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应对不合规任务:公正敏感性和成长需求的作用

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摘 要: 不合规任务是被个体认为超出了自身角色范围、不应该由自己完成的任务, 这种任务会使个体感到自己的专业身份受到侵犯。现有研究大多聚焦于不合规任务对员工情绪、自尊和工作表现的负面影响, 而较少关注员工如何应对不合规任务。基于社会比较理论和员工应对视角, 本研究认为员工会采取任务重塑这一积极应对策略, 来缓解不合规任务带来的消极影响。本研究对293名员工的数据分析结果表明, 不合规任务对任务重塑有显著的正向影响; 公正敏感性能够强化不合规任务对任务重塑的影响; 进一步, 成长需求强度和公正敏感性共同调节着不合规任务和任务重塑之间的关系, 当公正敏感性和成长需求均强时, 不合规任务对任务重塑的正向影响最强。

关键词: 不合规任务; 公正敏感性; 成长需求; 任务重塑; 社会比较理论

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一、引 言

illegitimate tasks

Semmer , 2007

Jacobshagen 2006 Semmer 2006 159

159 3 500

10%

65%

Jacobshagen 2006 Semmer 2006

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2006 “ ” Van Schie
2014 Ahmed 2018

Apostel 2018 Semmer 2015
Sonntag Lischetzke 2018 Eatough 2016

Long 1990 Eatough 2016

task crafting

Berg 2013 Wrzesniewski Dutton 2001

Festinger, 1954

2012

Zargar 2014

二、理论基础与研究假设

1

Ilgen Hollenbeck 1991

2018 2

role

Schulte-Braucks

social identity

2018

Hogg 2016

Ahmed
professional

Braucks 2018

tasks

unreasonable tasks

Schulte-
unnecessary
1

2

3

4

1

2

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Semmer 2006

Festinger 1954

2016

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2015

Stets Serpe 2013 2

2017 3

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Stets Serpe 2013

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Folger Cropanzano 2001
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Festinger 1954

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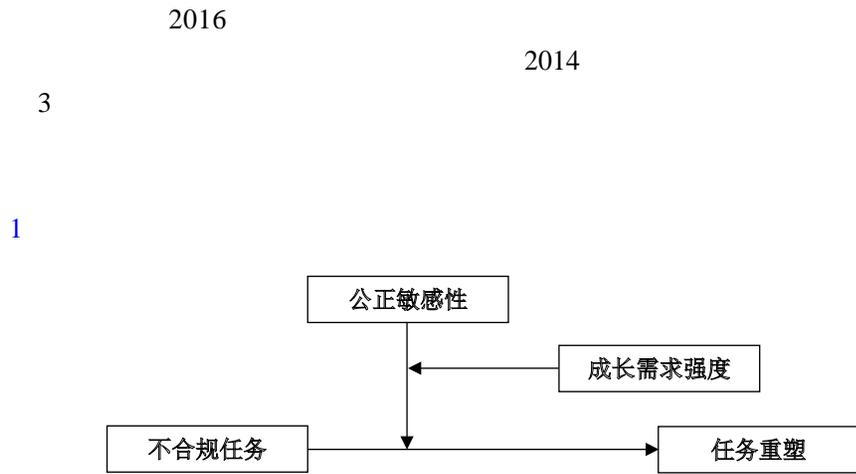


图 1 研究模型

三、研究设计

	6				
	340			293	
86.18%	293				
40.614%		59.386%		2.389%	5.461%
17.747%			74.403%	18—22	10.239% 23—27
59.044%	28—32	14.676%	33—37	5.119%	38—42
2.730%	48—52	3.413%	53		3.755% 43—47
				1.024%	

—

Semmer 2010 8 2

4 5 Likert 1=“ ” 5=“ ”

“ ”

Cronbach's 0.821

Schmitt 2005 10

6 Likert 1=“ ” 6=“ ”

“ ” Cronbach's 0.901

Hackman Oldham 1980 6

5 Likert 1=“ ” 5=“ ”

“ ” Cronbach's 0.920

Leana 2009 6

7 Likert 1=“ ” 7=“ ”

“ ” Cronbach's 0.852

Lin 2017 Bruning

Campion 2018 1 2

四、数据分析和结果

Mplus 7

item-pairs

Hau Marsh 2004

1

表 1 变量区分效度的验证性因子分析结果

χ^2	df	χ^2/df	CFI	TLI	$RMSEA$	$SRMR$	$\Delta\chi^2$
200.037	84	2.381	0.933	0.916	0.069	0.059	
441.614	87	5.076	0.794	0.752	0.118	0.098	241.577
997.225	89	11.205	0.473	0.378	0.187	0.138	555.611
1 261.259	90	14.014	0.320	0.207	0.211	0.177	264.034

