

The Moderating Effects of Conscientiousness and Agreeableness on the Relationship between Organizational Commitment ...

張承中、陳木榮；李德治

E-mail: 9608146@mail.dyu.edu.tw

ABSTRACT

Stable requirement on the personal behaviors and characteristics is necessary for the special operations and missions under the MND (Ministry of National Defense) organization. Within this research, two factors, conscientiousness and agreeableness, are considered to develop the relationship between Organizational Commitment (OC) and Organizational Citizenship Behaviors (OCBs) to achieve the organizational goal. Questionnaire methodology was used and 459 effective samples were selected from the different organization random members under the MND system. The result shows that although the conscientiousness and agreeableness of a personal characteristic are not interfere of OC and OCB, but personality besides directly effects OC and OCBs, it also influences OCBs through Organizational Commitment. It is expected that the result of this research reminds administrators pay much attention to the relationship among Personality, OC, and OCB in the NMD. In addition, this research also provides a profound and a significant logic for enterprises in the selection of personnel and a managerial way in the human resource management of NMD.

Keywords : organizational commitment ; organizational citizenship behavior ; conscientiousness ; agreeableness ableness Agreeableness agreeableness

Table of Contents

中文摘要	iii	英文摘要
iv 誌謝辭	v	內容目錄
. vi 表目錄	viii	圖目錄
. . . x 第一章 緒論	1	第一節 研究背景與動機
. . . . 1 第二節 研究目的	2	第三節 研究範圍
. . . . 3 第四節 研究流程	3	第二章 文獻探討
. . . . 5 第一節 組織承諾之相關理論與研究	5	第二節 組織公民行為
. . . . 10 第三節 人格特質之個人良知、親和性	15	第四節 組織承諾、個人良知、 親和性與組織公民行 為之間的關係及研究假設
. . . . 26 第一節 研究架構	20	第三章 研究設計
. . . . 27 第三節 研究變相的操作性定義	26	第二節 研究假設
. . . . 36 第五節 調查實施	28	第四節 研究工具
. . . . 37 第四章 研究設計	36	第六節 資料分 析方法
. . . . 40 第二節 樣本與人口統計分析	40	第一節 樣 本結構分析
. . . . 43 第四節 人口統計變數對各變數間之差異性分析	41	第三節 信度與效度分析
. . . . 64 第六節 組織承諾對組織公民行為之影響分析	51	第五節 相關分析
. . . . 68 第七節 嚴謹性對組織承諾與組織公民行為間之干擾 效果	65	
. . . . 70 第八節 親和性對於組織承諾與組織公民行為間之干 擾效果	68	
. . . . 72 第五章 研究結論與建議	70	
. . . . 73 第一節 研究結論	73	
. . . . 75 第三節 對後續者研究之建議	76	
. . . . 77 參考文獻	78	附錄 A 研究問卷
. . . . 89 附錄 B 研究問卷	93	

REFERENCES

一、中文部份 Robbins, Stephen, P.(2002), 組織行為學(李青芬，李雅婷，趙慕芬編譯)，台北:華泰。丁虹(1987)，企業文化與組織承諾之關係研究，國立政治大學企業管理研究所博士論文。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，國立政治大學企業管理研究所未出版之博士論文。王保進(1998)，統計套裝程式SPSS與行為科學研究(初版)，台北:松崗。白

