

**CITY UNIVERSITY OF HONG KONG**  
香港城市大學

**The Research on the Mechanism of How  
Transformational Leadership Influences  
Organizational Citizenship Behavior in Teams**  
團隊中變革型領導風格對員工組織公民  
行為的影響機制研究

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## 摘要

本研究以社會交換理論為基礎，通過理論推導和實證分析相結合的研究方法，探討變革型領導風格影響團隊中員工的組織公民行為的心理機制。雖然，前人已經揭示了變革型領導風格是提高員工的組織公民行為的影響因素之一。然而，關於變革型領導風格究竟是如何影響團隊中員工的組織公民行為的心理機制尚不明確。如果我們可以揭示這個心理機制的話，企業的領導就可以有意識地、有的放矢地去提高員工的組織公民行為。

社會交換理論認為，人與人的交往是由一系列的社會交換所組成的，即行動者以從其他行動者那裡換取某種報酬為目的，而付出自己所擁有的某種資源。根據這一理論，當員工認為組織給予的“報酬”大於自己的工作投入（即代價）時，就會積極而主動，希望通過增強自己的工作績效來回報組織。當這種努力受到企業組織的客觀條件限制時，員工會自發的尋求可能的途徑來繼續回報組織；此時，員工就可能產生一些組織公民行為。

從社會交換理論的基本思想出發，本研究建立了理論模型並提出了相應的研究假設。具體而言，本研究認為基於組織的自尊和角色寬度自我效能在變革型領導風格對員工的組織公民行為的影響過程中起到中介作用；而支持型團隊氛圍則在自尊和角色寬度自我效能影響員工組織公民行為的過程中起到調節作用。然後通過問卷調查的實證方法來驗證該理論模型。

通過調研 224 對領導-員工配對樣本，本研究驗證了以下假設：1) 基於組織的自尊和角色寬度自我效能在變革型領導風格對員工的組織公民行為的影響過程中分別起到了中介作用；2) 並且，支持型團隊氛圍在基於組織的自尊/角色寬度自我效能正向影響組織公民行為的過程中起到正向調節作用。就具體的調節

作用而言，基於組織的自尊和角色寬度自我效能與員工的組織公民行為之間存在著正相關關係，並且這種正相關關係僅在支持型團隊氛圍較高時顯著；當支持型團隊氛圍較低時，基於組織的自尊和角色寬度自我效能與員工的組織公民行為之間不存在相關關係。

本研究的意義: 1) 一方面揭示了關於變革型領導風格影響團隊中員工的組織公民行為的心理機制，即基於組織的自尊和角色寬度自我效能中介了變革型領導風格對員工的組織公民行為的影響過程，以及支持型團隊氛圍正向調節了基於組織的自尊和角色寬度自我效能與員工的組織公民行為之間的正相關關係。

2) 另一方面，關於變革型領導風格影響組織公民行為的機制探究的成果更有利於企業管理者因地制宜的採取措施來提高員工自己感知到的在組織中的價值以及他們對自己工作能力的認可程度，並且充分營造團隊中支持性的氛圍，從而提高員工的組織公民行為水準，也使得其在管理實踐中更具指導意義。例如，企業的領導除了必須要努力讓員工感覺到自己在組織裡是有價值的並且員工有能力為組織作出貢獻以外，還必須重視整個團隊的建設，以形成團隊中成員相互支援的團隊氛圍。

**關鍵字：**變革型領導風格 組織公民行為 角色寬度自我效能

基於組織的自尊 支持型團隊氛圍

## Abstract

Based on the social exchange theory, this study uses both theoretical derivation and empirical analysis to explore the psychological mechanism under the effects of transformational leadership on employees' organizational citizenship behaviors (here after OCB) in teams. Although previous research has demonstrated that the transformational leadership is one of the major positive influences on the OCB, the mechanism under the effects of transformational leadership on employees' OCB in teams remains relatively unknown. Only if we can identify its psychological mechanism, leaders can enhance the OCB intentionally and accurately.

The social exchange theory argues that communications among human beings consist of a series of exchanges, that is, actors behave in a way that they pay their own resources in exchange of certain returns from other actors. Along this logic, when employees believe the payoff from the organization is larger than their input (i.e., cost), they will actively enhance their performance to pay back to the organization. Especially when these efforts face some objective constrains, employees would automatically seek other possible ways to pay back to the organization, which leads to their OCB. Based on the social exchange theory, I establish a theoretical model and put forward related hypotheses. Specifically, the effects of transformational leadership on employees' OCB are mediated by employees' organization-based self-esteem and the role-breadth self-efficacy; and supportive team climate moderates the positive relationship between employees' organization-based self-esteem / the role-breadth self-efficacy and employees' OCB respectively. The research model is tested empirically by using questionnaire survey.

After investigating 224 leader-employee pairs, we show that the organization-based self-esteem and the role-breadth self-efficacy mediate the effects of the

transformational leadership on OCB; and the supportive team climate moderates the positive relationship between employee's organization-based self-esteem / the role-breadth self-efficacy and OCB. Specifically, the positive relationships between organization-based self-esteem / role-breadth self-efficacy and employee's OCB are significant when the supportive team climate is higher, while disappears when the supportive team climate is lower.

On one hand, this study revealed the psychological mechanism under the effects of transformational leadership on employees' OCB in teams, namely, the organization-based self-esteem and the role-breadth self-efficacy mediated under the effects of the transformational leadership on OCB; and the supportive team climate moderates the positive relationships between the organization-based self-esteem / the role-breadth self-efficacy and employees' OCB. On the other hand, the findings regarding the mechanism under the effects of the transformational leadership on OCB revealed a more conducive way to business managers to take measures to specific conditions, that is, team leaders can enhance employees' belief about their value in the team and the belief about their capacity as a team member, as well as enrich a supportive climate in the team, which will lead to more employees' OCB. Hence make it more in management practice guidance. For example, in order to enhance employees' OCB, a leader not only has to make employee believe they are valuable and they can make significant to the team, but also has to pay attention to the team building, in order to develop a supportive team climate in the team.

**Key words:** transformational leadership, organizational citizenship behavior, organization-based self-esteem, role-breadth self-efficacy, and supportive team climate.

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