

# 科技部補助專題研究計畫報告

## 組織不公平與員工敬業度之關係 - 成就需求與主管成員交換之調節效果

報告類別：精簡報告  
計畫類別：個別型計畫  
計畫編號：MOST 108-2410-H-218-008-SSS  
執行期間：108年08月01日至109年12月31日  
執行單位：南臺學校財團法人南臺科技大學國際企業系暨研究所

計畫主持人：許竹君

計畫參與人員：此計畫無其他參與人員

本研究具有政策應用參考價值：否 是，建議提供機關  
(勾選「是」者，請列舉建議可提供施政參考之業務主管機關)  
本研究具影響公共利益之重大發現：否 是

中華民國 110 年 02 月 03 日

中文摘要：學者們將組織公平定義為：員工所認知組織內資源分配決策的公平程度，回顧組織公平的研究發現：員工所認知組織運作上的公平會增強員工敬業度，本研究以此為基礎進一步認為員工所認知的組織分配不公平和程序不公平會負面的影響員工敬業度；同時，上述的負向關係在員工的成就需求高的時候會減弱，在該員工與其主管的主管成員交換高的時候亦會減弱。本研究收集臺灣公司來自388份員工資料；經統計分析所得之實證結果支持本研究所提出之假設；並以此實證結果為基礎，對學術界和管理界提出相關建議。

中文關鍵詞：分配公平、程序公平、成就需求、主管成員交換、員工敬業度

英文摘要：Workers' perceived fairness in organizational functioning can at least be classified into two types: distributive justice and procedural justice. Distributive justice refers to employees' perception of the fairness of resource distribution in the workplace. Procedural justice refers to employees' perception of fairness in the decision processes through which resources are allocated in the organization. Building on previous research findings, this research proposes that perceiving unfairness in organizational functioning and decision making will decrease an individual's work engagement. Moreover, this research argues that the negative effect of perceived distributive injustice and procedural injustice on work engagement will be attenuated when the person's need for achievement is high and when the person's leader-member exchange is high. This research is performed through the questionnaire survey to the subjects of Taiwanese companies from 388 employees to empirically examine our hypotheses. Empirical results support the hypotheses of this study. Theoretical and managerial implications are provided also.

英文關鍵詞：distributive injustice, procedural justice, need for achievement, leader-member exchange, work engagement

# 組織不公平與員工敬業度之關係 - 成就需求與主管成員交換之調節效果

## 中文摘要

學者們將組織公平定義為：員工所認知組織內資源分配決策的公平程度，回顧組織公平的研究發現：員工所認知組織運作上的公平會增強員工敬業度，本研究以此為基礎進一步認為員工所認知的組織分配不公平和程序不公平會負面的影響員工敬業度；同時，上述的負向關係在員工的成就需求高的時候會減弱，在該員工與其主管的主管成員交換高的時候亦會減弱。本研究收集臺灣公司來自 388 份員工資料；經統計分析所得之實證結果支持本研究所提出之假設；並以此實證結果為基礎，對學術界和管理界提出相關建議。

**關鍵字：**分配公平、程序公平、成就需求、主管成員交換、員工敬業度

# **The relationship between organizational injustice and work engagement- The moderating effects of need for achievement and leader-member exchange**

## **Abstract**

Workers' perceived fairness in organizational functioning can at least be classified into two types: distributive justice and procedural justice. Distributive justice refers to employees' perception of the fairness of resource distribution in the workplace. Procedural justice refers to employees' perception of fairness in the decision processes through which resources are allocated in the organization. Building on previous research findings, this research proposes that perceiving unfairness in organizational functioning and decision making will decrease an individual's work engagement. Moreover, this research argues that the negative effect of perceived distributive injustice and procedural injustice on work engagement will be attenuated when the person's need for achievement is high and when the person's leader-member exchange is high. This research is performed through the questionnaire survey to the subjects of Taiwanese companies from 388 employees to empirically examine our hypotheses. Empirical results support the hypotheses of this study. Theoretical and managerial implications are provided also.

**Keywords:** *distributive injustice, procedural justice, need for achievement, leader-member exchange, work engagement*

# **The relationship between organizational injustice and work engagement- The moderating effects of need for achievement and leader-member exchange**

## **Introduction**

Previous research finds that perceiving organizational distributive justice and procedural justice may motivate employees' work engagement. This study contributes to the relevant literature by examining from a different theoretical viewpoint - the interactionist perspective to complement scholarly understanding about the boundary conditions in the organizational justice-work engagement relationship. Based on the interactionist perspective, this study proposes that workers' psychological need and their relationship with the supervisor (LMX) will work with organizational justice perceptions to jointly influence an individual's work engagement.

## **Hypotheses**

H1: Perceived distributive injustice will be negatively related to work engagement.

H2: Perceived procedural injustice will be negatively related to work engagement.

H3: The need for achievement will moderate the negative relationship between perceived distributive injustice and work engagement so that such a relationship will be less negative when the focal person's need for achievement is high rather than low.

H4: The need for achievement will moderate the negative relationship between perceived procedural injustice and work engagement so that such a relationship will be less negative when the focal person's need for achievement is high rather than low.

H5: LMX will moderate the negative relationship between perceived distributive injustice and work engagement so that such a relationship will be less negative when the focal person maintains a high level of LMX.

H6: LMX will moderate the negative relationship between perceived procedural injustice and work engagement so that such a relationship will be less negative when the focal person maintains a high level of LMX.

## **Results**

This research is performed through a questionnaire survey on the subjects of Taiwanese companies to empirically examine our hypotheses. Finally, 388 responses are collected. This study adopts hierarchical regression steps to test all hypotheses. Empirical results support the hypotheses of this study. This study provides empirical evidence to validate that perceiving distributive injustice and procedural injustice reduce work engagement that may complement scholarly knowledge about perceived organizational justice and individual work engagement. The findings from this study can also complement the relevant literature by identifying an individual's psychological need and LMX as boundary conditions in the organizational justice-work engagement relationship.

108年度專題研究計畫成果彙整表

計畫主持人：許竹君		計畫編號：108-2410-H-218-008-SSS		
計畫名稱：組織不公平與員工敬業度之關係 - 成就需求與主管成員交換之調節效果				
成果項目		量化	單位	質化 (說明：各成果項目請附佐證資料或細項說明，如期刊名稱、年份、卷期、起訖頁數、證號...等)
國內	學術性論文	期刊論文	0	篇
		研討會論文	0	
		專書	0	本
		專書論文	0	章
		技術報告	0	篇
		其他	0	篇
國外	學術性論文	期刊論文	0	篇
		研討會論文	0	
		專書	0	本
		專書論文	0	章
		技術報告	0	篇
		其他	0	篇
參與計畫人力	本國籍	大專生	0	人次
		碩士生	0	
		博士生	0	
		博士級研究人員	0	
		專任人員	0	
	非本國籍	大專生	0	
		碩士生	0	
		博士生	0	
		博士級研究人員	0	
		專任人員	0	
其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)		由於計畫剛執行結束，目前暫時無具體成果；未來會將本研究之相關成果進行改寫，並陸續投稿至國際研討會與學者們進行意見交流；同時亦致力於將研究成果發表到科技部所推薦之SSCI期刊中。		