



中南财经政法大学
青年学术文库

组织承诺 形成机制、效应机制 及作用机制研究

韩翼 著

中国社会科学出版社



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总 序

一个没有思想活动和缺乏学术氛围的校园，哪怕它在物质上再美丽、再现代，在精神上也是荒凉和贫瘠的。欧洲历史上最早的大学就是源于学术。大学与学术的关联不仅体现在字面上，更重要的是，思想与学术，可谓大学的生命力与活力之源。

中南财经政法大学是一所学术气氛浓郁的财经政法高等学府。范文澜、嵇文甫、潘梓年、马哲民等一代学术宗师播撒的学术火种，五十多年来一代代薪火相传。世纪之交，在合并组建新校而揭开学校发展新的历史篇章的时候，学校确立了“学术兴校，科研强校”的发展战略。这不仅是对学校五十多年学术文化与学术传统的历史性传承，而且是谱写 21 世纪学校发展新篇章的战略性手笔。

“学术兴校，科研强校”的“兴”与“强”，是奋斗目标，更是奋斗过程。我们是目的论与过程论的统一论者。我们将对宏伟目标的追求过程寓于脚踏实地的奋斗过程之中。由学校斥资资助出版《中南财经政法大学青年学术文库》，就是学校采取的具体举措之一。

本文库的指导思想或学术旨趣，首先在于推出学术精品。通过资助出版学术精品，形成精品学术成果的园地，培育精品意识和精品氛围，提高学术成果的质量和水平，为繁荣国家财经、政法、管理以及人文科学研究，解决党和国家面临的重大经济、社会问题，作出我校应有的贡献。其次，培养学术队伍，特别是通过对一批处在“成长期”的中青年学术骨干的成果予以资助推出，促进学术梯队的建设，提高学术队伍的实力与水平。再次，培育学术特色。通过资助在学术思想、学术方法以及学术见解等方面有独到和创新之处的成果，培育科研特色，力争通过努力，形成有我校特色的学术流派与学术思想体系。因此，本文库重点面向中青年，重

点面向精品，重点面向原创性学术专著。

春华秋实。让我们共同来精心耕种文库这块学术园地，让学术果实挂满枝头，让思想之花满园飘香。



2009年10月

Preface

A university campus, if it holds no intellectual activities or possesses no academic atmosphere, no matter how physically beautiful or modern it is, it would be spiritually desolate and barren. In fact, the earliest historical European universities started from academic learning. The relationship between a university and the academic learning cannot just be interpreted literally, but more importantly, it should be set on the ideas and academic learning which are the so-called sources of the energy and vitality of all universities.

Zhongnan University of Economics and Law is a high education institution which enjoys rich academic atmosphere. Having the academic germs seeded by such great masters as Fanwenlan, Jiwenfu, Panzinian and Mazhemin, generations of scholars and students in this university have been sharing the favorable academic atmosphere and making their own contributions to it, especially during the past fifty-five years. As a result, at the beginning of the new century when a new historical new page is turned over with the combination of Zhongnan University of Finance and Economics and Zhongnan University of Politics and Law, the newly established university has set its developing strategy as “Making the University Prosperous with academic learning; Strengthening the University with scientific research”, which is not only a historical inheritance of more than fifty years of academic culture and tradition, but also a strategic decision which is to lift our university onto a higher developing stage in the 21st century.

Our ultimate goal is to make the university prosperous and strong, even through our struggling process, in a greater sense. We tend to unify the destination and the process as to combine the pursuing process of our magnificent goal with the practical struggling process. The youth's Academic Library of Zhongnan University of Economics and Law, funded by the university, is one of our specific

measures.

The guideline or academic theme of this Library lies first at promoting the publishing of selected academic works. By funding them, an academic garden with high – quality fruits can come into being. We should also make great efforts to form the awareness and atmosphere of selected works and improve the quality and standard of our academic productions, so as to make our own contributions in developing such fields as finance, economics, politics, law and literate humanity, as well as in working out solutions for major economic and social problems facing our country and the Communist Party. Secondly, our aim is to form some academic teams, especially through funding the publishing of works of the middle – aged and young academic cadreman, to boost the construction of academic teams and enhance the strength and standard of our academic groups. Thirdly, we aim at making a specific academic field of our university. By funding those academic fruits which have some original or innovative points in their ideas, methods and views, we expect to engender our own characteristic in scientific research. Our final goal is to form an academic school and establish an academic idea system of our university through our efforts. Thus, this Library makes great emphases particularly on the middle – aged and young people, selected works, and original academic monographs.

Sowing seeds in the spring will lead to a prospective harvest in the autumn. Thus, Let us get together to cultivate this academic garden and make it be opulent with academic fruits and intellectual flowers.

