizations: Mistake, Misconduct,*

