

# 跨國公司員工組織變革認知、組織公民行為與離職傾向之關係研究

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## 摘要

近年來跨國企業隨著經濟的快速發展和國際競爭的日益激烈，因此，企業必須定期改變結構以適應競爭的環境和追求高獲利策略。本研究係探討跨國公司之員工在組織變革下所產生的不確定感與組織公民行為及離職傾向之間的關係，研究結果如下：一、變革的頻率對不確定感呈正向影響。二、變革的影響對不確定感呈正向影響。三、變革的計劃性對不確定感呈負向影響。四、不確定感對組織公民行為呈負向影響。五、不確定感對離職傾向呈正向影響。根據上述的研究結果，本研究對跨國企業的建議為：管理者在變革執行前擬定計劃，並確實宣導與執行計劃性變革，藉以降低變革帶來的負面影響。變革過程中，若員工的反應是具有正面，則加給予鼓勵，期望他們可以激發其他同儕的組織公民行為及降低其離職傾向。對後續研究者的建議為：探討組織公民行為、離職傾向與個人特質的影響，搭配訪談法的研究等。

關鍵詞：組織變革；不確定感；組織公民行為；離職傾向

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