

轉型領導對組織承諾與工作滿足及組織公民行為之跨層次分析

葉慈愛、童惠玲

E-mail: 9806509@mail.dyu.edu.tw

摘要

本研究探討組織層次轉型領導透過個人層次組織承諾、工作滿足影響個人層次組織公民行為。研究樣本取自彰化縣26個鄉鎮公所，總計發放260份高階主管問卷，260份中階主管問卷以及260份非主管問卷，回收且有效問卷共計195份群組數。結果發現如下：(1)組織層次轉型領導分別對個人層次組織承諾、工作滿意與組織公民行為皆無顯著正向影響；(2)個人層次組織承諾與工作滿足分別對個人層次組織公民行為皆有顯著正向影響；(3)組織層次轉型領導分別透過個人層次組織承諾、工作滿足對個人層次組織公民行為皆無顯著正向影響。

關鍵詞：轉型領導、工作滿意、組織承諾、組織公民行為

目錄

中文摘要	iii	英文摘要	iv
誌謝辭	v	內容目錄	vi
目錄	viii	圖目錄	ix
第一章 緒論	1	第一節 研究背景與動機	1
研究目的	3	第二節 研究目的	3
	5	第三節 研究流程	3
	7	第二章 文獻探討	
	12	第一節 組織公民行為	5
	11	第二節 轉型領導	
	14	第三節 組織承諾	5
	18	第四節 工作滿足	
	26	第五節 轉型領導、組織公民行為、組織承諾與工作滿足之關係	14
研究方法	18	第三章 研究設計	
	19	第一節 研究架構	18
	20	第二節 研究設計	19
	28	第三節 研究變數的操作性定義	20
	28	第四節 資料分析工具	
	33	第五章 資料分析與結果	28
	33	第一節 相關分析	
	34	第二節 假設檢定	28
	35	第五章 結論與建議	
	37	第一節 結論	33
	37	第二節 管理意涵	
	40	第二節 研究限制與後續研究者建議	35
	40	參考文獻	
一、中文部分	37	一、中文部分	37
二、英文部分	40	二、英文部分	40
附錄A 問卷	48		

參考文獻

- 李元墩, 林育理, 陳啟光(2001), 銀行主管領導型態與部屬人格特質、組織承諾及其生產力關係模式之研究—LISREL分析法之應用, 人力資源管理學報, 1(2), 1-23。李素君(2008), 經歷「型塑組織文化」的火花—從國立編譯館設立「研發會」談起, 公務人員, 149, 32-37。吳明隆, 涂金堂(2005), SPSS與統計應用分析(二版), 臺北:五南。林淑姬, 樊景立, 吳靜吉, 司徒達賢(1994), 薪酬公平、程序公正與組織承諾、組織公民行為關係之研究, 管理評論, 13(2), 87-108。林鈺琴(2003), 以組織承諾及工作滿足為實徵切入分析組織公民行為與員工工作考績之結構模式比較, 人力資源管理學報, 3(2), 93-113。林鈺琴(2005), 組織公民行為之跨層次分析:層級線性模式的應用, 管理學報, 22(4), 503-524。林鈺琴(2007), 跨層次觀點下印象管理動機與主管導向之組織公民行為的關係:社會互動與組織政治氣候的調節角色, 管理學報, 24(1), 93-111。周昌柏(2007), 國小教師態度性與交換性組織承諾之調查研究, 花蓮教育大學學報, 24, 179-202。陳春希, 李旭梅, 鄭晉昌, 魏裕興(2009), 工作身份、角色衝突與組織承諾對組織公民行為影響之探究:以台灣高速鐵路BOT計畫案為例, 輔仁管理評論, 16(1), 1-18。許士軍(1990), 管理學, 臺北:東華書局。莊瓊嘉, 蘇弘文(2005), 主觀配適的特質環境前因與工作態度後果之探討, 人力資源管理學報, 5(1), 1-28。彭台光, 林鈺琴(2008), 組織現象和層次議題:非獨立性資料的概念和實徵, 組織與管理, 1(1), 95-121。黃良志, 蘇國楨, 徐正屏, 林昭秀(2004), 中華電信民營後人力資源管理制度知覺, 工作滿足, 角色認知衝突和組織承諾之研究, 人力資源管理學報, 4(3), 029-054。溫福星(2006), 階層線性模式:原理、方法與應用, 臺北:雙葉書廊。廖國鋒, 王湧水, 戴坤輝(2004), 轉換型領導、交易型領導、組織自尊與工作滿足及組織承諾關聯性之研究—信任的中介效果, 國防管理學報, 25(2), 1-16。蔡祈賢(2008), 公共人力資源管理的新挑戰, 人事月刊, 279, 19-22。蔡俊傑, 張順發(2004), 教師工作生活品質與組織承諾關係之研究, 南師學報, 38(1), 121-147。鄭仁偉, 廖瓊瑤(2000), 台灣地區文化中心員工組織公民行為模型之研究, 交大管理評論, 20(2), 79-112。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(3)

