

The Influence of Transformational Leadership on Person-Organization Fit and Organizational Citizen Behavior

王秀枝、李宗愷

E-mail: 9900544@mail.dyu.edu.tw

ABSTRACT

The purpose of this study was to investigate the relationship between Transformational Leadership and Organizational Citizen Behavior through the mediation of Person-Organization Fit. With the change of educational environment, the means and the attitudes of the principals' leadership will affect the teachers' behavior about Organizational Citizen Behavior. However, this concept has been rarely used in schools. So the main purpose of this research is to understand the current situation about Principal Transformational Leadership at the elementary schools in Chang Hua county. The results can give principals and teachers for future reference. This study used a questionnaire survey with elementary school teachers as the research objects. There were 500 questionnaires issued and 450 copies of valid questionnaires were retrieved in this study. The data were analyzed through SPSS12.0, including validity analysis, reliability analysis, descriptive statistics, Pearson Product-Moment Correlation, one-way ANOVA and regression analysis. According to the results, there are some conclusions and findings as follows: 1. There were significant and positive influence on principals' Transformational Leadership and Person-Organization Fit. 2. There were significant and positive influence on Person-Organization Fit and teachers' Organizational Citizen Behavior. 3. There were significant and positive influence on principal' Transformational Leadership and teachers' Organizational Citizen Behavior. 4. The relationship of Person-Organization Fit had the mediation effect between principal' Transformational Leadership and teachers' Organizational Citizen Behavior. Based on the results of the research, some suggestion and future related study are proposed.

Keywords : transformational leadership ; person-organization fit ; organizational citizen behavior

Table of Contents

內容目錄 中文摘要	iii	英文摘要	
iv 誌謝辭		v 內容目錄	
vii 表目錄		ix 圖目錄	
xi 第一章 緒論	1	第一節 研究動機	
1 第二節 研究目的	3	第二章 文獻探討	
4 第一節 轉換型領導	4	第二節 個人 - 組織契合度	
17 第三節 組織公民行為	28	第三章 研究方法	
41 第一節 研究架構	41	第二節 研究假設	
42 第三節 研究對象	46	第四節 研究變數的操作性定義	
46 第五節 統計方法	51	第四章 資料分析與結果	
53 第一節 描述性分析	53	第二節 信度分析	
54 第三節 平均數分析	55	第四節 相關分析	
60 第五節 迴歸分析	63	第五章 研究結論與建議	
77 第一節 結論		77 第二節 研究限制與建議	
82 參考文獻		85 附錄A 研究問卷	
100 附錄B 研究問卷		101	