Wu Handong

中文摘要

在现代工作场所，承诺可以在招聘、培训、效率、留住人才等方面为企业获取更多竞争优势。但由于裁员、组织重构、兼并收购等组织行为破坏了员工对组织的承诺。因此，研究组织承诺的形成机制、效应机制和作用机制显得非常重要。本研究将一般员工作为研究对象，对员工组织承诺进行测量，在此基础上，分别对组织承诺形成机制、作用机制和效应机制进行研究。

著作共分九章，可概括为四个部分：概述部分、文献综述部分、实证研究部分和总结与展望部分，其中概述和文献综述部分由第一章组成，实证研究由第三、四、五、六、七、八章组成，总结与展望部分由第九章组成。

第一章主要交代了研究的背景、研究意义、研究范围、研究方法、研究框架以及文献综述，目的是对全文起一个概括作用。

第二章主要对组织承诺的形成机制进行探讨，阐释了两个重要的问题：（1）服务年限对组织承诺水平有显著的影响；（2）组织承诺水平如何随着服务年限发生改变？研究结果表明，组织承诺显著地划分为五个阶段：震荡期、认同期、稳定期、反刍期、固化期。

第三、四、五、六、七、八章主要是对组织承诺的作用机制进行研究。第六章探索组织承诺产生的直接效果，第三章探讨了组织承诺的交互效应对角色绩效和角色外绩效影响，第四、五、七章则是探讨组织承诺的中介机制、第八章探讨组织承诺的影响机制。

第三章通过实证研究探讨了组织承诺与工作绩效之间的关系。验证性因素分析显示，工作绩效是一个四维结构模型。在此基础上，通过回归分析发现，感情承诺和规范承诺与工作绩效的四种成分有不同的相关关系，而持续承诺只与学习绩效相关。此外，持续承诺修正感情承诺和规范承诺与关系绩效和学习绩效之间的关系。

第四章主要探讨组织承诺交互效应，通过 267 份组织承诺和 253 份工

作绩效匹配的问卷调查数据的验证性因素分析显示,组织承诺是一个三维结构模型。在此基础上,通过回归分析发现,感情承诺通过规范承诺中介效应对角色绩效和角色外绩效产生影响,而持续承诺与角色绩效不相关,与角色外绩效负相关。

第五章进一步通过实证研究检验组织承诺、工作满意度和目标定向对工作绩效的综合影响。对来自全国的 1066 位雇员进行了施测,运用 AMOS 软件,对工作绩效结构进行验证性因素分析,并对文中提出的假设进行了检验。研究结果显示:工作满意度、组织承诺和目标定向对工作绩效的各个子维度的影响是不一致的。工作满意度越高,员工的工作绩效越好;另一方面,组织承诺和目标定向对雇员工作绩效各个子维度的影响不一致。

第六章主要是通过实证研究探索组织承诺对创新行为的影响。回归分析发现,感情承诺不仅直接对创新绩效产生影响,当员工表现出成绩目标定向时,这种关系被弱化。另外,持续承诺也对创新绩效产生负向影响,并受学习目标定向调节,规范承诺则对创新绩效没有影响。成绩目标定向调节感情承诺和创新绩效之间的关系,但学习目标定向则调节规范承诺和持续承诺与创新绩效之间的关系。

第七章在文献综述的基础上,深入分析了中国国有和民营两种不同体制下,员工组织承诺与离职倾向之间的关系,并对工作绩效和离职倾向之间的关系提出假设。研究结果发现,工作满意度、组织承诺并不影响绩效和离职倾向之间的关系。国有企业员工工作绩效通过其他中介对离职产生负相影响,而民营企业员工工作绩效通过其他中介对离职产生正向影响。最后利用 push - pull 理论总结了国有企业和民营企业员工的不同离职倾向动力,并结合具体的管理方法来讨论了更好的管理国有企业和民营企业员工离职倾向方法。

第八章综合政治技能理论、圈内人感知理论、认知资源理论和员工承诺理论,建立和测试了一个理论模型。模型通过中介变量圈内人感知和心理授权链接了领导政治技能和员工承诺之间的关系。利用 6 家银行员工调查数据,使用结构方程模型,研究发现政治技能积极影响圈内人感知,并进而影响心理授权和员工组织承诺。研究结果普遍支持假设。最终,也讨论了管理贡献和实际意义。

关键词: 组织承诺; 感情承诺; 规范承诺; 持续承诺; 形成机制; 效果机制; 中介效应; 交互效应

Abstract

While in the modern workplace, commitments to organization have great impact on individual-level outcomes, such as recruiting, training, performance, remaining talented person to gain competitive advantage, many of the changes (e. g. , downsizing; reengineering; merger and acquisition) have the potential to undermine that commitment. Therefore, it is important for us to make a study on organizational commitment of the development, antecedents and mechanism.

This book consists of eight chapters and was summarized into four parts: introduction and literature review (chapter 1), empirical study (including chapter 3, 4, 5, 6, and 7), summary and further direction (chapter 8) .

Chapter 1 is a stand-alone chapter, in that it outlined research background, significance, scope, method, framework and literature review. The purpose of the chapter 1 is to direct and arrange the whole dissertation in general.

