

員工知覺的組織支持與工作績效：正向心情、工作負荷與組織公民行為之中介模型

劉佳寧、童惠玲

E-mail: 9900380@mail.dyu.edu.tw

摘要

研究顯示知覺組織支持的強度和高績效的義務回報會隨著社會情緒需求強度而增加(Bateman and Organ, 1983)。當組織的成員知覺高度的組織支持時，將以工作努力與忠誠度回報組織(Wayne, Shore, and Liden, 1997; Bateman and Organ, 1983; Organ and Konovsky, 1989)，基於社會交換理論與情感事件理論發展出組織公民行為、正向心情與工作負荷三個變項來解釋知覺組織支持如何與為何提升工作績效的中間歷程，針對正向心情、工作負荷、組織公民行為對知覺組織支持與工作績效之中介模型加以驗證。施測樣本採三大產業(製造業，服務業與金融業)，欲藉由同時向主管及其直屬員工發放、回收問卷的方式，來達成本研究的研究目的。問卷分三個時間點發放，樣本來自78家公司，313位員工，應用迴歸分析併用驗證分析法加以評估，結果顯示：(1)員工知覺組織支持對工作績效具顯著正向影響；(2)正向心情與對組織公民行為員工知覺組織支持與工作績效具中介效果；(3)工作負荷對員工知覺組織支持與工作績效不具中介效果。

關鍵詞：正向心情；工作負荷；組織公民行為；知覺組織支持；工作績效

目錄

內容目錄 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 研究動機與目的	1
1 第二節 研究問題	5	第二章 文獻探討	5
6 第一節 工作績效	6	第二節 知覺組織支持	6
10 第三節 正向心情	17	第四節 工作負荷	17
19 第五節 組織公民行為	21	第三章 研究方法	21
27 第一節 研究架構	27	第二節 研究假設	27
28 第三節 研究對象與抽樣程序	28	第四節 研究工具	28
31 第五節 資料處理與統計方法	33	第四章 統計分析與結果	35
35 第一節 樣本資料特性	35	第一節 描述性統計	37
37 第三節 信效度分析	38	第二節 差異分析	45
45 第五節 相關分析	48	第六節 整體模式衡量	50
50 第七節 迴歸分析與假設驗證	57	第五章 結論與建議	63
63 第一節 實證結果	63	第一節 理論與實務意涵	66
66 第三節 研究限制與未來研究建議	66	69 參考文獻	70
70 附錄A 實驗指導語	96	90 附錄B 部屬評估問卷	96
96 附錄C 主管意見調查	96	100	100

參考文獻

- 一、中文部份 毛筱艷, 梁應平(2003), 文化對於基層員工工作負荷過重、角色衝突、角色模糊與工作倦怠之影響研究, 文大商管學報, 8(1), 55-78。莊淑灣, 呂鍾卿(2005), 中部地區國民小學主任工作壓力與因應方式之研究, 臺中教育大學學報, 19(2), 127-150。羅新興, 周慧珍(2006), 組織成員知覺主管支持對其離職傾向之影響 - 探討工作負荷與成就動機之干擾作用, 人力資源管理學報, 6(4), 67-80。
- 二、英文部份 Ahuja, M. K., Chudoba, K. M., Kacmar, C. J., McKnight, D. H., & George, J. F. (2007). IT road warriors: Balancing work-family conflict, job autonomy, and work overload to mitigate turnover intentions. *MIS Quarterly*, 31(1), 1-17. Ang, S., Van Dyne, L., & Begley, T. M. (2003). The employment relationships of foreign workers versus local employees: A field of study of organizational justice, job satisfaction, performance, and OCB. *Journal of Organizational Behavior*, 24(5), 561-583. Armeli, S., Eisenberger, R., Fasolo, P., & Lynch, P. (1998). Perceived Organizational Support and Police Performance: The Moderating Influence of Socioemotional Needs. *Journal of Applied Psychology*, 83(2), 288-297. Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical

