

## 摘要

在現今社會中人力資源部門是守住人才的關鍵，而讓工作帶來意義而非僅僅只是工作成為重要的議題，而過去研究鮮少有關以自我效能理論為出發點來增加工作形塑行為，進而提升創意績效及工作鑲嵌。

本研究系以探討員工工作形塑的前因及後果，以員工之自我效能感、勤勉盡責性之特質的員工，以及發揮其在工作中的團隊公民行為，進而成為工作形塑之行為，本研究主要探討工作形塑行為是否會對工作產生更佳的創意作為，以及員工是否因自主性的工作形塑行為以達更高水平的工作鑲嵌；研究係透過回顧相關的文獻並進行實證研究。

本研究為問卷發放，研究對象為組織系統健全之中小企業，並針對各公司部門間進行調查，並請一位單位主管挑選其屬下三至四位員工進行問卷填寫之填寫。本研究共回收 78 組的有效問卷，包含 70 位主管所填寫的 187 份問卷，以及 187 位不同員工所填寫之問卷。

研究結果顯示員工的自我效能感及盡責性會提高工作形塑行為，最終也會影響員工的創意績效及提升工作鑲嵌，而團隊公民行為的調節效果並未獲得驗證。此結果可為企業之人力資源部門於用、選人才及教育人才時帶來實務上之建議。

**關鍵詞：**工作型塑、自我效能、盡責性、團隊公民行為、創意作為、工作鑲嵌

## Abstract

In modern society, human resource management is the key factor to recruit and retain talented employees. Making work as self-accomplishment in employees' career life becomes a very important issue. However, there were very few researches talking about improving job crafting and then improving creative performance and job embeddedness bases on personal characteristic in.

This research discusses about the cause and the effect of employees' job crafting. Based on self-efficacy theory, employees can be encouraged with conscientiousness characteristics and develop team OCB in their works through the mechanism of job-crafting. This research mainly elaborates whether job-crafting can lead to more creative performances in works and whether the employees can achieve higher levels of job embeddedness by job-crafting. This research further provides empirical evidences to support our hypotheses.

Questionnaires were employed in this research and all participants are from the small and medium enterprise. The investigations are implemented in each department of a company and then invited one manager with 3 to 4 employees to fill out the questionnaires. The final valid samples are 78 team cases including 70 supervisor cases and 187 employee cases for further analysis.

The results of this research indicate that the self-efficacy and conscientiousness of employees can improve the performances of job-crafting and then affect the creative performances and job embeddedness. The moderation influence of team OCB are not supported in this study. These results can be used by the human resource department of an enterprise, generating practical recommendations in selecting and training employees.

**Key words: job crafting, self-efficacy, conscientiousness, Team OCB,  
Creative performance, Job Embeddedness**

