

# 轉型式領導、領導者部屬交換關係品質、工作滿意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

王聖驛、陳木榮；朱寶青

E-mail: 9701106@mail.dyu.edu.tw

## 摘要

本研究以聯勤所屬單位官兵為對象，探討轉型式領導、領導者部屬交換關係及工作滿足對組織公民行為的影響，同時檢驗領導者部屬交換關係在轉型式領導與組織公民行為中所發揮的中介效果，並進一步將工作滿足視為轉型式領導與組織公民行為的干擾變項，以瞭解各變項間的關係，並針對研究結果提出建議，作為管理上的參考。本研究採問卷發放方式收集資料，經SPSS 10.0統計軟體加以分析，其中包括T檢定、單因子變異數分析、Pearson相關分析及迴歸分析等方法檢驗後，研究結果發現：1.轉型式領導與組織公民行為各構面均呈正向影響。2.領導者部屬交換關係各構面對轉型式領導與組織公民行為之關係無中介效果。3.工作滿足對轉型式領導與組織公民行為之關係具干擾作用，其中利己性滿足對轉型式領導與組織公民行為之關係具干擾效果。「工具性」及「社會性」滿足則無干擾效果。

關鍵詞：轉型式領導；領導者部屬交換關係品質；工作滿足；組織公民行為

## 目錄

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 . . . . .
xi 第一章 緒論 . . . . .	1 第一節 研究背景與動機 . . . . .
1 第二節 研究目的與範圍 . . . . .	3 第二章 文獻探討 . . . . .
4 第一節 轉型式領導理論 . . . . .	4 第二節 組織公民行為理
論 . . . . .	論 . . . . .
11 第三節 領導者部屬交換關係品質理論 . . . . .	16 第四節 工作滿足理
論 . . . . .	論 . . . . .
23 第五節 各構面間互動關係之探討 . . . . .	30 第三章 研究方法 . . . . .
34 第一節 研究架構 . . . . .	34 第二節 研
究假設 . . . . .	36 第四節
研究變項的操作定義與衡量工具 . . . . .	44 第四章
35 第三節 抽樣對象及抽樣方法 . . . . .	47 資料分析 . . . . .
37 第五節 資料分析方法 . . . . .	47
第二節 信度分析 . . . . .	53 第三節 差異分析 . . . . .
第四節 各研究變項相關分析 . . . . .	54
65 第五章 結論與建議 . . . . .	63 第五節 ? $\chi^2$ k分析 . . . . .
74 第二節 理論與管理之涵意 . . . . .	74 第一節 研究結論 . . . . .
80 參考文獻 . . . . .	77 第三節 研究限制與建議 . . . . .
97 . . . . .	82 附錄 研究問卷 . . . . .

## 參考文獻

一、中文部份 王榮春(2001)，部屬對主管領導行為知覺、相關情境因素二者與部屬對主管反應及工作行為的關係，國立政治大學心理系未出版之博士論文。白景文(1997)，企業如何運用工作滿意度至人力資源管理，人力發展月刊，118，2-3。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，國立政治大學學報，41，61-74。呂欣茹(1998)，護理主管的轉化型領導特質探討及其教育訓練介入成效之評價—以某地區教學醫院為例，國防醫學院護理研究所未出版之碩士論文。林士奇(2001)，轉換型領導、組織承諾與組織公民行為關係之研究 - 以中華電信南區分公司為例，國立中山大學人力資源管理研究所未出版之碩士論文。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。林紀山(1984)，部屬對於工作單位績效水準之知覺、內外控取向與其對於領導者行為之評估關聯性分析，國立交通大學管理科學研究尚未出版之碩士論文。林淑姬(1992)，薪酬公平、程序公平與組織承諾、組織公民行為關係之研究，國立政治大學企業管理研究所未出版之博士論文。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。范承源(1996)，美國圖書館管理上的決策與領導，歐美研究，26(4)。范熾文(1998)，領導理念的新焦點 - 轉型領導，教育資料文摘，42(3)，76-189。凌孝綦(2001)，軍事組織中階主官的領導與效能:轉型式、交易式及家長式領導模式之比較，國防管理

