

The Study on the Relationship among Job Rotation, Organizational Climate and Organization Commitment- A Case Study of Un

張也青、李德治

E-mail: 321983@mail.dyu.edu.tw

ABSTRACT

The purpose of this study is to investigate the relationship among job rotation of school staffs, organizational climate and organization commitment. This study takes private universities in middle Taiwan as research objects. The sample was made of 306 questionnaires and the valid questionnaires returned are 298. Hierarchical regression analysis was used as an approach to analyze the data. The result indicates that the job rotation of school staffs has a positive impact on organization commitment. Besides, when school staffs perceive organizational climate as negative, job rotation will increase the staffs' organization commitment. The study also provides suggestions to the management of student affairs, management practices and future researches, and hopefully it will be also beneficial to people in charge of human resources in schools and other organizations.

Keywords : job rotation、organizational climate、organization commitment

Table of Contents

| | | | |
|---|-----|--|-----|
| 內容目錄 中文摘要 | iii | 英文摘要 | iii |
| iv 誌謝辭 | | v 內容目錄 | |
| vi 表目錄 | | viii 圖目錄 | |
| ix 第一章 緒論 | 1 | 第一節 研究背景與動機 | 1 |
| 1 第二節 研究問題 | 3 | 第三節 研究目的 | 3 |
| 4 第二章 文獻探討 | 5 | 第一節 組織承諾 | 5 |
| 5 第二節 工作輪調 | 10 | 第三節 組織氣候 | 10 |
| 18 第四節 工作輪調、組織氣候及組織承諾之關係 | 25 | 第三章 研究方法 | 30 |
| 30 第一節 研究架構 | 30 | 第二節 研究假設 | 30 |
| 31 第三節 研究對象與抽樣方法 | 32 | 第四節 各項 | 32 |
| 操作型定義與量表暨計分方式 | 34 | 第五節 資料分析方法 | 41 |
| 初測量表的分析 | 42 | 第四章 研究結果 | 49 |
| 描述性統計 | 49 | 第一節 個人背景變項與組織承諾之差異性分析 | 52 |
| 第三節 個人背景變項與組織承諾之差異性分析 | 52 | 第二節 工作輪調、組織氣候與組織承諾之相關分析 | 51 |
| 第五節 個人背景變項與組織承諾之差異性分析 | 52 | 第三節 工作輪調、組織氣候與組織承諾之迴歸分析 | 55 |
| 第五章 結論與建議 | 59 | 第一節 研究發現 | 59 |
| 59 第二節 學術與管理實務上之建議 | 61 | 第三節 研究限制 | 61 |
| 63 參考文獻 | 63 | 附錄A 調查問卷 | 64 |
| 88 表目錄 表 2- 128個工作輪調的理由 | 17 | 表 3- 1問卷收發統計表 | 17 |
| 33 表 3- 2本研究工作輪調問卷問項 | 35 | 表 3- 3本研究組織承諾問卷問項 | 35 |
| 37 表 3- 4信度檢定結果(n=383) | 38 | 表 3- 5組織氣候原題數分屬構面 | 38 |
| 與本研究修訂後之比較圖 | 39 | 表 3- 6本研究組織氣候問卷問項 | 39 |
| 39 表 3- 6本研究組織氣候問卷問項 | 39 | 表 3- 7工作輪調之項目總和統計量 | 39 |
| 43 表 3- 8組織承諾之項目總和統計量 | 43 | 表 3- 9組織氣候之項目總和統計量 | 43 |
| 44 表 3-10工作輪調各問項之驗證性因素分析 | 46 | 表 3-11組織承諾各問項之驗證性因素分析 | 46 |
| 47 表 3-12組織氣候各問項之驗證性因素分析 | 48 | 表 4- 1樣本個人背景資料分佈情形 | 50 |
| 50 表 4- 2工作輪調、組織氣候與組織承諾之相關分析結果 | 52 | 表 4- 3二分類之個人變項與組織承諾之獨立樣本t檢定 | 53 |
| 53 表 4- 4三分類以上之個人變項與組織承諾之單因子變異數分析 | 54 | 表 4- 5工作輪調、組織氣候與組織承諾之層級迴歸分析 | 56 |
| 54 表 4- 5工作輪調、組織氣候與組織承諾之層級迴歸分析 | 56 | 表 4- 6工作輪調與價值承諾、努力承諾、留職承諾之層級迴歸分析 | 58 |
| 58 表 5- 1假設分析結果 | 58 | 圖目錄 圖 2-1Mowday、Porter與Steers之組織承諾前因後果模式 | 7 |
| 59 圖目錄 圖 2-1Mowday、Porter與Steers之組織承諾前因後果模式 | 7 | 圖 3-1本研究架構圖 | 30 |
| 30 圖 4-1組織氣候對工作輪調與組織承諾之高低分組散佈圖 | 57 | | |

