

ABSTRACT

A schematic model about the antecedents of organizational citizenship (OCBs) and counterproductive behaviors (CPBs) is proposed and validated in the current research.

Different motivators and suppressors of OCBs and CPBs are identified from in-depth interviews with employees from a wide-spectrum of occupations. The schematic model found 3 general categories of antecedents of OCBs and CPBs. The 3 categories of antecedents are, (1) unique antecedents to OCBs, which include 2 constructs, namely, “Role model”, and “strive for improvement (intrinsic motivation)”, (2) unique antecedents to CPBs, which include 2 constructs, they are “inequity” and “for self – interest (extrinsic motivation)” and (3) common antecedents to OCBs and CPBs, which is also composed of 2 constructs, they are “relationships with colleagues” and “face”. The model was validated by a structural equation approach with 160 employees participating in dyads to minimize the effect of common source variance. Results show that “role model” was the common antecedents for OCBs and CPBs. Two unique antecedents for OCBs had been identified, which were “inequity” and “relationship with colleagues”. No unique antecedent for CPBs was found in the present study.

摘要

此研究的目的是驗證機構公民行爲及機構反生產行爲的前因模型。透過與來自不同職業的員工作出深入的訪問，找出了三大範疇有關機構公民行爲及機構反生產行爲的推動因素及壓抑因素。這三大範疇分別是(一) 機構公民行爲的獨有前因：「角色模範」、「內在動機」；(二) 機構反生產行爲的獨有前因：「不公平」、「外在動機」；(三) 機構公民行爲及機構反生產行爲的共同前因：「與同事的關係」、「面子」。此研究運用了結構公式模型法去驗證理論模型的切合優度。爲了避免共同源頭偏差，所有參與此研究的參加者都是以兩人爲一組作爲單位，共有八十單位參與是次研究。研究結果指出「角色模範」是機構公民行爲及機構反生產行爲的共同前因。「不公平」及「與同事的關係」則是機構公民行爲的獨立前因。此研究找不到任何機構反生產行爲的獨有前因。