293

2016

“Harman ” 2004

21.535% 50%
Podsakoff 1990 “ ”

$\chi^2=200.037$ $df=84$, $p<0.01$,
 $\chi^2/df=2.381$, $CFI=0.933$, $TLI=0.916$, $RMSEA=0.069$, $SRMR=0.059$

“ ”

2001 Lindell Whitney,
0.109, *n.s.* ,
0.147 $p<0.05$
0.143 $p<0.05$ 0.240 $p<0.001$
,
, 2013

2

$r=0.279$, $p<0.01$ $r=0.148$, $p<0.05$
 $r=0.117$, $p<0.05$ $r=0.127$, $p<0.05$
 $r=0.240$, $p<0.01$

表 2 均值、标准差和相关系数

	1.594	0.492						
	28.017	7.149	0.035					
	3.245	0.685	0.039	0.014	0.821			
	3.856	0.870	0.022	-0.129*	0.279**	0.901		
	3.771	0.737	0.168**	0.011	0.025	0.117*	0.920	
	4.618	0.919	-0.093	0.109	0.148*	0.127*	0.240**	0.852
*	$p<0.05$	**	$p<0.01$		Cronbach's			1
2								

SPSS

3

1

2

3

×

×

×

4

3

×

×

表 3 层次回归分析结果

	1		2		3		4	
	4.501***	0.272	2.572***	0.451	2.555***	0.452	3.018***	0.462
	-0.182	0.109	-0.273*	0.105	-0.281**	0.105	-0.267**	0.103
	0.015	0.007	0.016*	0.007	0.016*	0.007	0.014*	0.007
			0.165*	0.078	0.162*	0.078	0.108	0.078
			0.087	0.062	0.102	0.062	0.081	0.061
			0.312***	0.071	0.298***	0.072	0.247***	0.072
					0.207*	0.081	0.242**	0.080
					-0.188	0.102	-0.117	0.102
					-0.054	0.080	-0.075	0.079
							0.272***	0.078
R ²	0.021	0.913	0.115	0.872	0.142	0.863	0.178	0.847
ΔR ²			0.094***		0.027*		0.036***	
F		3.175*	7.483***		5.883***		6.794***	

