

# 家長式領導、領導者部屬交換關係品質、組織承諾與組織公民行為之間關係之研究：以亞洲華人地區非營利組織為例

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## 摘要

近年來為因應國家整體政經情勢的轉變，國軍積極配合國防組織改造、戰略構想調整及武器裝備更新等作為，適切檢討精簡可用人力，提升人員素質，以建立一支「量少」、「質精」、「戰力強」的現代化軍隊，隨著新一代兵力整建的完成，高素質的領導人才正是國軍所需要。本研究期從家長式領導、領導者部屬交換關係品質、組織承諾及組織公民行為間之關係及影響探討，冀能對身為軍事領導者之領導統御管理實務提供國軍一套具參考性之理論架構，提供國軍決策與政策制訂的參考，有效維持國防戰力。本研究實證結果，發現領導者採取家長式領導，部屬展現組織公民行為越高，其次，以領導者部屬交換關係品質為中介變數，對家長式領導與組織公民行為的相關性具有完全中介效應，另外，以組織承諾為干擾變數，對家長式領導與組織公民行為的相關性不具有干擾效應。

關鍵詞：家長式領導；領導者部屬交換關係品質；組織承諾；組織公民行為

## 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
x 第一章 緒論	1	第一節 研究背景與動機	1
1 第二節 研究問題	3	第三節 研究範圍與限制	3
3 第二章 文獻探討	4	第一節 組織公民行為	4
4 第二節 家長式領導	10	第三節 領導者部屬交換關係品質	10
19 第四節 組織承諾	26	第五節 家長式領導與組織公民行為的關係	30
31 第六節 家長式領導、領導者部屬交換關係品質與組織公民	31	第六節 家長式領導、組織承諾與組織公民行為的關係	33
37 第三章 研究方法	37	第一節 研究架構	37
37 第二節 研究假說	38	第三節 研究對象選取準則	38
38 第四節 研究變數與操作性定義	39	第五節 問卷設計	39
50 第六節 資料分析方法	52	第四章 資料分析	52
56 第一節 描述性統計分析	57	第二節 信度分析	57
63 第三節 效度分析	65	第四節 相關分析	65
66 第五節 層級迴歸分析	67	第五章 結論與建議	67
73 第一節 研究結論	73	第二節 理論與管理之涵意	75
75 第三節 研究限制	77	第四節 後續研究建議	78
78 參考文獻	80	附錄 研究問卷	101

## 參考文獻

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