integration. *Journal of Organizational Behavior*, 24, 491-509. Atkinson, J. W. (1957). Motivation determinants of risk-taking behavior. *Psychological Review*, 64, 359-372. Bachrach, D. G., Powell, B. C., Bendoly, E., & Richey, R. G. (2006). Organizational Citizenship Behavior and Performance Evaluations: Exploring the Impact of Task Interdependence. *Journal of Applied Psychology*, 91(1), 193-201. Bagozzi, R. P., & Yi, Y. (1988). On the Evaluation of Structural Equation Models. *Journal of the Academy of Marketing Science*, 12(2), 125-166. Barnard, C. I. (1938). *The Functions of the Executive*. Cambridge, Massachusetts: Harvard University Press. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182. 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. (1981). Work Overload. *Business Horizons*, 24(5), 23-27. Beehr, T. A., Jeffrey, T. W., & Thomas, D. T. (1976). Relationship of stress to individually and organizationally valued states: Higher order needs as a moderator. *Journal of Applied Psychology*, 61(1), 41-47. Bishop, J. W., Scott, K. D., & Burroughs, S. M. (2000). Support, Commitment, and Employee Outcomes in a Team Environment. *Journal of Management*, 26(6), 1113-1132. Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley. Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco: Jossey-Bass. Borman, W. C., & Motowidlo, S. J. (1997). Task Performance and Contextual Performance: The Meaning for Personnel Selection Research. *Human Performance*, 10(2), 99-109. Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organization behaviors. *Academy of Management Review*, 11, 710-725. Brown, S. P. (1996). A meta-analysis and review of organizational research on job involvement. *Psychological Bulletin*, 120, 235-255. Brown, S. P., Jones, E., & Leigh, T. W. (2005). The Attenuating Effect of Role Overload on Relationships Linking Self-Efficacy and Goal Level to Work Performance. *Journal of Applied Psychology*, 90(5), 972-979. Bunderson, J. S. (2001). How work ideologies shape the psychological contract of professional employees: Doctors' responses to perceived breach. *Journal of Organizational Behavior*, 22, 717-741. Byrd, M. E. (2006). Social exchange as a framework for client-nurse interaction during public health nursing maternal-child home visits. *Public Health Nursing*, 23(3), 271-276. Campbell, J. P. (1970). *Managerial Behavior, Performance, Effectiveness*. New York: McGraw-Hill. Campbell, J. P. (1992). Modeling the performance prediction problem in individual and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology*, 12 (pp. 687-732). Palo Alto, California: Consulting Psychologists Press. Campbell, J. P. (1999). The definition and measurement of performance in the new age. In D. R. Ilgen & E. D. Pukalos (Eds.), *The changing nature of performance: Implications for staffing, motivation, and development* (pp. 399-429). San Francisco: Jossey-Bass. Campbell, J. P. (1983). Some Possible Implications of "Modeling" for the Conceptualization of Measurement. In F. Landy, S. Zedeck, & J. Cleveland (Eds.), *Performance Measurement and Theory* (pp. 277-298). Hillsdale, New Jersey: Lawrence Erlbaum Associates, Inc. Campbell, J. P. (1990). Modeling the Performance Prediction Problem in Industrial and Organization Psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of Industrial and Organization Psychology* (2nd ed.) (pp. 687-732). Palo Alto, California: Consulting Psychologists Press. Cascio, W. F. (1991). *Applied Psychology in Personnel Management* (4th ed.). New Jersey: Prentice-Hall, 59. Chen, Z., Eisenberger, R., Johnson, K. M., Sucharski, I. L., & Aselage, J. (2009). Perceived Organizational Support and Extra-Role Performance: Which Leads to Which? *Journal of Social Psychology*, 149(1), 119-124. Claessens, B. J. C., Van Eerde, W., Rutte, C. G., & Roe, R. A. (2004). Planning behavior and perceived control of time at work. *Journal of Organizational Behavior*, 25(8), 937-950. Coleman, V. I., & Borman, W. C. (2000). Investigating the Underlying Structure of the Citizenship Performance Domain. *Human Resource Management Review*, 10(1), 25-44. Conway, N., & Briner, R. B. (2002). A daily diary study of affective responses to psychological contract breach and exceeded promises. *Journal of Organizational Behavior*, 23, 287-302. Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P. (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, 18(2), 159-180. Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A Conceptual Model for Organizational Citizenship Behavior Directed Toward the Environment. *Business & Society*, 48(2), 243-256. Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71(3), 500-507. Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P., & Rhoades, L. (2001). Reciprocation of Perceived Organizational Support. *Journal of Applied Psychology*, 86(1), 42-51. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573. Etzioni, A. (1961). *A comparative analysis of complex organizations*. New York: Free Press. Fitz-enz, J. (2000). *The ROI of human capital: Measuring the economic value of employee performance*. New York: AMACOM. Forgas, J. P. (1992). On Mood and Peculiar People: Affect and Person Typicality in Impression Formation. *Journal of Personality & Social Psychology*, 62(5), 863-875. Forgas, J. P. (2001). Affective Influences on Judgments and Behavior in Organizations: An Information Processing Perspective. *Organizational Behavior & Human Decision Processes*, 86(1), 3-34. Fredrickson, B. L. (2001). The Role of Positive Emotions in Positive Psychology. *American Psychologist*, 56(3), 218-226. Gardner, M. P. (1985). Mood States and Consumer Behavior. *Journal of Consumer Research*, 12, 281-300. Gatewood, R. D., & Field, H. S. (1998). *Human Resource Selection* (4th ed.). Fort Worth, Texas: The Dryden Press. George, J. M., & Brief, A. P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity. *Psychological Bulletin*, 112(2), 310-329. George, J. M., & Jing, Z. (2007). Dual Tuning in a Supportive Context: Joint Contributions of Positive Mood, Negative Mood, and Supervisory Behaviors to Employee Creativity. *Academy of Management Journal*, 50(3), 605-622. George, J. M. (1991). State or trait: Effects of positive mood on prosocial behaviors at work. *Journal of Applied Psychology*, 76(2), 299-307. George, J. M.,