REFERENCES

參考文獻 一、中文部份 王永大(1996), 公部門工作生活品質之研究, 國立政治大學公共行政研究所未出版之碩士論文。 王本賢(2002), 工作特性模式與工作滿足關係之研究 - 以某國立大學職員為研究對象, 國立中山大學人力資源管理研究所未出版之碩士論文。 古金英(2001), 臺灣銀行業輪調與無輪調員工工作壓力源的比較研究, 管理研究學報, 3, 127-158。 石清城(2005), 員工工作滿意對組織承諾及公民行為影響之研究 - 以某汽車公司個案為例, 國立中央大學管理學院高階主管企管碩士班未出版之碩士論文。 何武恭(2003), 學校行政人員工作輪調、工作滿足與組織承諾之相關性研究 - 以南部地區私立大學為例, 私立義守大學工業工程與管理學研究所未出版之碩士論文。 余明助(2006), 組織變革不確定感與員工工作態度關係之研究 - 以組織溝通和員工信任為中介變數, 人力資源管理學報, 6(2), 89-110。 吳淑敏, 唐國銘(2009), 決策者價值觀、組織氣候與組織績效之關係研究:以高科技產業決策者為例, 中華管理評論, 12(2), 20。 吳淑敏, 徐村和, 唐國銘(2007), 情緒智慧、組織氣候與服務品質之關係研究 - 以台灣銀行產業為例, 中華管理評論國際學報, 10(2), 1-25。 吳藹書(1985), 企業人事管理, 台北:大中國圖書股份有限公司。 李欣潔(2008), 優質學校教育指標與領導行為之探析, 教育趨勢導報, 30, 124-127。 李逸如(2005), 醫師對輪調訓練知覺、工作滿足及組織承諾之研究 - 以高雄醫學大學附設中和醫院、高雄市立小港醫院為例, 中山大學人力資源管理研究所碩士在職專班未出版之碩士論文。 李壽雄(1986), 談工作輪調, 石油通訊, 4 (15), 20-22。 李德治, 董惠玲(2009), 多變量分析:專題及論文常用的統計方法(初版), 台北:雙葉書廊有限公司。 林育理 (2005), 組織知識管理活動氣候對員工知識活動行為影響之研究 - 一個跨層次模式的驗證, 私立元智大學管理研究所未出版之博士論文。 林佳暖(2005), 師徒關係與組織承諾, 國立中央大學人力資源管理研究所未出版之碩士論文。 林俊宏, 龐寶璽, 鄭晉昌(2006), 支持性組織氣候對訓練移轉的直接效果與間接效果之差異性探討, 東吳經濟商學學報, 55, 1-34。 林虹君(2007), 淺談學校人力資源管理, 網路社會學通訊期刊, 3(1), 64。 邱馨儀(1996), 學校組織文化與教師組織承諾互動模式之探索, 空大行政學報, 5, 233-252。 柯惠玲(1989), 工作滿足、工作績效與離職傾向之關係研究, 國立政治大學企業管理研究所未出版之碩士論文。 洪麗美(2005), 組織變革認知、工作壓力與組織承諾關係之研究 - 以改制後私立科技大學行政人員為例, 國立中山大學人力資源管理研究碩士在職專班未出版之碩士論文。 秦夢群(1988), 教育行政理論與應用, 臺北:五南出版社。 張仁家, 周士琦, 陳雅滇(2006), 學校組織創新經營策略之探討 - 以臺北市立松山家商為例, 2006年技職教育永續發展學術研討會論文集, 703-714, 臺北:國立臺北科技大學技術及職業教育研究所。 張明輝(2001), 知識經濟與學校經營, 現代教育論壇, 41, 25-29。 張明輝(2002), 企業管理理論在學校經營的應用及省思, 教師天地, 120, 28-36。 張惠英(2002), 國民小學教師工作價值觀、工作生活品質與組織承諾關係之研究, 國立屏東師範學院國民教育研究所未出版之碩士論文。 張景盛, 戴士欽, 石英鈴(2008), 臨床護理人員工作輪調與工作滿意對組織承諾影響之探討, 醫護科技學刊, 10(1), 15-26。 張照明(2001), 特殊教育學校組織氣候與組織承諾關係之研究, 東台灣特殊教育學報, 3, 111-179。 張瓊云(1990), 托兒所所長領導型式、托兒所組織氣氛、保育人員組織承諾與服務機構組織績效關係之研究 - 以台北市為例, 私立文化大學兒童福利研究所未出版之碩士論文。 莊佑康(1996), 我國企業工作輪調實施之調查研究 - 以製造業與服務業為例, 國立中山大學企業管理學系未出版之碩士論文。 莊堯巽(2008), 員工組織氣候感知與工作態度之關聯 - 以A公司為例, 第十四屆企業人力資源管理實務專題研究成果發表會, 國立中央大學。 