立範(2003),組織變革知覺與國際化知覺對組織公民行為之影響研究 - 以後備司令部軍官為例 , 大葉大學國際企業管理研究所未出版之碩士論文。朱慶龍(2003),五大人格特質、工作價值觀和工作滿意三者相互關係之研究 , 國立政治大學心理學系未出版之碩士論文。余安邦(1998),成就動機:文明的動力 , 台北:巨流圖書。吳明隆(2000),SPSS統計應用實務 , 台北:松崗電腦圖書資料股份有限公司。李立華(2004),主管領導行為、組織行為對領導效能之影響 - 以我國海軍陸戰隊基層主管為例 , 義守大學管理科學研究所未出版之碩士論文。周惠莉(2003),五大人格特質、性別角色與轉換型領導關聯性之研究 , 中原大學企業管理研究所未出版之碩士論文。林永欽(2004),軍事組織領導型態與組織承諾、組織公民行為之關係研究 - 以陸軍單位為例 , 國立高雄師範大學成人教育研究所在職專班未出版之碩士論文。林光明(2003),領導風格對組織承諾及組織公民行為影響之研究 - 以桃園縣政府為例 , 銘傳大學公共管理與社區發展研究所在職專班未出版之碩士論文。林建忠(2003),組織承諾與工作滿意之調查研究:嘉義縣市警察和消防人員之比較 , 國立中正大學政治學研究所未出版之碩士論文。林淑姬(1992),薪酬公平、程式公正與組織承諾、組織公民行為關係之研究 , 國立政治大學企業管理研究所未出版之博士論文。林鈺凱(2004),轉換型領導與員工態度之相關研究 - 以台灣省自來水公司為例 , 義守大學工業工程與管理學系研究所未出版之碩士論文。邱政皓(2004),量化研究與統計分析SPSS中文視窗版資料分析範例解析(二版) , 台北:五南。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 , 淡江大學教育政策與領導研究所未出版之碩士論文。侯堂柱(2001),轉換型領導、組織承諾與組織公民行為之關係—以台灣電子業為例 , 國立中山大學人力資源管理研究所未出版之碩士論文。姜占魁 , 姜占魁(1993),組織行為與行政管理 , 台北:曉園書局。胡忠信(2003),將軍之舵 , 台北:天下遠見出版股份有限公司。莊孟峰(2000),員工滿意、組織承諾與組織公民行為關係之實證研究 , 私立淡江大學管理科學學系碩士班未出版之碩士論文。陳麗綺(2002),台灣與大陸企業組織公正 , 員工工作滿意與組織公民行為關係之比較研究 , 大葉大學國際企業管理研究所未出版之碩士論文。陸儀勳(1996),員工認知因素與工作價值觀對組織公民行為影響的研究—以高雄地區金融業櫃台從業人員為例 , 國立中山大學人力資源管理研究所未出版之碩士論文。黃洲煌(1999),個人人格特質、激勵認知、工作態度與組織公民行為之關連性研究 , 國立台灣科技大學管理研究所企業管理學程未出版之碩士論文。黃國隆(1986),中學教師的組織承諾與專業承諾 , 政治大學學報 , 53 , 55-84。楊國樞 , 文崇一 , 吳聰賢 , 李亦園(1989),社會及行為科學研究法上、下冊 , 台北:華泰書局。葉國華(2002),員工人格特質、組織承諾與銀行合併態度之研究 - 以中國國際商業銀行為例 , 國立高雄第一科技大學金融營運系未出版之碩士論文。蔡建樑(2003),個人人格特質對組織公正認知與組織公民行為關係影響之研究 , 國立東華大學企業管理研究所未出版之碩士論文。盧智勤(2004),空軍基地後勤部隊之人格特質、組織文化及領導行為與工作滿足對飛安績效影響之研究 - 以新一代戰機部隊為例 , 南華大學管理科學研究所未出版之碩士論文。二、英文部份 Angle, H., & Perry, J. (1981). An Empirical Assessment of Organizational Commitment and Organizational Effectiveness. *Administrative Science Quarterly*, 26, 1-14. Barnard, C. I. (1938). *The Functions of the Executive*. Cambridge, Mass.: Harvard University Press. Barney, J. B. (1986). Strategic Factor Markets: Expectations, Luck, and Business Strategy. *Management Science*, 42, 1231-1241. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical consideration. *Journal of Personality and Social Psychology*, 51(6), 1173-1182. Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1-26. 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(4), 587-595. 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. Blue, L. B. (2000). The relationship between personality traits and influence strategies: A comparison of college business students and business professionals. Unpublished Doctoral dissertation, The Union Institute. Brent, A., Scott, & Timothy, A., Judge (2006). The Interactive Effects Of Personal Traits And Experienced States On Intraindividual Patterns Of Citizenship Behavior. *Academy of Management Journal*, 49(3), 561 – 575. Buchanan, B. (1974). Building Organizational Commitment: The Socialization of Managers in Work Organizations, *Administrative Science Quarterly*, 19, 533-546. Costa, P. T. Jr., & McCrae, R. R. (1992). Revised NEO personality inventory (NEO-PI-R) and NEO five-factor inventory (NEO-FFI) Professional Manua. Odessa, FL.: PAR. Costa, P. T., & McCrae, R. R. (1980). Influence of Extraversion and Neuroticism on Subjective Well-being: Happy and Unhappy People. *Journal of Personality and Social Psychology*, 38, 668-678. Digman, J. M. (1990). Personality Structure: Emergence of the Five-Factor Model. *Annual Review of Psychology*, 41, 417-440. Goldberg, L. R. (1992). The Development of Markers of the Big-Five Factor Structure. *Psychological Assessmner*, 4, 26-42. Kanter, R. M. (1968). Commitment and Social Organization: A Study of Commitment Mechanisms in Utopian Communities. *American Sociological Review*, 33, 499-517. Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, 9, 131-146. Kawakubo, M. K. (1987). Perception of Authority, Control, and Commitment in Japanese Organizations. *Dissertation Abstracts International*, 49, 01-A. Koch, J. L., & Steers, R. M. (1978). Job attachment. 203-218. Konovsky, M. A., & Organ, D. W. (1996). Dispositional and contextual determinants of organizational citizenship behavior. *Journal of Organizational Behavior*, 17(3), 253-266. Meyer, J. P., & Allen, N. J. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1, 61-89. Meyer, J. P., & Meyer, J. P. (1993). Organizational Commitment: Evidence of Career Stage Effects?. *Journal of Business Research*, 26, 49-61. Morris, J. H., & Sherman, J. D. (1981). Generalizability of an organizational commitment. *Academy of Management Journal*, 24, 512-526. Morrow, P. C. (1983). Concept Redundancy in Organization Research: The Case of Work Commitment. *Academy of Management Review*, 8(3), 486-500. Mowday, R. T., Steers, R. M., & Porter, L. M. (1982). Employee-organization linkage. New York: Academic Press. Mowday, R. T., Poter, L.W., & Steers, R. (1982). Organizational Linkages: The Psychology of Commitment, Absenteeism, and Turnover. San Diego, CA: Academic Press. Norman, W. T. (1963). Toward an Adequate Taxonomy of Personality Attribute: Replicated Factor Structure in Peer Nomination Personality Rating. *Journal of Abnormal and Social Psycholigy*, 66, 574-583. O ' Relly, C. A. , & Chatman, J. (1986). Organizational Commitment and Psychological attachment: The Effects of Compliance, Identification, and Internalization on 109 Prosocial

