

根植于中国本土文化的类亲情 与组织危机处理能力

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摘 要:

1 226

关键词:

中图分类号: C962 文献标识码: A 文章编号: 1009-0150(2019)03-0033-16

一、引 言

2018

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2017

1982	Alkandari	2017	Bentley	2018	Pauchant	Douville	1993	Johansen	2012	Ye	Ki	2017	Probst	Raisch	2005	Giddens	Bowers	2017	Watson	2017
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收稿日期: 2019-02-21

基金项目: 国家自然科学基金项目(71640026); 甘肃省哲学社会科学规划项目(14YB050)。

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Aljuhmani Emeagwali 2017

2006

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Vardarlier 2016

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Deverell Olsson 2010

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二、理论与假设

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Lee 2016

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Özçelik Fındıklı 2014

Zhang 2017 Newman 2017

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H2

2017

2010

Lee 2016

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H2

H3



图 1 理论模型

三、研究设计与实施

28

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156
QQ

MBA

MBA

385

516

1 430

164

1 266

88.5%

1

表 1 调研样本基本情况

类别	项目	百分比	类别	项目	百分比
性别	男	47.90%	岗位类别	行政类	36.70%
	女	52.10%		销售类	17.50%
年龄	20岁及以下	0.70%		财务类	11.60%
	21—30岁	43.70%		技术类	26.30%
	31—40岁	47.60%	生产类	7.90%	
	41—50岁	7.50%	岗位级别	普通员工	27.30%
	50岁以上	0.50%		基层主管	34.70%
学历	高中或中专以下	4.60%		中层主管	29.10%
	大专	17.00%	高层主管	8.90%	
	本科	51.20%	工作单位性质	国有组织	30.50%
	硕士及以上	27.70%		民营组织	41.10%
工作年限	1年及以下	13.50%		外资/合资组织	7.00%
	1—3年	19.50%		行政事业单位	11.20%
	4—5年	23.70%		其他	10.20%
	6—10年	24.90%			
	10年以上	18.40%			

1.	2015			2015
			2008	
			Cronbach's α	0.832
2.	Organ 1988			2017
		2010		
			Cronbach's α	0.745
3.		Tsui 2006		
				Cronbach's α
4.				0.788
			MBA	
				Cronbach's α
5.				0.759
				2013
				2014
			Nooteboom 1999	O'Sullivan 2000
		0 1		
				0 1

四、数据统计与假设检验

99% 0.631 0.467 0.606
 99%
 0.634 0.727 0.719

表 2 描述性统计与相关系数

变 量	均值	标准差	工作年限	性别	单位性质	类亲情	组织公民行为	员工危机意识	组织危机处理
工作年限	4.83	5.089	-						
性别	0.54	0.499	-0.222**	-					
单位性质	0.07	0.261	0.052	0.009	-				
类亲情	3.978	0.714	-0.44	-0.44	-0.30	-			
组织公民行为	4.128	0.542	-0.028	0.005	0.013	0.631**	-		
员工危机意识	3.941	0.632	-0.074	-0.024	-0.028	0.467**	0.634**	-	
组织危机处理	4.133	0.554	-0.035	-0.005	-0.067	0.606**	0.727**	0.719**	-

注：**表示在 0.01 水平(双侧)上显著相关, $n=1266$ 。

Amos17.0 3 12
 0.5 12
 0.6
 0.6
 AVE 0.5

表 3 聚合效度检验结果

变 量	维 度	因素负荷量	信度系数	测量误差	组合信度	AVE
类亲情	相互支持	0.91	0.83	0.17	0.69	0.70
	家文化	0.87	0.76	0.24		
	利益	0.71	0.50	0.50		
组织公民行为	良心行为	0.62	0.38	0.62	0.60	0.57
	利他主义	0.82	0.67	0.33		
	认同组织	0.81	0.66	0.34		
员工危机意识	发展意识	0.86	0.74	0.26	0.69	0.69
	责任意识	0.76	0.58	0.42		
	忧患意识	0.87	0.76	0.24		
组织危机处理	组织事件处理效率	0.86	0.74	0.26	0.65	0.65
	员工应急能力	0.88	0.77	0.23		
	内部支持	0.67	0.45	0.55		