莊維仁(2007), 彰化縣國小教師工作壓力、組織公平與組織承諾之研究, 私立大葉大學人力資源暨公共關係研究所未出版之碩士論文。 許士軍(1972), 有關黎史(Litwin and Stringer)二氏「組織氣候」尺度在我國企業機構之適用性之探討, 國立政治大學學報, 26, 103-138。 郭順成(2002), 政府再造對員工工作滿足、組織承諾、工作投入與離職傾向影響之研究 - 以精省為例, 國立中山大學人力資源管理研究所未出版之碩士論文。 陳忠謙(1995), 企業主管領導型態與員工溝通滿足及組織承諾之關係研究 - 台灣石化業為例, 國立成功大學企業管理研究所未出版之碩士論文。 陳俐文(2005), 國稅稽徵人員工作輪調、工作滿足與組織承諾之探討, 國立屏東科技大學農企業管理系未出版之碩士論文。 陳維政, 李金平(2005), 組織氣候研究回顧與展望, 外國經濟與管理, 27(8), 18-25。 陳維政, 李金平, 吳繼紅(2006), 組織氣候對員工工作投入及組織承諾的影響作用研究, 管理科學, 19(6), 18-23。 陳靜怡(2002), 組織氣候認知、員工自我導向學習與工作投入之關係研究 - 以某國際快遞公司為例, 國立中山大學人力資源管理研究所未出版之碩士論文。 陸洛(2008), 活用工作輪調再造士氣, T&D飛訊, 75, 1-4。 曾阡茹(2006), 私立大學工作輪調、工作倦怠感及組織承諾相關性之研究 - 以東海大學行政人員為例, 私立東海大學行政管理暨政策學系未出版之碩士論文。 游舜傑(2003), 多能工之學習動機與離職傾向之研究, 私立銘傳大學管理學院高階經理研究所未出版之碩士論文。 黃先鋒, 廖敏齡, 周澤民(2005), 工作輪調、工作滿足與組織承諾相關性之實證研究, 人力資源管理學報, 5(4), 107-129。 黃英忠(1989), 現代人力資源管理, 台北:華泰書局。 黃英忠, 杜佩蘭, 張肇松(2003), 組織氣候與組織承諾關係之研究 - 以高雄市公辦民營及市立醫院為例, 中國行政評論, 12(3), 27-60。 黃庭鍾(2009), 非營利組織成員之參與動機、組織氣候與承諾對組織效能影響 - 以我國義勇消防隊為例, 明新學報, 35(2), 31-77。 黃國隆(1986), 中學教師的組織認同與專業承諾, 國立政治大學學報, 53, 55-83。 黃淑珺(1997), 企業中HR部門所扮演的角色, 才能需求與發展之研究, 國立中山大學人力資源管理研究所未出版之碩士論文。 黃碧霞(2008), 公務人員考績公平認知與組織氣候、組織承諾關係之研究, 國立政治大學學報, 26, 103-138。 楊建昌, 葉宇泰, 何國章, 陳世欣(2002), 組織氣候之實證研究 - 以台北某醫療機構為例, 醫務管理期刊, 13(1), 120-141。 詹雅雯(2007), 探討影響工作輪調效益之因素研究 - 以銀行從業人員為例, 國立中央大學人力資源管理研究所未出版之碩士論文。 管東海(2007), 臺北市政府人員工作輪調、工作滿足與組織承諾之研究 - 以臺北市稅捐稽徵處為例, 私立元智大學管理研究所未出版之碩士論文。 蓋浙生(2002), 高等教育財政改革:挑戰與因應, 2002年中國教育經濟學會學術研討會, 雲南:昆明。 鄭惠君(2002), 海陸輪調制度對海陸勤人員工作滿足與組織承諾之相關探討 - 以A公司海陸勤人員例, 國立中山大學人力資源管理研究所未出版之碩士論文。 蔣景清(2002), 組織氣候、組織承諾與組織公民行為關係之研究 - 以C工廠為例, 國立中山大學人力資源管理研究所碩士在職專班未出版之碩士論文。 蔡玉琴, 杜美蓮, 沈金春(2005), 工作輪調知覺、組織承諾與離職傾向關係之探討:以呼吸治療人員為例, 呼吸治療, 14(1), 13-24。 蔡培村(1985), 國民中小學校長領導特質、權力基礎、學校組織結構與組織氣候和教師工作滿足關係之比較研究, 國立政治大學教育研究所未出版之博士論文。 鄭得臣(1984), 領導型態、角色壓力、核心生活興趣與組織承諾的關係, 國立政治大學心理研究所未出版之碩士論文。 蕭奕志, 陳漢陽(2004), 全面品質管理在提升學校品質之應用策略, 中華技術學院學報, 31, 29-37。 賴學軍(2000), 高師院校成人教育能力適調的

