

摘要

以往對組織公民行為之研究較偏重於私人企業的員工，本研究認為組織中正面助益他人之組織公民行為，也應受到政府機關重視。為深入剖析公務員人格特質、組織承諾與組織公民行為間之相互關聯，以及探討轉換型領導風格對組織之調節影響，本研究特別蒐集 43 個國稅局部門 622 位公務員的問卷資料，並利用階層線性模式進行統計分析。研究結果顯示，內控人格特質之公務員，的確具有高度組織承諾及組織公民行為，且透過主管轉換型領導風格，更能強化員工人格特質與組織承諾之關係。職是之故，本研究建議公部門不妨晉用高內控人格特質之新進人員，以提高其組織承諾，並慎選具有轉換型領導風格之領導人藉以激勵員工組織承諾，促進其組織公民行為表現。

關鍵詞：人格特質、組織承諾、組織公民行為、轉換型領導風格、階層線性模式

Abstract

Previous research on organizational citizenship behavior (OCB) has focused on the employees of private organizations. We argue that OCB is also important in the public sector. In this study, we surveyed 622 public servants from 43 national taxation offices and applied hierarchical linear modeling to investigate the interrelationships among public servants' personality traits, organizational commitment and OCB. We also explored the moderating effect of a transformational leadership style on organizational commitment. The results showed positive relationships among internal locus of control, organizational commitment, and OCB. Further, we found that a transformational leadership style strengthens the positive relationships between the civil servants' personality traits and their organizational commitment levels. Based on these results, we recommend that the public sector hire candidates who have a high internal locus of control and promote those leaders within their organizations who exhibit a transformational leadership style. We predict this will improve levels of subordinate organizational commitment and reinforce organizational citizenship behavior.

Keywords: personality trait, organizational commitment, organizational citizenship behavior, transformational leadership, hierarchical linear model