

公務人員組織信任模型之建構： 以台北市政府為例

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本研究最主要目的，在於透過文獻檢閱與問卷調查兩種研究方法，嘗試建構一個公務人員組織信任的完整模型。於原始模型圖中，本文作者以組織面向、管理風格開放程度、工作績效評估標準與反饋程度、以及個人屬性為前因變項；組織承諾與組織生產力為結果變項；而以升遷滿意度為中介變項。經過以台北市政府七個一級單位的公務人員為研究對象施測，因素分析結果共產生 10 個信度效度均可接受的因素。其中，組織信任概念共區分成四個變項，較以往相關研究的分類更為細膩。而管理風格此一概念則吸收了工作績效標準與反饋、生產力、以及升遷滿意度幾個變項，而形成一個新的概念。再經過迴歸分析之後，對於組織信任有顯著預測力的因素，依序分別為組織未來變遷程度、管理風格、機關服務年資、以及組織過去變遷程度，總體解釋變異量為 39.8%，而組織信任對組織承諾感的解釋變異量則為 59.6%。因此修正後的組織信任模型較為簡化，在前因變項有組織面向的未來變遷程度與過去變遷程度、個人屬性的機關服務年資、以及管理風格，結果變項則有組織承諾感。為了進一步瞭解整個模型的路徑，經路徑分析之後，整個組織信任模型共產生了四條顯著的路徑，組織信任則呈現明顯的中介角色特徵。總體而言，本研究所嘗試建構的公部門組織信任模型堪稱周延與具建構效度。

關鍵詞：公務人員、組織信任、組織承諾、管理風格、組織變遷、台北市政府

Model Construction of Organizational Trust for Public Servants: A Case of Taipei City Government

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ABSTRACT

This research constructs an overall model of trust in government organizations, based on a literature review and self-administrated questionnaire. In this prototype, the author sets five independent variables which are the organizational factor, openness of managerial style, evaluation of job performance, feedback, and personal attributes. The two resulting variables are organizational commitment and productivity in the organization, and an intermediary variable which is satisfaction promotion.

Based on a survey of public servants from seven divisions in the Taipei city government, the analysis generates ten factors with acceptable reliability and validity. In this survey, the organizational trust factor consists of four separate sub-variables, this classification is more detailed than previous relevant research. The factor of managerial style assimilates the variables of job performance standard, feedback, productivity, and satisfaction promotion, and then forms a new factor. Through regression analysis, significant factors predictive of organizational trust are listed in sequence. These are the degree of organizational change in the future, managerial style, seniority in the department, and previous changes in the organization. The R square is about 39.8%, and the R square of trust about organizational commitment is around 59.6%. Therefore, the modified model of organizational trust is simpler. Independent variables include the organizational factor with re-organiza-

tion in the past and future, seniority within the institution, and managerial style. The dependent resulting variable includes only organizational commitment. To better understand the path of the whole model further, path analysis is conducted, revealing four significant paths in all and the model of trust in organizations shows an interface characteristic. To sum up, this research for conducting the model of trust in government organization is comprehensive and is shown to have construct validity.

Key Words: public employee, public servant, organizational trust, public sector, managerial style, organizational change, organizational commitment, Taipei City Government