Behavior. *Journal of Applied Psychology*, 3, 492-499. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802. Organ, D. W. (1990). The Motivational Basis of Organizational Citizenship Behavior. In Staw, B. M., & Cummings, L. L. (Eds.), *Research in Organizational Behavior*: Vol. 12(pp. 43-72), Greenwich, CT: JAI Press. Organ, D. W., & Konovsky, M. (1989). Cognitive Versus Affective Determinants of Organizational Citizenship Behavior. *Journal of Applied Psychology*, 74, 157-164. Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books. Pearce, J. L., & Gregersen, H. B. (1991). Task Interdependence and Extraprofessional Behavior: A Test of the Mediating Effects of Felt Responsibility. *Journal of Applied Psychology*, 76, 838-844. Podsakoff, P. M., Mackenzie, S. B. M., 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. Podsakoff, P. M., Mackenzie, S. B., & Hui, C. (1993). Organizational Citizenship Behaviors and Managerial Evaluations of Employee Performance: A Review and Suggestions for Future Research. In G. R. Ferris(ed.), *Research in Personnel and Human Resources Management*: Vol. 11 (pp. 1-40). Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among 123-psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609. Robbins, S. P. (1993). *Organizational Behavior*. N.J.: Prentice-Hall Inc, 670-673. Salancik, G. R. (1977). Commitment and the control of organizational behavior and belief. In Staw, B. M., & Salancik, G. R.(eds.), *New Direction in Organizational*, Chicago: St. Clair Press. Smith, C. A., Organ, D. W., & Near, J. P. (1983). *Organizational Citizenship Behavior: Its Nature and Antecedents*. *Journal of Applied Psychology*, 68, 653-663. Steers, R. M. (1977). *Organizational Effectiveness: A Behavior View*. Santa Monica, Ca.: Goodyear. Tett, R. P., Jackson, D. N., & Rothstein, M. (1991). Personality Measures as Predictors of Job Performance: A Meta-analytic Review. *Personnel Psychology*, 44, 703-742. Van Dyne, L., Graham, J., & Dienesch (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of Management Journal*, 37, 765-802. Weiner, Y. (1982). Commitment in organization: A normative view. *Academy of Management Review*, 7. Williams, Larry, J., & Anderson, Stella, E. (1991). Job satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management*, 17, 601-617. Williams, L. J., & Anderson, S. E. (1991). Job Satisfaction and Organizational Commitment Predictors of Organizational Citizenship and In-role Behaviors. *Journal of Management*, 17, 601-617. Scott & Judge (2006). The Interactive Effects of Personal Traits and Experienced States on Intraindividual Patterns of Citizenship Behavior. *Academy of Management Journal*, 49(3), 561 – 575.