思考, 溫州師範學院學報, 5, 20-22。譚晟, 凌文銓(2002), 中國企業員工的組織承諾及其思考, 廣州廣擴電視大學學報, 2(4), 30-32。

二、英文部份 Adomi, E. E. (2006). Job rotation in Nigerian university libraries. *Library Review*, 55(1), 66-74. Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(1), 252-276. Angel, H., & Perry, J. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*, 26, 1-13. Thomas, R. A. (1976). The organizational climate of schools. *International Review of Education*, 22(4), 441-463. Beatty, R. W., Schneier, C. E., & McEvoy, G. M. (1987). Executive development and management succession. *Research in Personnel and Human Resources Management*, 5(4), 289-322. Beck, K., & Wilson, C. (2000). Development of affective organizational commitment: A cross sequential examination of change with tenure. *Journal of Vocational Behavior*, 5(6), 114-136. Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66(1), 32-40. Bennett, B. (2003). Job rotation: Its role in promoting learning in organizations. *Development and Learning in Organizations*, 17(4), 7-9. Bernardin, J. H., & Russell, J. E. A. (1993). Human resource management: An experiential approach. U.S: Mc Graw-Hill, Inc. Bock, G. W., Zmud, R. W., Kim Y. G., & Lee, J. N. (2005). Behavioral intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *MIS Quarterly*, 29, 87-112. Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly*, 19, 533-546. Burke, L. A., & Moore, J. E. (2000). The reverberating effects of job rotation: a theoretical exploration of nonrotaters' fairness perceptions. *Human Resource Management Review*, 10(2), 127-152. Campbell, J., Dunnette, M. D., Lawler, E. E., & Weick, K. E. (1970). *Managerial Behavior, Performance, and Effectiveness*. New York: McGraw-Hill. Campion, M. A., Cheraskin, L., & Stevens, M. J. (1994). Career-related antecedents and outcomes of job rotation. *Academy of Management Journal*, 37(6), 1518-1542. Cascio, W. F. (1991). *Applied psychology in personnel management*, Eaglewood Cliffs. New Jersey: Prentice-Hall. Cheraskin, L., & Campion, M. A. (1996). Study Clarifies Job Rotation Benefits. *Personnel Journal*, 75(11), 31-38. Churchill, G. A., Ford, N. M., & Walker, O. C. (1976). Organizational Climate and Job Satisfaction in the Sales Force. *Journal of Marketing Research*, 13(2), 323-32. Clugston, M. (2000). The mediating effects of multidimensional commitment on job satisfaction and intent to leave. *Journal of Organizational Behavior*, 21(4), 477-486. Cordery, J., Steastos, P., Mueller, W., & Parker, S. (1993). Correlates of Employee Attitudes toward Functional Flexibility. *Human Relations*, 46(6), 705-723. Daft, R. L. (1998). *Organization theory and design* (6th ed). Cincinnati, Ohio: South-Western. Daniel, V., Roland, P., & Kathleen, T. (2005). High-potential development policies: an empirical study among Belgian companies. *The Journal of Management Development*, 24(6), 546-558. Davis, K., Jorgensen, M. (2005). Ergonomics. Pros and cons of job rotation as a means of reducing injury costs. *J Occup Environ Hyg*, 2(1), 1-3. DeCotiis, T. A., & Summers, T. P. (1987). A Path Analysis of a Model of the Antecedents and Consequence of Organizational commitment. *Human Relations*, 40, 445-470. Keuter, K., Byrne, E., Voell, J., & Larson, E. (2000). Nurses' job satisfaction and organizational climate in a dynamic work environment. *Applied Nursing Research*, 13(1), 46-49. Forehand, G. A., & Gilmer, B. V. H. (1964). Environmental Variations in Studies of Organizational