Mplus7.0

	2 4	3 5 4
0.01	0.073-0.296	0
	0	p
	5	0.005
	99%	-0.056-0.212
		0 p
		0.203

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表 4 模型一 路径分析结果

路径	效应(99%置信区间)	P值	假设
f1 f3 f2	0.075(-0.042-0.181)	0.198	H2不成立
f1 f4 f2	0.142(0.061-0.252)	0.005	H3成立
f1 f3 f4 f2	0.152(0.073-0.296)	0.005	H4成立
f1 f2	0.282(0.266-0.510)	0.000	H1成立

注: f1为类亲情, f2为组织危机处理, f3为组织公民行为, f4为员工危机意识。

表 5 模型二 路径分析结果

路径	效应(99%置信区间)	P值	假设
f1 f4 f2	0.295(0.140-0.505)	0.002	H3成立
f1 f3 f2	-0.012(-0.081-0.006)	0.487	H2不成立
f1 f4 f3 f2	0.087(-0.056-0.212)	0.203	H4不成立
f1 f2	0.282(0.266-0.510)	0.000	H1成立

注: f1为类亲情, f2为组织危机处理, f3为组织公民行为, f4为员工危机意识。

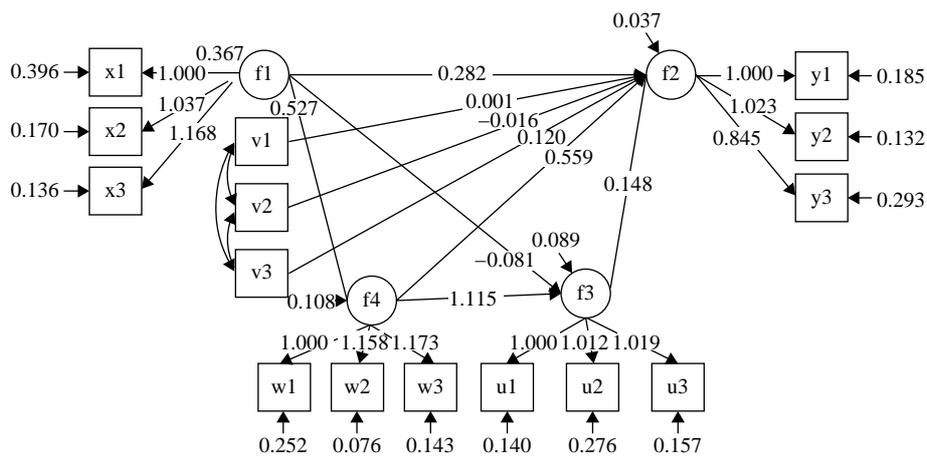


图 3 模型二 路径系数图

Amos17.0

4 4

6

表 6 作用路径模型（模型一）的整体配适度检验表

拟合指标	χ^2/df	RMSEA	GFI	AGFI	NFI	RFI	CFI	PGFI
拟合标准	<2	<0.08(若<0.05优良;<0.08良好)	>0.90	>0.90	>0.90	>0.90	>0.90	>0.50
运算结果	1.569	0.034	0.968	0.951	0.968	0.958	0.988	0.645