REFERENCES

一、中文部份 王美惠(2004), 國民小學校長轉型領導與教師組織承諾關係之研究 - 以台北縣國民小學為例, 私立淡江大學教育政策與領導研究所未出版之碩士論文。 任金剛(1996), 組織文化與組織氣候組織文化員工層次的分析, 收於鄭伯勳, 郭建志及任金剛編, 組織文化:員工層次的分析(pp. 63-167), 台北:遠流出版社。 江錦樺(2001), 人格特質與組織文化之適配性對工作績效之影響 - 以高科技F公司為例, 國立中央大學人力資源管理研究所未出版之碩士論文。 吳惠展(2003), 轉換型領導、交易型領導與組織承諾之關係 - 以屏東縣平地、山地公所實證比較, 國立屏東科技大學企業管理系未出版之碩士論文。 林士奇(2001), 轉型領導、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。林仲威(1999), 個人 - 組織契合、工作滿足與組織公民行為關係之探討 - 以台北市壽險公司業務員為例, 私立銘傳大學管理科學研究所未出版之碩士論文。林淑姬(1992), 薪酬公平、程序公正與組織承諾、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。林冠宏(2003), 轉換型領導、組織認同、組織溝通對領導效能影響之研究 - 以台南縣政府組織變革為例, 國立中正大學企業管理研究所未出版之碩士論文。邱兆偉, 張雅雯(2001), 試辦國民中學九年一貫課程之評估 - 課程模式與實施結果, 教育學刊, 17, 1-22。邱麗蓉(2003), 組織公平與組織公民行為關係之研究 - 以苗栗縣國民小學為例, 私立淡江大學教育政策與領導研究所未出版碩士論文。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碩士論文。徐赫良(2000), 企業倫理氣候與工作滿足、組織承諾及組織公民行為關係之研究 - 以中美日銀行為例, 國立暨南國際大學國際企業學系未出版之碩士論文。張世忠(2001), 協同教學模式之初探, 教育研究資訊, 9(4), 66-82。張石光(2000), 領導風格、行政倫理對組織公民行為影響之研究, 國立中山大學人力資源研究所未出版之碩士論文。張慶勳(1996), 國小校長轉化、互易領導影響學校組織文化特性與組織效能之研究, 國立高雄師範大學教育研究所未出版之博士論文。張慶勳(2001), 國小校長轉化、互易領導影響學校組織文化特色與組織效能之研究, 高雄:復文書局。張潤書(1998), 行政學(修訂版), 台北:三民書局。曹采華(2001), 員工特徵對工作滿意, 組織承諾, 組織公民行為, 工作績效的影響 - 以派遣人員為例, 國立中央大學人力資源管理研究所未出版之碩士論文。莊瑞琦(2003), 主管領導型態、員工人格特質與組織績效相關性之研究 - 以嘉義市政府為例, 國立中正大學企業管理研究所未出版之碩士論文。許世卿(2000), 不同組織結構對組織公正與組織公民行為關係之研究, 國立國防管理學院資源管理研究所未出版之碩士論文。許道然(2001), 公部門組織信任與組織公民行為關係之研究, 國立政治大學公共行政學系未出版之博士論文。郭建志(1992), 組織價值觀與個人效能:符合度研究途徑, 國立台灣大學心理學研究所未出版之碩士論文。陳世聰(2001), 屏東縣國小校長轉化、互易領導與學校效能關係之研究 - 以發揮「小班教學精神」效能為指標, 國立屏東師範學院國民教育研究所碩士論文。陳佩秀(1996), 主管視察行為、個別化關懷行為與組織公民行為關係之實證研究 - 以金融業為例, 私立淡江大學管理科學研究所未出版之碩士論文。陳蕙君(1998), 資訊真實性、人與組織之契合度以及工作經驗對新進人員組織社會化之影響, 國立中山大學人力資源管理研究所未出版之碩士論文。陸儀勳(1996), 員工認知因素與工作價值對組織公民行為影響之研究:以高雄地區金融業櫃檯從業人員為例, 國立中山大學人力資源管理研究所未出版之碩士論文。彭一烈(1996), 魅力領導與組織公民行為之相關研究, 私立文化大學國際企業管理研究所未出版之碩士論文。彭昌盛(1993), 轉換型領導理論及其運用之研究, 國立政治大學公共行政學系未出版之碩士論文。曾進發(2004), 台北縣國民小學校長轉型領導、互易領導與教師組織公民行為之相關研究, 私立輔仁大學教育政策與發展研究所未出版之碩士論文。湯宗岳(2002), 九年一貫課程實施現況檢討, 教育研究月刊, 93, 20-27。黃正雄(1997), 人力資源管理措施、價值觀契合與員工效能之關係, 國立台灣大學商學研究所未出版之博士論文。葉淵縣(2002), 義工行為與組織公民行為之相關研究:以中部地區汽車經銷業為例, 國立中山大學人力資源研究所未出版之碩士論文。詹益鉅(2001), 桃園縣國民小學校長轉型領導行為、學校建設性文化與教師組織承諾關係之研究, 國立台北師範學院國民教育研究所未出版之碩士論文。廖思先(1998), 轉換型領導、組織承諾與組織公民行為之相關研究 - 以台灣國立美術館為例, 國立中山大學人力資源管理研究所未出版之碩士論文。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, 私立淡江大學管理科學研究所未出版之碩士論文。蔡明慶(1997), 組織控制、組織支持、領導者 成員交換理論與組織公民行為關係之研究, 國立中山大學人力資源管理研究所未出版之碩士論文。