Behavior. *Psychological Bulletin*, 62, 361-482. Gaertner, K. N., & Nollen, S. D. (1989). Career Experiences, Perceptions of Employment Practices, and Psychological Commitment to the Organization. *Human Relations*, 42, 975-991. Gordon, G. G., & Cummins, W. M. (1979). *Managing Management Climate*, Lexington. Massachusetts: Lexington Book. Guion, R. M. (1973). A Note on Organizational Climate. *Organizational Behavior and Human Performance*, 9, 120-125. Gutteridge, T. G. (1986). Organization career development systems: The state of the practice. In Hall D. T. & Associates (Eds.), *Career development in organizations* (pp 50-94). San Francisco: Jossey-Bass. Halpin, A. W., & Croft, D. B. (1963). *The organizational climate of schools*. Chicago: Midwest Administration Center of the University of Chicago. Hall D. T., & Isabella, L. (1985). Downward movement and career development. *Organizational Dynamics*, 14, 5-23. Hall, D. T., & Schneider, B. (1972). Correlates of organizational identification as a function of career pattern and organizational type. *Administrative Science Quarterly*, 17, 340-350. Hazzard, L., Mautz, J., & Wrightsman, D. (1992). Job rotation cuts cumulative trauma cases. *Personnel Journal*, 71(2), 29-31. Henderson, C. (1992). Ergonomic Job Rotation in Poultry Processing. *Advances in Industrial Ergonomics and Safety*, 6, 443-450. Howard, A., & Bray, D. W. (1988). *Managerial Lives in Transition: Advancing Age and Changing Times*. New York: Guilford Press. Hoy, W. K., & Clover, S. I. R. (1986). Elementary school climate: A revision of the OCDQ. *Educational Administration Quarterly*, 22(1), 93-110. Hoy, W. K., Hoffman, J., Sabo, D. J., & Bliss, J. (1996). The organizational climate of middle schools: The development and test of the OCDU-RM. *Journal of Educational Administration*, 34(1), 41-59. Hoy, W. E., Mathews, J. D., McCredie, D. A., Pugsley, D. J., Hayhurst, B. G., Rees, M., Kile, E., Walker, K. A., & Wang, Z. (1998). The multidimensional nature of renal disease: Rates and associations of albuminuria in a Australian Aboriginal community. *Kidney International*. 54, 1296-1304. Hsieh, A. T., & Chao, H. Y. (2004). A reassessment of the relationship between job specialization, job rotation and job burnout: example of Taiwan's high-technology industry. *Journal of Human Resource Management (London)*, 15(6), 1108-1123. Huang, H. J. (1999). Job Rotation from the Employees' Point of View. *Research and Practice in Human Resource Management*, 7(1), 75-85. James, L. R., Hartman, A., Stebbins, M. W., & Jones, A. P. (1977). Relationships Between Psychological Climate and a VIE Model for Work Motivation. *Personnel Psychology*, 30, 229-254. Jaturanonda, C., Nanthavanij, S., Chongphaisal, P. (2006). A survey study on weights of decision criteria for job rotation in Thailand: Comparison between public and private sectors. *International Journal of Human Resource Management*, 17, 1834-1851. Jonsson, B. (1988). Electromyographic Studies of Job Rotation. *Scandinavian Journal of Work Environment Health*, 1(14), 108-109. Kanter, R. M. (1968). Commitment and social Organization: A Study of Commitment Mechanisms in Utopian Communities. *American Sociological Review*, 33, 499-517. Kanter, R. M. (1977). *Men and women of the corporation*. New York: Basic Books. Kim, W. C., & Mauborgne, R. A. (1997). Fair process: Managing in the Knowledge Economy. *Harvard Business Review*, 75(4), 65-75. Kukkanen, L., Leino-Klipi, H., &