* p<0.05 ** p<0.01 *** p<0.001

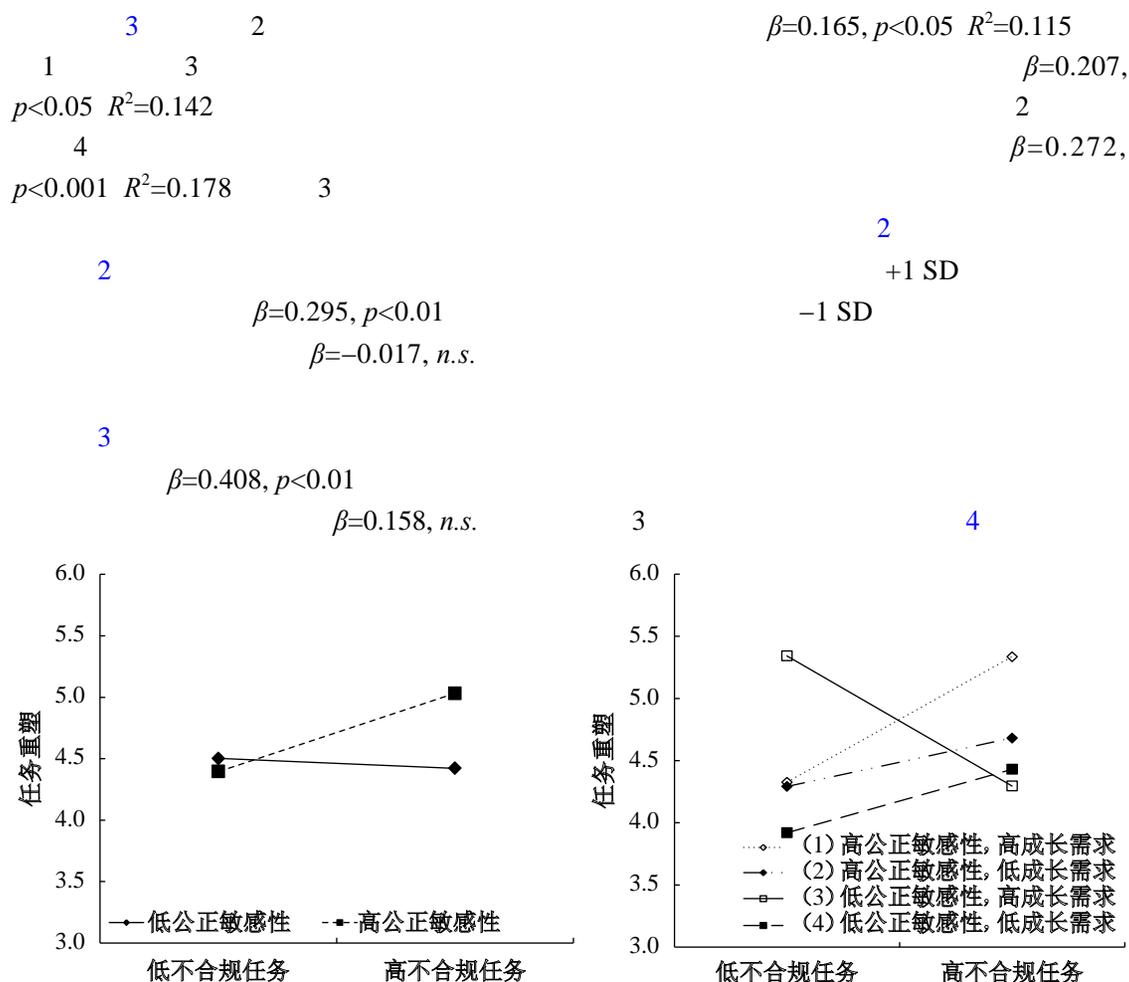


图 2 不合规任务和公正敏感性对任务重塑的交互影响

图 3 不合规任务、公正敏感性和成长需求强度对任务重塑的交互影响

表 4 简单斜率和斜率两两对比分析表

		1	2	3
1		0.408		
2		0.231	0.177	
3		-0.363	0.771***	0.594**
4		0.158	0.250	-0.521**

* $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

五、讨论

1

Ahmed 2018

2

3

$p < 0.01$
n.s.

$B = 0.408,$
 $B = 0.158,$

$B = 0.231, n.s.$
 $B = -0.363, p < 0.05$

1.

2016

2.

”“ ” “ ”

SOS

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Coping with Illegitimate Tasks: The Role of Justice Sensitivity and Growth Need Strength

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Summary: Tasks are legitimate when they conform to norms about what can reasonably be expected from a given person, while they are illegitimate if they violate such norms. Illegitimate tasks are conceived as offensive to one’s professional identity. Existing research mainly focuses on the negative impacts of illegitimate tasks or the negative coping strategies taken by employees. However, employees are not only the passive recipient of work tasks, but also can proactively change their tasks to maintain self-esteem and positive image.

Therefore, this study introduces the concept of task crafting, defined as the active role that an employee plays in altering the boundaries of his/her job and shaping actual work practice. From the perspective of task crafting, employees can actively seek opportunities to design their tasks to satisfy their own needs, rather than accepting assigned work passively. By crafting tasks, employees can gain a sense of work meaning and identity. Drawing on the job-crafting perspective, this article analyzes employees’ active coping strategy (i.e., task crafting) towards illegitimate tasks.

Based on the core ideas of the Social Comparison Theory, this study proposes relevant assumptions. There are three main aspects of the Social Comparison Theory: (1) Individuals will compare their own opinions, abilities, received treatment (comparisons) with relevant standards or others (references); (2) When individuals perceive their self-evaluation deviates from references, they will take measures to reduce the discrepancy; (3) In the process of making changes, individuals will experience some resistance and thrust. Accordingly, this study proposes three hypotheses. First, illegitimate tasks

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