Reed, T. F., Ballard, K. A., Colin, J., & Fielding, J. (1993). Contact with AIDS Patients as a Source of Work-related Distress: Effects of Organizational and Social Support. *Academy of Management Journal*, 36(1), 157-171.

Gilbert, T. E. (1978). Human competence: Engineering worthy performance. New York: McGraw-Hill.

Gouldner, A. W. (1960). The Norm of Reciprocity: A Preliminary Statement. *American Sociological Review*, 25(2), 161-178.

Greenglass, E. R., Burke, R. J., & Moore, K. A. (2003). Reactions to Increased Workload: Effects on Professional Efficacy of Nurses. *Applied Psychology: An International Review*, 52(4), 580-597.

Guzzo, R. A., Noonan, K. A., & Elron, E. (1994). Expatriate managers and psychological contract. *Journal of Applied Psychology*, 79(4), 617-626.

Herriot, P., & Pemberton, C. (1995). *New Deals: The Revolution in Managerial Careers*. Chichester, Britain: Wiley.

Hill, C. A. (1987). Affiliation motivation: People who need people...but in different ways. *Journal of Personality and Social Psychology*, 52, 1008-1018.

Hill, D. B. (1981). Attitude Generalization and the measurement of trust in American leadership. *Political Behavior*, 3(3), 257-270.

Hochwarter, W. A., Kiewitz, C., Gundlach, M. J., & Stoner, J. (2004). The Impact of Vocational and Social Efficacy on Job Performance and Career Satisfaction. *Leadership and Organizational Studies*, 10(3), 27-40.

Holton, E. E., III. (1999). Performance domains and their boundaries. *Advances in Developing Human Resources*, 1, 26-46.

Homans, G. C. (1961). *Social behavior: Its elementary forms*. New York: Harcourt, Brace, & World.

Hui, C., Lee, C., & Rousseau, D. M. (2004). Psychological contract and organizational citizenship behavior in China: Investigating generalizability and instrumentality. *Journal of Applied Psychology*, 89, 311-321.

Jex, S. M. (1998). *Stress and job performance: Theory, research, and implications for managerial practice*. Thousand Oaks, California: Sage Publications.

Kaplan, S., Luchman, J. N., Haynes, D., & Bradley, J. C. (2009). On the Role of Positive and Negative Affectivity in Job Performance: A Meta-Analytic Investigation. *Journal of Applied Psychology*, 94(1), 162-176.

Katz, D. (1964). The motivation basis of organization behavior. *Behavior Science*, 9, 31-133.

Kim, W., Ok, C., & Lee, M. J. (2009). Antecedents of Service Employees' Organizational Citizenship Behaviors in Full-Service Restaurants in Korea. *Cornell Hospitality Quarterly*, 50(2), 180-197.

Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological Measurement*, 48, 1075-1079.