Katajisto, J. (2003). Nurse empowerment, job-related satisfaction, and organizational commitment. *Journal of Nursing care Quality*, 18(3), 184-192.

Kushman. (1992). The organizational dynamic of teacher workplace commitment: A study of urban elementary and middle schools. *Educational Administration Quarterly*, 28, 213-226.

Kottkamp, P. B., Mulhern, J. A., & Hoy, W. K. (1987). Secondary school climate: A revision of the OCDQ. Technical Report, Rutgers University.

Lawler, E. E. (1973). *Motivation in Work Organizations*. Monterey, California: Brooks/Cole Publishing Co.

Liou, S. R. (2009). Nurses' intention to leave: critically analyse the theory of reasoned action and organizational commitment model. *Journal of Nursing Management*, 17(1), 92-99.

Litwin, G. H., Stringer, Jr., & Robert, A. (1968). *Motivation and organization climate*. Boston: Harvard University.

London, M., & Stumpf, S. A. (1982). *Managing careers*. Reading, Massachusetts: Addison-Wesley.

Patterson, M. G., Michael, A. W., Viv, J. S., Jeremy, F. D., Rebecca, L., Sally, M., David, L. R., & Alison, M. W. (2005). Validating the organizational climate measure: links to managerial practices, productivity and innovation. *Journal of Organizational Behavior*, 26(4), 378-408.

Maslach, C. (1982). Understanding Burnout: Definitional Issues in Analyzing a Complex phenomenon. In W. S. Paine (ed.), *Job Stress and Burnout: Research, Theory, and Intervention Perspectives*. Beverly Hills, California: Sage Publications.

Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108, 171-194.

McCall, M. W., Lombardo, M. M., & Morrison, A. M. (1988). *The Lessons of experience: How successful executives develop on the job*. Lexington, Massachusetts: Lexington Books.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. California: Sage Publications Inc., Thousand Oaks.

Meyer, J. P., & Smith, C. A. (2000). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences*, 17(4), 319-331.

Middlewood, D., & Lumby, J. (1998). *Human Resource Management in schools and colleges*: Paul Chapman Publishing Ltd.

Moran, E. T., & Volkwein, J. F. (1992). The cultural approach to the formation of organizational climate. *Journal of Article*, 4(5), 19-47.

Morris, J., & Sherman, J. D. (1981). Generalizability of an organizational commitment model. *Academy of Management Journal*, 24(3), 512-526.

Morris, J., & Steers, R. M. (1980). Structural influences on organizational commitment. *Journal of Vocational Behavior*, 17, 50-57.

Morrison, R. F., & Hock, R. R. (1986). Career building: Learning from cumulative work experience. In Hall, D. T., & Associates (Eds.), *Career development in organizations*. San Francisco: Jossey-Bass.

Morrow, P. C. (1983). Concept redundancy in organizational research: The case of work commitment. *Academy of Management & Review*, 8(3), 486-500.

Mowday, R. T., Porter, L. W., & Dubin, R. (1974). Unit performance, situational factors, and employee attitudes in spatially separated work units. *Organizational Behavior and Human Performance*, 12, 231-248.

Mowday, R. T. (1998). Reflections on the study and relevance of organizational commitment. *Human Resource Management Review*, 4, 387-401.

Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-Organizational Linkages*. New York: Academic Press.

Newman, D. A., Hanges, P. J., Duan, L., & Ramesh, A. (1985). A network model of organizational climate: Friendship clusters, local agreement, and climate schemas. *Journal of Applied Psychology*, 70(3), 423-33.

Noe, R. A., & Ford, J. I. (1992). Emerging issues and new directions for training research. *Research in Personnel and Human Resources Management*, 10, 345-394.