In chapter 2, I explore the development mechanism of organizational commitment and sheds light on two questions: (1) which tenure has the greatest impact on employees' organizational commitment level, and (2) how does the significance of organizational commitment vary with time? The present model indicates that organizational commitment level changes with time displays a cycle: shock, cognition, stability, rumination, and entrenchment period.

The second section of the report contains five chapters, each focusing on the organizational commitment mechanism. chapter 6, addresses direct effect on organizational commitment, and chapter 3, explores the interaction effect of commitment on role performance and extra-role performance. The other chapter in the section, chapter 4, chapter 5 and chapter 7 discusses the mediator of organizational commitment, and chapter 8 examines the antecedents of organizational commitment.

In chapter 3, the relative contributions of organizational commitment to the four-dimension performance was examined. Confirmatory factor analysis of survey data from 1453 employees and 768 supervisors' dyads supported the distinction among the four-component of job performance. Regression analysis found that three organizational commitment components was differentially related to the four forms of job performance, which affective commitment (AC) and normative commitment (NC) is related to job performance, while continuance commitment (CC) was not associated with TP, CP, and IP, but negatively correlated with LP. Moreover, CC moderated the relationship between AC, NC and CP as well as LP. The objective of this study was to present and demonstrate the four-dimension model of employee job performance, and examine the impact of organizational commitment on job performance.

In chapter 4, interactive effect of organizational commitment is examined. Confirmatory factor analysis of survey data from 267 employees and 253 supervisors' dyads supported the distinction among the three-component of organizational commitment. Regression analysis found that three organizational commitment components was differentially related to in-role performance and extra-role performance which affective commitment (AC) and normative commitment (NC) is positive related to them, while continuance commitment (CC) was not associated with in-role performance, but negatively correlated with extra-role performance. Moreover, NC moderated the relationship between AC, and in-role performance as well as extra-role performance. The objective of this study was to present and demonstrate the three-dimension model of Allen and Meyer (1991)'s organizational commitment, and examine the impact of organizational commitment on in-role performance and extra-role performance.

Further, in chapter 5, I use a sample of 1066 employees from 12 firms to examine whether job satisfaction and organizational commitment mediates the relationship between goal orientation and employee job performance and its outcomes applying structural equation modeling analysis. Research result indicated that job satisfaction, organizational commitment, and goal orientation are significant not uniform for the influence of every sub-job - performance-dimension. In particular, job satisfaction had significant positive effects on the different dimen-

sions of task performance, contextual performance, learning performance, and innovation performance. Organizational commitment had significant positive effects on the dimensions of task performance, contextual performance and learning performance, and negative effects on the dimensions of innovation performance. Job satisfaction and organizational commitment was not found to mediate the relation between goal orientation and job performance, but effects directly on job performance.

In chapter 6, using empirical study to explore how organizational commitment influences on innovative behavior. Regression analysis found that three organizational commitment components was different which affective commitment (AC), was positive related to, continuance commitment (CC) was negative correlational, innovative performance, while normative commitment (NC) was not associated with it. Moreover, performance goal orientation moderated the relationship between AC and innovative performance (IP). Yet, learning goal orientation enhanced the relationship between NC and innovative performance as well as the relationship between CC and IP.

In chapter 7, on the foundation of literature review, it deeply analyses what influences the employee turnover intention under the two different ownership systems: state-owned enterprises and private enterprises, and proposes the assumptions of critical relationship between performance and turnover intention. A contrastive empirical research had been done amongst four state-owned enterprises and four private enterprises excluding the influence of industry and region, in which one thousand of questionnaires are sent out. The data were processed with the tools of SPSS12.0 and AMOS5.0, and examines the assumptions on the premise that job satisfaction and organizational commitment are taken as moderators. The result shows that job satisfaction and organizational commitment do not moderate the relationship between performance and turnover. Further research also finds that the relationship between performance and turnover intention are mediated by perceived alternative job opportunities, think of quitting, intentions to search, and state-owned enterprises and private enterprises show different path model of the relationship between performance-turnover. Finally, it summarizes the different turnover motivation between state-owned enterprises and private en-

terprises by using the push-pull theory, and unifies concrete management methods to discuss the better way to manage them.

In chapter 8, Synthesizing theories of leader political skill, perceived insider status, psychological empowerment, and employee commitment, this research built and tested a theoretical model linking leadership political skill with employee commitment via several intervening variables. Using survey data from professional employees and their supervisors in six large banks in China and structural equation model, we found that, as anticipated, political skill positively affected perceived insider status, which in turn influenced both psychological empowerment and employee commitment. The results generally supported our predictions. Finally, implications for management theory and practice were discussed.

The final section, it summarized the whole report and indicated directions for the future study.

Keywords: organizational commitment; affective commitment; normative commitment; continuance commitment; developmental mechanism; casual effect; mediator; moderator

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