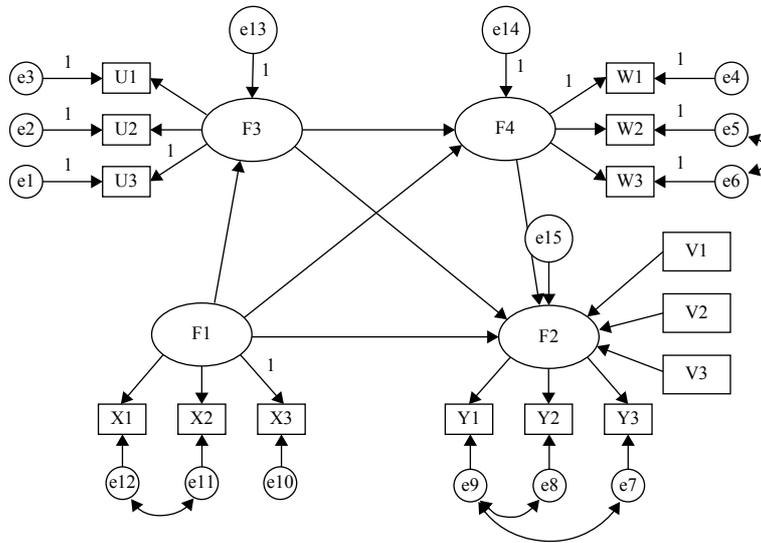


图 4 标准路径系数图（模型一）

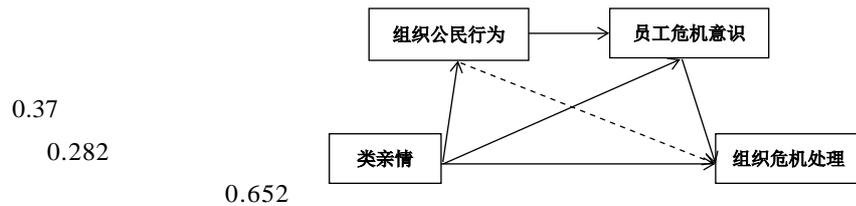


图 5 修正后的理论模型

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五、进一步分析

2013

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Podsakoff 2000

Nielsen 2012

Jin 2017

Podsakoff 2014

Marinova 2010

Mackenzie

2011

0.467

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2018

2018

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2.

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2013

3.

Kim 2014

2013

2016

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” Bolino 2015

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Kinship-like Relationship and Organizational Crisis Management Ability Grounded in Chinese Local Culture: The Comprehensive Role of Employees' Crisis Awareness and Organizational Citizenship Behavior

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Summary: In the era of self-media and mobile internet very small incidents may lead to severe public opinion and crisis for organizations. Once the organizational crisis breaks out its dissemination and destructiveness will bring great harm to the organization and society. Therefore exploring the impact of kinship-like relationship based on Chinese local culture on the improvement of organizational crisis management ability and its internal mechanism and path can enrich the theoretical research on organizational crisis management in China and guide Chinese organizations to improve their crisis management ability.

Compared with the instrumental trade contracts based on the principle of reciprocity in the West kinship-like relationship rooted in traditional Chinese culture helps to improve organizational crisis management ability. Based on the local culture of China 1226 sample data are collected from employees of organizations in China which include employees' crisis awareness and organizational citizenship behavior. This paper empirically tests the relationship between kinship-like relationship and the improvement of organizational crisis management ability and analyzes and refines its internal path and mechanism. The results show that 1 the cultivation of kinship-like exchange relationship contributes to the improvement of organizational crisis management ability in which employees' crisis awareness and organizational citizenship behavior play an important role 2 compared with organizational citizenship behavior employees' crisis awareness plays a more significant role between kinship-like relationship and the improvement of organizational crisis management ability and the kinship-like relationship between employees and organizations enhances organizations' crisis management ability by enhancing employees' crisis awareness 3 kinship-like relationship promotes employees' organizational citizenship behavior thereby enhancing employees' crisis awareness and organizations' crisis management ability. Based on the above combined with Chinese traditional culture this paper puts forward

bVAd_ S UvZShWTW dM[W WzF ZW Tk geY Wh[ca` _ WfS^bVAd_ S UvAdVebdah[VW Tk
 : VJg` S V` Wsf[hWUdWV[Y fZ[eefgVk La` efgUfeYdWV badfa`faei [fZ V[XVWVf VVWVeaXfZW
 Ugf/aXcdSfWTVi Ww \$"## S V \$"#* S V g` WdFS] VebVAd_ S UvWISgSf[a` žF ZWegefS` ST^W
 WvWab_ Wf YaSe aXbadfa`fae SdWVegdW fZdagYZ Wh[ca` _ WfS^dWV[YžF ZWV` S UfS^
 TWVWfreaXbadfa`fae SdWVUgdW Tk S kefWV Sf[U bVAd_ S UvSeVte_ Wf aXbadfa`fae ahVUS^
 dVgd e d[e] /SVgefW dVgd e S V d[e] e geY 5E; %" Se fZW_ Sd] W TWUZ_ Sd] S V 5E;
 7` h[ca` _ WfS^BdafWV[a` ; Vgefck ;` Wj/ SefZWbSe[hWYdW [Wj/ TWUZ_ Sd] ž