學院資源管理研究所未出版碩士之論文。徐永庚(2004),轉換型領導、工作態度與組織公民行為關係之研究,屏東科技大學企業管理系碩士班未出版之碩士論文。高志強(2006),轉換型領導、組織承諾與組織公民行為關係之研究-以國防部為例,大葉大學人力資源暨公共關係學系未出版之碩士論文。張仁杰(2001),領導者/部屬交換理論與組織行為有關變數關係之研究,國立成功大學企業管理學系未出版之碩士論文。張春興(1991),張氏心理學辭典,台北:東華書局。張瑞春(1998),組織變革中組織氣候對工作滿足投入、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,國立中山大學人力資源管理研究所未出版之碩士論文。張潔如(2004),交易型領導、轉換型領導、工作特性與組織公民行為關係之研究-以A公司客服人員為例,元智大學企業管理學系未出版之碩士論文。莊木坤(2006),領導型態對工作投入、工作滿足、組織承諾與組織公民行為之影響關係研究-以台電公司為例,國立東華大學企業管理學系未出版之碩士論文。許士軍(1990),管理學,台北:東華書局。許道然(2002),組織公民行為之研究,空大行政學報,12,113-146。許靜怡(2000),LMX關係品質之質性研究,國立中正大學企業管理研究所未出版之碩士論文。項賓和(2002),轉換型領導、內外控取向與工作滿足之關係研究-以台灣地區電視台新聞記者為例,國立中山大學傳播管理研究所未出版之碩士論文。黃俊英,林震岩(1994),SAS精析與實例,台北市:華泰。黃雪華(1996),國小校長轉化領導、交易領導與工作感受及組織公民行為之研究-以屏東縣國小主任為例,屏東科技大學高階經營管理碩士在職專班未出版之碩士論文。楊國樞(1992),中國人的社會取向:社會互動的觀點,收於楊國樞,余安邦編,中國人心理與行為—理念及方法篇,台北:桂冠。楊瀆燦(2005),移轉型領導與交易型領導對組織公民行為影響效果之研究,管理科學研究,2(1),1-15。廖思先(1999),轉換型領導、組織承諾與組織公民行為之關係-以台灣公立美術館為例,國立中山大學人力資源管理所未出版之碩士論文。劉珊宇(1998),轉變型領導、領導人與成員交換、個人與組織契合與工作滿足、組織公民行為之實證研究,淡江大學管理科學研究所未出版之碩士論文。鄭仁偉,廖華立(2001),團隊能力、工作滿足、組織承諾與團隊績效的關係,人力資源管理學報,1,59-83。鄭仁偉,廖瓊瑤(2000),台灣地區縣市文化中心員工組織公民行為模型之研究,交大管理學報,20(2),79-112。羅凱揚(2005),管理個案分析,台北:鼎茂圖書。譚凱悌(2003),轉換型領導對團隊凝聚力、群組效力與組織公民行為之影響,世新大學觀光學系未出版之碩士論文。蘇永富(2001),轉換型領導、組織承諾與組織公民行為關係之研究-以派外人員為例,國立中山大學人力資源管理研究所未出版之碩士論文。二、英文部份 Adams, J. S. (1963). Toward and understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422-436. Bargal, D., & Schmid, H. (1989). Recent themes in theory and research on leadership and their implications for management of the human services. *Administration in social work*, 13, 37-55. Barnard, C. I. (1938). *The Functions of the Executive*. Cambridge, Massachusetts: Harvard University Press. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182. Bass, B. M. (1985). Leader and performance beyond Expectations. New York: Free Press. Bass, B. M. (1990). *Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications* (3rd ed.). New York: The Free Press. Bateman, T. S., & Organ, D. W. (1983). Job Satisfaction and the Good Soldier: the Relationship between Affect and Employee's Citizenship. *Academy of Management Journal*, 26(4), 587-595. Bennis, W. G. (1989). *On becoming a leader*. Reading, Massachusetts: Addison-Wesley, 15. Bennis, W., & Nanus, B. (1985). *Leaders: The Strategies for Taking Charge*. New York: Harper & Row. Birnbaum, M. H. (1992). *Issues in Utility Measurement*. *Organizational Behavior and Human Decision Processes*, 52(3), 319-330. Bolon, D. S. (1997). Organizational citizenship behavior among hospital employees: A multidimensional analysis involving job satisfaction and organizational commitment. *Hospital & Health Services Administration*, 42(2), 221-240. Bryman, A. (1992). *Charisma and Leadership in Organizations*. London: