

# 團員關鍵性、忠誠行爲與 團體動能的關聯

張守中

英國國立牛津布魯克大學  
企業經營管理研究所  
商學院副教授

李宜玲

英國國立葛列斯哥大學  
社會科學院研究員

鄭國泰

國立新竹教育大學  
人力資源發展研究所  
助理教授

本研究以兩個子研究分析忠誠行爲與團體動能之間的關聯性。研究一以實驗室情境模擬法進行，樣本爲六十名大學生，透過一系列的投資遊戲，來分析團體對忠誠行爲與非忠誠行爲之反應。研究一發現團員展現忠誠行爲時會收到較正面的評價，展現非忠誠行爲時則收到較負面的評價；若是高關鍵性團員展現非忠誠行爲時（關鍵性是以團員對團體的重要性而定），則會收到最負面的評價，而且此非忠誠行爲會影響團體整體表現。但低關鍵性團員展現非忠誠行爲時，對團體整體表現的影響則不大。研究二以另外六十名大學生爲樣本，研究設計同於研究一，進一步分析忠誠行爲與成員感受的關聯。研究二發現，相較於低關鍵性團員，高關鍵性團員在展現非忠誠行爲時，會激起其他團員更多的反感情緒。團體裡的其它團員，即使是犧牲自己的利益，也要懲罰那些對團體不忠誠的團員。這些發現指出，非忠誠行爲並不是解釋團體動能、團體表現變差的唯一因素，非忠誠團員本身對團體的關鍵性也必須予以考量。最後，本文討論這些新發現對團體管理政策之啓發，並對公共和私人部門之管理人員提出建言。

關鍵字：團體動能、忠誠、管理、成員資格、利益

# **Situational Analysis on the Association between Membership Criticality, Loyal Behaviors and Group Dynamics**

**Kirk Chang**

Associate Professor

Department of Management and Organisational Studies  
Business School, Oxford Brookes University

**I-ling Lee**

Research Fellow

Faculty of Social Science, University of Glasgow

**Kuo-tai Cheng**

Assistant Professor

Institute of Human Resource Development  
National Hsin-Chu University of Education

## **ABSTRACT**

This research project aimed to examine group reactions towards acts of loyalty versus disloyalty. Study One revealed that, compared to their counterparts, members with loyal behavior received more positive evaluations from the group. Critical members with disloyal behaviors received the worst evaluations and generated negative impact on group performance, in which criticality was defined as individual significance towards their own group. Yet, non-critical members with disloyal behaviors did not generate any salient impact on group performance. Study Two indicated that critical members with disloyal behavior provoked more negative emotions than non-critical members with disloyal behavior. General group members were keen to punish the disloyal members, even sacrificing their own interests. This research suggested that disloyal behavior may not be the sole factor accounting for deteriorated group dynamics and performance, because the degree criticality of disloyal members

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is also of importance. Implication of the findings and their contribution to the theoretical framework of group management are evaluated. Suggestions for group leaders, personnel officers, and managerial practitioners are discussed accordingly.

Key Words: group dynamics, loyalty, management, membership, interests