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 YWVsf[Y S dVgd Sf` a VefZS fZW_ Sd] W TWUZ_ Sd] ž \$ F ZVdM[e` a eY [XUS f V[XVdWUW
 TVi Ww SUR[hWYdW [hVef_ Wf S V bSe[hWYdW [Wj/ [hVef_ Wfž % 4SdW a` fZW5 SdZSd
 XagdXSufad_ aWw & , Ž ' " , aXfZVdWV[Y [fWefk badfa`faeUS SLZ[VWVdY [XUS f k Z[YZVd
 bVAd_ S UvZS fZW_ [[g_ dWV[Y efaU] baa^ S V fZWbVAd_ S UvAXagd badfa`fae [e
 _ S] k SXXVW Tk fZW_ Sd] W XSufad e] WSufad S V _ a_ Wfg_ XSufadž & D Vgd eaXYdW
 badfa`fae SdWna`Sf[W [fZ fZWVWVaxfZVdWV[Y Ugf/aXcdSfWbdWVWV SeS ? eZSbWi Z[UZ
 [ebaet`k UgdW Tk SLa_ T] W [XgWUWaxfZWVU] aXYdW V[XUWUk [5Z[S efaU] _ Sd] W
 S V efaU] V[hVef[XUS[a` ž3^fZVdWV[V[Yebdah[VW W S V V[dVf Vh[VWUWadg` WdFS V[Y
 YdW [hVef_ Wf [5Z[Sž

Mg{"yqt fu"YdW X` S UvYdW [hVef_ Wf-efaU] Xg` Vebadfa`fa` _ S SYW_ Wf-dWV[Y

"

* 6: +

ea_ WbdSUR[US^hSgVWV^YZfW_ Wf Xba_ fZdWVSebVUfe Ugf[hSf[Y] [eZ[b/`] Wj/UZS YW
 dWSf[a` eZ[b TVi Ww W_ b`akWV` S V adYS [I Sf[a` e e[g`Sf[Y adYS [I Sf[a` S^Uf[| W eZ[b
 TVZSh[ad S V Ugf[hSf[Y W_ b`akWV` dVVeNaXZSdVez[|bž

FZW_ S] La` fd[Tgf[a` eaXfZ[ebSbVdSdSeXa`ai e # 5a_ T] [Y i [fZ 5Z[VdWUgfgdW
 Xba_ fZWbVdWVf[hWaXadYS [I Sf[a` S^UgfgdWS V [V[h[VgS^W_ b`akWVfZ[ebSbVdVj/b`adVefZW
 _ VUZS [e_ aX] [eZ[b/`] WdWSf[a` eZ[b TSeW a` 5Z[VdWfcdSV[f[a` S^UgfgdWfa WZS UW
 adYS [I Sf[a` S^Ud[e]_ S SYW_ Wf ST[|fk ea Sefa WdUZ fZWfZVdV[US^V[d]ge[a` aX`aUS[| W Ud[e]
 _ S SYW_ Wf aX5Z[VdWadYS [I Sf[a` eS V WZS UvZWSVbST[|fk aXl VdVd adYS [I Sf[a` S^
 Ud[e]_ S SYW_ Wf fZVdck [fa 5Z[VdW`aUS^adYS [I Sf[a` ež \$ FZ[ebSbVdLa_ T] Vd 5Z[VdW
 `aUS^adYS [I Sf[a` e i [fZ fcdSV[f[a` S^UgfgdWS V W_ TWVW_ b`akWV` g` [cgWbckUZa`aY[US^
 W_ af[a` S^S V TVZSh[adS^UZSdSURVef[Le [fa _ S SYW_ Wf bcdSUR[UW[f La_ T] Vd| VdVd Ud[e]
 _ S SYW_ Wf fZVdck S V bcdSUR[UWi [fZ 5Z[VdWfcdSV[f[a` S^UgfgdWS V V[dVUfe `aUS[| W
 _ S SYW_ Wf bcdSUR[UWi [fZ fZWAd_ Sf[a` aXadYS [I Sf[a` S^_ S SYW_ Wf efgSf[a` [f S`ea ZSe
 bcdSUR[US^hSgVW] _ S SYW_ Wf fa [bcdhW5Z[S eadYS [I Sf[a` S^Ud[e]_ S SYW_ Wf S V dVba` dV
 ST[|fkž

Mg{"yqt fu"5Z[VdW`aUS^UgfgdW] [eZ[b/`] WdWSf[a` eZ[b- adYS [I Sf[a` S^Uf[| W eZ[b
 TVZSh[ad-W_ b`akWV` Ud[e]Sd WVe-adYS [I Sf[a` S^Ud[e]_ S SYW_ Wf ST[|fk