Sage. Burns, J. M. (1978). *Leadership*. New York: Harper & Row, Publishers. Bussing, A., Bissels, T., Fuchs, V., & Perrar, K. (1999). *A Dynamic Model of Work Satisfaction: Qualitative Approaches*. *Human Relations*, 52, 999-1028. Campbell, J. P., Dunnette, M. D., Lawler, E. E., & Weick, K. E. (1970). *Managerial Behavior, Performance, and Effectiveness*. New York: McGraw-Hill. Dansereau, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A Longitudinal investigation of the role making process. *Organizational Behavior and Human Performance*, 13, 46-78. Deluga, R. J. (1998). Leader-Member Exchange quality and effectiveness ratings. *Group & Organization Management*, 23, 189-216. Diener, R. M., & Liden, R. C. (1986). Leader-Member Exchange Model of Leadership: A Critique and Further Development. *Academy of Management Review*, 11(3), 618-634. Dune, J. D., & Stephens, E. C. (1972). Management of personnel: Manpower Management & Organization Behavior. New York: McGraw Hill. Egri, C. P., & Herman, S. (2000). Leadership in the north American environmental sector: Values leadership styles, and contexts of environmental leaders and their organizations. *Academy of Management Journal*, 43(4), 571-604. Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82, 827-844. Gilley, K. M. & Rasheed, A. A. (2000). Making More by Doing Less: An Analysis of Outsourcing and Its Effects on Firm Performance. *Journal of Management*, 26, 763-790. Gomez, C., & Rosen, B. (2001). The leader-member exchange as a link between managerial trust and employee empowerment. *Group & Organization Management*, 26, 53-69. Graen, G. B., & Scandura, T. A. (1987). Toward a psychology of dyadic organizing. In L. L. Cummings & B. M. Staw (Eds.), *Research in Organizational Behavior*, 9, 175-208. Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-membership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6(2), 219-247. Graham, J. W. (1995). Leadership, moral development, and citizenship behavior. *Business Ethics Quarterly*, 5(1), 43-54. Granovetter (1985). Economic action and social structure: The problem of social embeddedness. *American Journal of Sociology*, 31, 481-510. Graen, G. B., & Cashman, J. F. (1975). A role making model of leadership in formal organizations: A Developmental Approach. In J. G. Hunt & L. L. Larson (Eds.), *Leadership Frontiers* (pp. 143-165). Kent, Ohio: Kent State University Press. Green, S. G., Anderson, S. E., & Shivers, S. L. (1996). Demographic and organizational influences on leader-member exchange and work attitudes. *Organizational Behavior and Human Process*, 66(2), 203-215. Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The Motivation to Work*. New York: John Wiley & Sons. Homans, G. C.