Kraimer, M. L., Wayne, S. J., & Jaworski, R. A. (2001). Sources of Support and Expatriate Performance: The Mediating Role of Expatriate Adjustment. *Personnel Psychology*, 54(1), 71-99.

Lee, Y. D., Lain, J. W., & Chen, C. Y. (1999). A study on the measurement of productivity for white-collar employees: A case of electronic industry in Taiwan. *The Chinese Military Academy Journal*, 37, 345-361.

Levinson, H. (1965). Reciprocity: the relationship between man and organization. *Administrative Science Quarterly*, 9, 370-390.

Liu, Y. (2009). Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review*, 38(3), 307-319.

March, J. G., & Simon, H. A. (1958). *Organizations*. New York: Wiley.

Maslach, C., & Goldberg, J. (1998). Prevention of burnout: New perspectives. *Applied and Preventive Psychology*, 7(1), 63-74.

Matanach, S., & Yano, C. A. (2001). Balancing mixed-model assembly lines to reduce work overload. *IIE Transactions*, 33(1), 29-42.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organization and occupations: Extension and test of a three component conceptualization. *Journal of Applied Psychology*, 78, 538-551.

Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of Management Journal*, 41(3), 351-357.

Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22, 226-256.

Mulki, J. P., Lassar, F. G., & Jaramillo, F. (2008). The Effect of Self-efficacy on Salesperson Work Overload and Pay Satisfaction. *Journal of Personal Selling & Sales Management*, 28(3), 285-297.

Munch, R. (1993). *Sociological theory: From the 1850s to the present*. Chicago: Nelson-Hall Publishers.

Organ, D. W. (1988). Organizational citizenship in behavior: The good soldier syndrome. Lexington, Massachusetts: Lexington Books.

Organ, D. W., & Konovsky, M. (1989). Cognitive Versus Affective Determinants of Organizational Citizenship Behavior. *Journal of Applied Psychology*, 74(1), 157-164.

Organ, D. W. (1977). A reappraisal and reinterpretation of the satisfaction-cause-performance hypothesis. *Academy of Management Review*, 2, 46-53.

Parasuraman, S., & Alutto, J. A. (1984). Sources and Outcomes of Stress in Organizational Settings: Toward the Development of a Structural Model. *Academy of Management Journal*, 27(2), 330-350.

Piercy, N. F., Cravens, D. W., Lane, N., & Vorhies, D. W. (2006). Driving Organizational Citizenship Behaviors and Salesperson In-Role Behavior Performance: The Role of Management Control and Perceived Organizational Support. *Journal of the Academy of Marketing Science*, 34(2), 244-262.

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(3), 513-563.

Puffer, S. M. (1987). Prosocial behaviors, noncompliant behavior, and work performance among commission salespeople. *Journal of Applied Psychology*, 72(4), 615-621.

Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87(4), 698-714.

Robbins, S. P. (2001). *Organizational Behavior: Concepts, Controversies, and Applications* (8th ed.). New York: Prentice Hall.

Robbins, S. P. (2003). *Organizational Behavior* (10th ed.). Upper Saddle River, New Jersey: Pearson/Prentice Hall.

Roberts, J. A., Lapidus, R. S., & Chonko, L. B. (1994). An Exploratory Examination of Situational Variables, Effort and Salesperson Performance. *Journal of Marketing Theory & Practice*, 2(3), 70-93.

Robinson, O., & Griffiths, A. (2005). Coping With the Stress of Transformational Change in a Government Department. *Journal of Applied Behavioral Science*, 41(2), 204-221.

Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15, 245-259.

Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2, 121-139.

Rousseau, D. M. (2004). Psychological contracts in the workplace: Understanding the ties that motivate. *Academy of Management Executive*, 18, 120-127.

Rousseau, D. M., & Parks, J. M. (1993). The contracts of individuals and organizations. *Research in Organizational Behavior*, 15, 1-43.

Rousseau, D. M., & Tijoriwala, S. A. (1998). Assessing psychological contracts: Issues, alternatives, and measures. *Journal of Organizational Behavior*, 19, 679-695.