蔡秋月(2001), 護理人員組織承諾、工作滿足與組織公民行為之研究 - 以台灣南部醫療機構為例, 國立中山大學人力資源管理研究所碩士班未出版之碩士論文。鄭伯壘(1990), 組織文化價值觀的數量衡鑑, 中華心理學刊, 32, 31-49。鄭伯壘(1993), 組織價值觀與組織承諾、組織公民行為、工作績效的關係:不同加權模式與差距模式之比較, 中華心理學刊, 35(1), 43-58。鄭伯壘(2000), 組織價值的上下契合度與組織成員個人的效能, 中華心理學刊, 37, 25-44。鄭國棟(2005), 文化因素與領導型態關係之研究 - 以台灣、大陸友嘉公司為例, 私立世新大學行政管理學研究所未出版之碩士論文。鄭耀男(2002), 國中小教師的組織公民行為及其影響因素之研究:學校組織公民行為模型初構, 國立高雄師範大學教育研究所未出版之博士論文。謝佩鶯(2000), 校長領導作風、上下關係品質及教師組織公民行為關係之研究, 國立台北師範學院國民教育研究所未出版之碩士論文。謝慶鎰(2003), 組織政治知覺對組織承諾、工作績效、組織公民行為的影響 - 公民營企業成員的比較分析, 國立中山大學人力資源管理研究所未出版之碩士論文。簡政為(2004), 國民中學校長轉型領導與教師組織承諾相關之研究, 私立中華大學科技管理研究所未出版之碩士論文。蘇永富(2000), 轉換型領導、組織承諾與組織公民行為之關係 - 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、英文部分 Agnle, H., & Perry, J. (1981). An Empirical Assessment of Organizational Commitment and Organizational Effectiveness. *Administrative Science Quarterly*, 26, 1-14. Avolio, B. J., Waldman, D. A., & Yammarino, F. J. (1991). Leading in the 1990s: The four I's of transformational leadership. *Journal of European Industrial Training*, 15, 9-16. Barnard, J. S. (1938). A study of the relationship between leadership behavior of principle in the public schools in east tennessee and job satisfaction of the teachers. *Dissertation Abstracts International*, 44(4), 920A. Bass, B. M., & Avolio, B. J. (1990). Transformational leadership development: Manual for the multifactor leadership questionnaire. Palo Alto, California: Consulting Psychologists Press. Bass, B. M., & Avolio, B. J. (1994). Improving organizational effectiveness through transformational leadership. Thousand Oaks, California: Sage. Bass, B. M. (1985). Leadership and Performance Beyond Expectations. New York: Free Press. 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, 587-595. Bennis, W., & Nanus, B. (1985). Leaders: The Strategies for Taking Charge. New York: Harper & Row. Blau, P. M. (1964). Exchange and power in social life. New York: Wiley. Bowen, D. E., Ledford, G. E., & Nathan, B. R. (1991). Hiring for the Organization not the Job. *Academy of Management Executive*, 5(4), 35-51. Bretz, R. D., Jr., & Judge, T. A. (1994). Person-organization fit and the theory of work adjustment: Implications for satisfaction, tenure, and career success. *Journal of Vocational Behavior*, 44(1), 32-54. Bretz, R. D., & Judge, T. A., Jr. (1994a). Person-organization fit and the theory of work adjustment: implications for satisfaction, tenure, and career success. *Journal of Vocational*