(1961). Social Behavior: Its Elementary Forms. New York: Harcourt, Brace & World. Hoppock, R. (1935). Job satisfaction. New York: Harper and Row Inc., 271. James, L. R. & Brett, J. M. (1984). Mediators, moderators, and tests for mediation. *Journal of Applied Psychology*, 69, 307-321.

Kallberg, E. (1977). A Theory of job satisfaction. *American Sociological Review*, 42, 124-143. Katz, D. (1964). Motivational Basis of Organizational Behavior. *Behavioral Science*, 9, 131-146. Katz, D., & Kahn, R. L. (1978), *The Social Psychology of Organizations* (2nd ed.). New York: Wiley.

Kinicki, A. J., & Vecchio, R. P. (1994). Influences on the quality of supervisor-subordinate relations: The role of time-pressure, organizational commitment, and locus of control. *Journal of Organizational Behavior*, 15, 75-82. Koh, W. L., Richard, M., & Terberg, J. R. (1995). The effects of transformational leadership on teacher attitudes and student performance in Singapore. *Journal of Organizational Behavior*, 16(4), 319-334.

Konovsky, M. A., & Organ, D. W. (1996). Dispositional and contextual determinants of organizational citizenship behavior. *Journal of Organizational Behavior*, 17(3), 253-266. Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37, 656-669. Liden, R. C., & Graen, D. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, 23, 451-465. Liden, R. C., Wayne, J., & Stilwell, D. (1993). A longitudinal study on the early development of leader-member exchanges. *Journal of Applied Psychology*, 78(4), 662-674. Linder, R. C., & Maslyn, J. M. (1998). Multidimensionality of Leader-Member Exchange: An Empirical Assessment through Scale Development. *Journal of Management*, 24(1), 43-72. Lowe, K. B., & Gardner, W. L. (2000). Ten Years of the Leadership Quarterly: Contributions and Challenges for the Future. *The Leadership Quarterly*, 11, 459-514. Maslow, A. H. (1954). Motivation and Personality. New York: Harper & Brothers Pub, 146-150. Moorman, R. H., & Blakely, G. L. (1995). Individualism collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organization Behavior*, 16(2), 127-142. Nerkar, A. A., McGrath, R. G., & MacMillan, I. C. (1996). Three facets of satisfaction and their influence on the performance of innovation teams. *Journal of Business Venturing*, 11, 167-188. Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of Marketing*, 61, 85-98. Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between method of monitoring and OCB. *Academy of Management Journal*, 36(3), 527-556. O'Reilly, C. A., Chatman, J. A., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing-environment fit. *Academy of Management Journal*, 34(3), 487-516. Organ, D. W. (1977). A Reappraisal and reinterpretation of the satisfaction-cause-performance hypothesis. *Academy of Management Review*, 2, 46-53. Organ, D. W. (1988). Organizational Citizenship Behavior: The Good Soldier Syndrome. Lexington, Massachusetts: Lexing Books. Organ, D. W. (1990). The Motivational Basis of Organizational Citizenship Behavior. In B. M. Staw & L. L. Cummings (eds.), *Research in Organizational Behavior*, 12, 43-72. Organ, D., & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. *The Journal of Social Psychology*, 135(3), 339. Parry, K. (2000). Does Leadership help the Bottom Line. *New Zealand Management*, 47, 38-41. Pillai, R., Schriesheim, C. A., & Williams, E. S. (1999). Fairness perceptions and trust as mediators for transformational and transactional leadership: A two-sample study. *Journal of Management*, 25(6), 897-933. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational Leader behavior and their effects on followers trust in leader, satisfaction, and organizational citizenship behavior. *Leadership quarterly*, 1(2), 107-142. Porter, L. W., & Lawler, E. E. (1968). Managerial Attitudes & Performance. Illinois: Homewood Company. Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16(3), 289-298. Scandura, T. A., Graen, G. B., & Novak, M. A. (1986). When managers decide not to decide autocratically: An investigation of leader-member exchange and decision influence. *Journal of Applied Psychology*, 71(4), 579-585. Schriesheim, C. A., Neider, L. L., & Scandura, Y. A. (1998). Delegation and leader-member exchange: Main effects, moderators, and measurement issues. *Academy of Management Journal*, 41, 298-318. Seashore, S. E., & Taber, T. D. (1975). Job Satisfaction indicators and their correlates. *American Behavioral Scientist*, 18, 333-368. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 655-663. Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). The Measurement of Satisfaction in Work & Retirement. Chicago: Rand McNally. Sparrowe, R. T., & Liden, R. C. (1997). Process and structure on leader-member exchange. *Academy of Management Review*, 22, 522-552. Steers, R. M. (1994). Introduction to Organizational Behavior (4th ed.). New York: Harper Collins Publishers Inc. Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: construct redefinition, measurement, and validation. *Academy of Management Journal*, 37(4), 765-802. Vroom, V. H. (1964). Work and Motivation. New York: John Wiley & Sons Inc., 99. Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617. Witt, L. A., & Wilson, J. W. (1991). Moderating effect of job satisfaction on the relationship between equity and extra-role behaviors. *The Journal of Social Psychology*, 131(2), 247. Yukl, G. A. (1989). Leadership in Organizations. Prentice-Hall, Inc. Yukl, G. A. (1994). Leadership in Organizational (3rd ed.). New Jersey: Prentice Hall.