Schein, E. (1978). *Career*

Dynamics: Matching Individual and Organizational Needs. Reading, Massachusetts: Addison- Wesley. Schermerhorn, J. R. (1989). Management of Productivity (3th ed.). New York: John Wiley and Sons. Schnake, M. (1991). Organizational citizenship: A review, proposed model, and research agenda. *Human Relations*, 44(7), 735-759. Searle, B., Bright, J. E. H., & Bochner, S. (2001). Helping people to sort it out: The role of social support in the Job Strain Model. *Work & Stress*, 15(4), 328-346. Shore, L. M., & Tetrick, L. E. (1991). A construct validity study of the survey of perceived organizational support. *Journal of Applied Psychology*, 76(5), 637-643. Shore, L. M., & Shore, T. H. (1995). Perceived organizational support and organization justice. In R. Cropanzano & M. Kacmar (Eds.), *Organizational politics, justice and support: Managing the social climate in the work place*. Westport, Connecticut: Quorum Books, 149-164. Siegel, L. (1982). Paired comparison evaluations of managerial effectiveness by peers and supervisors. *Personnel Psychology*, 35, 843-852. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653-663. Swanson, R. A. (1994). Analysis for improving performance: Tools for diagnosing organizations and documenting workplace expertise. San Francisco: Berrett-Koehler. Swanson, R. A. (1999). Foundations of performance improvement and implications for practice. *Advances in Developing Human Resources*, 1, 1-25. Totterdell, P. (2000). Catching Moods and Hitting Runs: Mood Link age and Subjective Performance in Professional Sport Teams. *Journal of Applied Psychology*, 85(6), 848-859. Tsai, W. C., Chen, C. C., & Liu, H. L. (2007). Test of a Model Linking Employee Positive Moods and Task Performance. *Journal of Applied Psychology*, 92(6), 1570-1583. Tsai, W. C., Chen, H. W., & Cheng, J. W. (2009). Employee positive moods as a mediator linking transformational leadership and employee work outcomes. *International Journal of Human Resource Management*, 20(1), 206-219. Tubre, T. C., & Collins, J. M. (2000). Jackson and Schuler (1985) Revisited: a meta-analysis of the relationships between role ambiguity, role conflict, and job performance. *Journal of Management*, 26(1), 155-169. Van Dyne, L., & LePine, J. A. (1998). Helping and Voice Extra-role Behaviors: Evidence of Construct and Predictive Validity. *Academy of Management Journal*, 41(1), 108-119. Van Dyne, L. V., Cummings, L. L., & Parks, J. M. (1995). Extra-role behavior: In pursuit of construct and definitional clarity (a bridge over muddied waters). *Research in Organizational Behavior*, 17, 215-285. Viswesvaran, C., Ones, D. S., & Schmidt, F. L. (2005). Is There a General Factor in Ratings of Job Performance? A Meta-Analytic Framework for Disentangling Substantive and Error Influences. *Journal of Applied Psychology*, 90(1), 108-131. Viswesvaran, C., Ones, D. S., & Schmidt, F. L. (1996). Comparative analysis of the reliability of job performance ratings. *Journal of Applied Psychology*, 81, 557-574. Watson, D. & Tellegen, A. (1985). Toward a consensual structure of mood. *Psychological Bulletin*, 98, 219-235. Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of the brief measures of positive and negative: The PANAS scales. *Journal of Personality and Social Psychology*, 54, 1063-1070. Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived Organizational Support and Leader-member Exchange: A Social Exchange Perspective. *Academy of Management Journal*, 40(1), 82-111. Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2002). The Role of Fair Treatment and Rewards in Perceptions of Organizational Support and Leader-Member Exchange. *Journal of Applied Psychology*, 87(3), 590-598. Witt, L. A. (1991). Exchange ideology as a moderator of job- attitudes-organizational behaviors relationships. *Journal of Applied Social Psychology*, 21, 1490-1501. Witt, L. A., & Spitzmuller, C. (2007). Person-Situation Predictors of Maximum and Typical Performance. *Human Performance*, 20(3), 305-315. Wright, P. M., & Boswell, W. R. (2002). Desegregating HRM: A Review and Synthesis of Micro and Macro Human Resource Management Research. *Journal of Management*, 28(3), 247- 276. Wright, T. A., & Staw, B. M. (1999). Affect and favorable work outcomes: Two longitudinal tests of the happy-productive worker thesis. *Journal of Organizational Behavior*, 20(1), 1-23. Yoon, M. H., & Suh, J. (2003). Organizational citizenship behaviors and service quality as external effectiveness of contact employees. *Journal of Business Research*, 56(8), 597-611.