, 59-83。鄭仁偉, 郭智輝(2004), 個人與組織契合、工作滿足與組織公民行為之關係, 人力資源管理學報, 4(4), 85-104。鄭耀男(2004), 國民中小學教師的組織公民行為之影響模式, 師大學報, 49(1), 41-62。賴明政(2004), 企業倫理行為、組織承諾、工作滿足與組織公民行為關係之研究, 企業管理學報, 60, 31-60。賴彥如, 黃同圳(2007), 人力資源管理措施對情感性承諾之影響 - 轉換型領導知覺之調節效果探討, 人力資源管理學報, 7(2), 93-111。羅世輝, 湯雅云(2003), 內外控人格特質與授權賦能認知對工作滿足之影響 - 以金融保險為例, 人力資源管理學報, 3(1), 1-19。顧為元(2008), 轉型領導對組織公民行為之研究 - 以組織承諾為中介變項, 教育與心理研究, 31(1), 205-231。

二、英文部分 Allen, T. D., & Rush, M. C. (1998). The effects of organizational citizenship on performance judgments: A field study and a laboratory experiment. *Journal of Applied Psychology*, 83(2), 247-260. Barnard, C. I. (1938). *The functions of the executive*. Cambridge, Massachusetts: Harvard University Press. Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press. Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, California: Sage. Bass, B. M., & Avolio, B. J. (1995). *MLQ multifactor leadership questionnaire (2nd ed.)*. Redwood City, California: Mind Garden. 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. Bennis, W., & Nanus, B. (1985). *Leaders: The strategies for taking charge*. New York: Harper & Row. Bliese, P. D. (2000). Within-group agreement, non-independence, and reliability: Implications for data aggregation and analysis. In K. J. Klein & S. W. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations* (pp. 349-381). San Francisco: Jossey-Bass. 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), 221-241. Bommer, W. H., Dierdorff, E. C., and Rubin, R. S. (2007). Does prevalence mitigate relevance? The moderating effect of group-level OCB on employee performance. *Academy of Management Journal*, 50(6), 1481-1494. Brooke, P. P., Russell, D. W., & Price, J. L. (1988). Discriminant validation of measures of job satisfaction, job involvement, and organizational commitment. *Journal of Applied Psychology*, 73(2), 139-145. Burns, J. M. (1978). *Leadership*. New York: Harper and Row. Farrell, D., & Resbult, C. E. (1981). Exchange variables as predictors of job satisfaction, job commitment, and turnover: The impact of rewards, cost, alternatives, and investments. *Organizational Behavior and Human Performance*, 28(1), 78-95. Gautam, T., Dick, R. V., Wagner, U., Upadhyay, N., and Davis, A. J. (2005). Organizational citizenship behavior and organizational commitment in Nepal. *Asian Journal of Social Psychology*, 8(3), 305-314. George, J. (1990). Personality, affect, and behavior in groups. *Journal of Applied Psychology*, 75(2), 107-116. Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 4(4), 249-270. Hoppock, R. (1935). *Job Satisfaction*. New York: Harper and Row. Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, 9(1), 131-146. Katz, D., & Kahn, R. L. (1978). *The psychology of organizations*. New York: Wiley. Kinicki, A. J., & Vecchio, R. P. (1994). Influence on the quality of supervisor-subordinate relations: The role of time-pressure, organizational commitment, and locus of control. *Journal of Organizational Behavior*, 15(1), 75-82. Koh, W. L., Richard, M., & Terberg, Jr. (1995). The effects of transformational leadership on teacher attitudes and student performance in Singapore. *Journal of Organizational Behavior*, 16(4), 319-333. Lee, B. H. (2003). Using hierarchical linear modeling to illustrate industry and group effects on organizational commitment in a sales context. *Journal of Managerial Issues*, 15(3), 353-368. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, California: Sage. Meyers, L. S., Gamst, G., & Guarino, A. J. (2006). *Applied multivariate research: Design and interpretation*. Thousand Oaks, California: Sage. Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76(6), 845-855. Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, Massachusetts: Lexington Books. 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. Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: the mediating role of core job characteristics. *Academy of Management Journal*, 49(2), 327-340. Podsakoff, P. M., & MacKenzie, S. B. (1989). A second generation measure of organizational citizenship behavior. Working paper, Indiana University. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behavior. *The Leadership Quarterly*, 1(2), 107-142. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 513-563. Porter, L., Steers, R., Mowday, R., & Boulian. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609. Riethlisberger, F. J., & Dickson, W. J., (1964). *Management and the worker*. New York: Wiley Science Editions. Robbins, S. P. (2001). *Organizational behavior*. Upper Saddle River, New Jersey: Prentice-Hall. Rousseau, D. M. (1985). Issues of level in organizational research: Multi-level and cross-level perspectives. In L. L. Cummings & B. M. Staw (Eds.), *Research in organizational behavior*, 7, 1-37. Greenwich, Connecticut: JAI. Purvanova, R. K., Bono, J. E., & Dzieweczynski, J. (2006). Transformational leadership, job characteristics and organizational citizenship performance. *Human Performance*, 19(1), 1-22. Schappe, P. (1998). The influence of job satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behavior. *The Journal of Psychology*, 132(3), 277-290. Sergiovanni, T. J. (1990). *Value-added leadership: How to get extraordinary performance in schools*. New York: Harcourt Brace Jovanovich. Scholl, R. W. (1981). Differentiating organizational commitment from expectancy as a motivating force. *Academy of Management Review*, 6(4), 589-599. Shamir, B., Zakay, E., Breinin, E., & Popper, M. (1998). Correlates of charismatic leader behavior in military units: Subordinates' attitudes, unit characteristics, and superior's appraisals of leader performance. *Academy of Management Journal*, 41(4), 387-409.

Smith, C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally.

Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organization citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653-663.

Staw, B. M. (1977). Commitment to a policy decision: A multi-theoretical perspective. *Administrative Science Quarterly*, 23, 40-64.

Steers, R. M. (1977). *Organizational Effectiveness: A Behavioral View*. California: Goodyear Publishing Co.

Vroom, V. H. (1962). Ego-involvement, job satisfaction and job performance. *Personnel Psychology*, 15(2), 159-177.

Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota satisfaction questionnaire*. Minneapolis, Minnesota: University of Minnesota Industrial Relations Center.

Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, 7(3), 418-428.

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.

Yammarino, F. J., Spangler, W. D., & Dubinsky, A. J. (1998). Transformational and contingent reward leadership: Individual, dyad, and group levels of analysis. *Leadership Quarterly*, 9(1), 27-54.

Yukl, G. A. (1989). *Managerial leadership: A review of theory and research*. *Yearly Review of Management*, 15(2), 251-289.

Yukl, G. A. (1994). *Leadership in organizations*. Englewood Cliffs, New Jersey: Prentice Hall.