Behavior, 44(1), 32-54. Bretz, R. D., & Judge, T. A., Jr. (1994b). The role of human resource systems in job applicant decision processes. *Journal of Management*, 20(3), 531-551. Burns, J. M. (1978). *Leadership*. New York: Harper & Row. Cable, D. M., & deRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875-884. Cable, D. M., & Edwards, J. R. (2004). Complementary and supplementary fit: A theoretical and empirical integration. *Journal of Applied Psychology*, 89(5), 822-834. Cable, D. M., & Judge, T. A. (1996). Person-organization fit, job choice decisions, and organizational entry. *Organizational Behavior & Human Decision Processes*, 67, 294-311. Cable, D. M., & Judge, T. A. (1997). Interviews' perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82(4), 546-561. Chatman, J. A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of Management Journal*, 14(3), 333-349. Chatman, J. A. (1991). Matching people and organizations: selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36, 459-484. Cooke, R., & Rousseau, D. (1988). Behavioral Norms and Expectations: A Quantitative Approach to the Assessment of Organizational Culture. *Group and Organizational Studies*, 13, 245-273. DiPaola, M., & Tschannen-Moran, M. (2001). Organizational citizenship behavior in schools and its relationship to school climate. *Journal of School Leadership*, 11, 424-447. Enz, C. A. (1988). The Role of Value Congruence in Interorganizational Power. *Administrative Quarterly*, 33, 284-304. Graham, J. W. (1986). Principled organizational dissent. *Research in Organizational Behavior*, 8, 1-56. Harris, S. G., & Mossholder, K. W. (1996). The Affective Implications of Perceived Congruence with Culture Dimensions during Organizational Transformation. *Journal of Management*, 22, 527-547. House, R. J., & Baetz, M. L. (1979). Leadership: Some empirical generalizations and new research directions. In B. M. Staw (Ed.), *Research in Organizational Behavior*, 1 (pp. 399-401). Greenwich, Connecticut: JAI Press. Kanungo, R. N. (2001). Ethical value of transactional and transformational leader. *Revue Canadienne de Sciences de l'Administration*, 18(4), 259-266. 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, 319-333. Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37, 656-669. Kristof, A. L. (1996). Person-organization fit: an integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49(1), 1-49. Meglino, B. M., & Ravlin, E. C. (1998). Individual values in organizations: Concepts, controversies, and research. *Journal of Management*, 24(3), 351-389. Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: The importance of the employee's perspective. *Academy of Management Journal*, 37, 1543-1567. 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(3), 85-98. O'Reilly, C. A., III, Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487-516. O'Reilly, C. A. (1989). Corporations, Culture, and Commitment: Motivation and Social Control in Organizations. *California Management Review*, 31(4), 9-25. 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 behaviors. *Personnel Psychology*, 48, 775-802. Pfeffer, J. (1998). Seven practices of successful organizations. *California Management Review*, 40(2), 96-125. 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., & Fetter, R. (1990). Transformational leader behaviors and their effects of followers' trust in leader, satisfaction and organizational citizenship behaviors. *The Quarterly*, 4, 107-142. Robbins, S. P. (1998). *Organizational Behavior* (8th ed.). Englewood Cliffs, New Jersey: Prentice-Hall. Robbins, S. P. (2001). *Organizational Behavior* (9th ed.). Englewood Cliffs, New Jersey: Prentice Hall. Robbins, S. P., & Decenzo, D. A. (2001). *Management* (3rd ed.). Englewood Cliffs, New Jersey: Prentice-Hall. Rynes, S. L., & Bretz, R. D., & Gerhart, B. (1991). The importance of recruitment in job choice: A different way of looking. *Personnel Psychology*, 44(3), 487-512. Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437-453. Sergiovanni, T. J. (1990). *Value-Added Leadership: How to Get Extraordinary Performance in Schools*. San Diego: Harcourt Brace Jovanovich. Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self concept based theory. *Organization Science*, 4(4), 577-594. Sheridan, J. E. (1992). Organizational Culture and Employee Retention. *Academy of Management Journal*, 35(5), 1036-56. Steer, R. M. (1977). Antecedents and Outcome of Organizational Commitment. *Administrative Science Quarterly*, 22, 44-56. Stogdill, R. M. (1948). Personal factors associated with leadership. *Journal of Applied Psychology*, 25(1), 35-71. Turban, D. B., & Keon, T. L. (1993). Organization attractiveness: An interactionist perspective. *Journal of Applied Psychology*, 78, 184-193. Valentine, S., Godkin, L., & Lucero, M. (2002). Ethical Context, Organizational Commitment, and Person-Organization Fit. *Journal of Business Ethics*, 41, 349-360. Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation. *Academy of Management Journal*, 37, 765-802. Vancouver, J. B., & Schmitt, N. W. (1991). An exploratory examination of person-organization fit: organizational goal congruence. *Personnel Psychology*, 44(2), 332-352. Vancouver, J. B., Millsap, R. E., & Peters, A. (1994). Multiple level analysis of organizational goal congruence. *Journal of Applied Psychology*, 79(5), 666-679. Vey, M. A., & Campbell, J. P. (2004). In-role or extra-role organizational citizenship behavior: Which are we measure? *Human Performance*, 17(1), 119-135. Weiss, H. M. (1978). Social learning of work values in organizations. *Journal of Applied Psychology*, 63(6), 711-718. Weiss, H. M., & Adler, S. (1984). Personality and Organizational Behavior. *Research in Organizational Behavior*, 4, 1-50. 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, 601-617. Williams, S., Pitre, R., & Zainuba, M. (2002). Justice and organizational citizenship behavior intentions: Fair rewards versus fair treatment. *The Journal of Social Psychology*, 142(1), 33-44. Yukl, G. A.

(1998). Leadership in organizations (4th ed.). New Jersey: Prentice-Hall.