Olorunsola, R. (2000). Job rotation in academic libraries: the situation in a Nigerian university library. *Library Management*, 21(2), 94-8.

Ortega, J. (2001). Job Rotation as a Learning Mechanism. *Management Science*, 47(10), 1361-1370.

Owens, R. (1987). *Organizational Behavior in Education* (3rd ed.). Englewood Cliffs, New Jersey: Prentice-Hall.

Paul, A. K., & Anantharaman, R. N. (2004). Influence of HRM Practices on Organizational Commitment: A Study Among Software Professionals in India. *Human Resource Development Quarterly*, 15(1), 77-88.

Porter, L., Steers, R., Mowday, R., & Boulian. (1974). Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians. *Journal of Applied Psychology*, 59(5), 603-609.

Pradeep, K. T. (1982). Perceived Organizational Climate and the Process of Salesperson Motivation. *Journal of Marketing Research*, 19(2), 240-254.

Pritchard, R. D., & Karasick, B. W. (1973). The effects of organizational climate on managerial job performance and job satisfaction. *Organizational Behavior and Human Performance*, 9, 126-146.

Lawrence, P. R., & Lorsch, J. W. (1967). *Organization and Environment: Managing Differentiation and Integration*. Boston: Division of Research, Harvard Business School.

Likert, R. (1967). *The Human Organization: Its management and value*. New York: McGraw-Hill Book.

Reyes, P. (1990). *Teachers and their workplace: Commitment, performance, and productivity*. California: Sage.

Robbins, S. P. (2001). *Organizational Behavior*. Upper Saddle River, New Jersey: Prentice-Hall.

Russell, E. J., & Chu-Hsiang, C. (2008). Relationships Between Organizational Commitment and Its Antecedents: Employee Self-Concept Matters. *Journal of Applied Social Psychology*, 38(2), 513-541.

Salancik, G. R. (1977). Commitment and the control of organizational behavior and belief. In B. M. Staw and G. R. Salancik (Eds.), *New directions in organizational behavior*. Chicago: St. Clair Press.

Sargent, D. S. (1952). *The Development of Executive Talents*. New York: American Management Association.

Scheldon, M. E. (1971). Investments and Involvements as Mechanisms Producing Commitment to the Organization. *Administrative Science Quarterly*, 16(2), 143-150.

Schneider, B., & Hall, D. T. (1972). Toward specifying the content of work climate: A study of roman catholic diocesan PRIESTS. *Journal of Applied Psychology*, 56(6), 20-23.

Schneider, B., & Snyder, R. A. (1975). Some relationships between job satisfaction and organization climate. *Journal of Applied Psychology*, 60(3), 318-328.

Schwarzwald, J., Koslowsky, M., & Shalit, B. (1992). A field study of employees attitudes and behaviors after promotion decisions. *Journal of Applied Psychology*, 77(2), 511-514.

Scott, D. K., & Jorgensen, M. (2005). *Ergonomics*. *Journal of Occupational and Environmental Hygiene*, 2(1), 1-3.

Sheldon, M. E. (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*, 16, 142-150.

Silver, P. F. (1983). *Educational Administration: Theoretical Perspectives on Practice and research*. New York: Harper and Row.

Staw, B. M. (1977). Two sides of commitment. Florida: paper presented at the National Meeting of the Academy of Management, Orlando.

Steers, R. M. (1977). Antecedents and Outcomes of Organization Commitment. *Administrative Science Quarterly*, 22, 46-56.

Steers, R. M., & Porter, L. W. (1979). *Motivation and work behavior*, 2nd edition. New York: McGraw-Hill.

Stevens, J. M., Beyer, J., & Trice, H. M. (1978). Assessing personal, role, and organizational

predictors of managerial commitment. *Academy of Management Journal*, 21, 380-396. Sullivan, J. (2008). Energize and Enhance Employee Value With Job Rotation. *Academy of Management Journal*, 8(1), 6-7. Straub, J. T. (1991). Cross-training: Bend Ability with Flexibility. *Supervisory Management*, 36(5), 11. Tagiuri, R., & Litwin, G. H. (1968). *Organizational climate : explorations of a concept*. Boston: Division of Research, Graduate School of Business Administration, Harvard University. Terri A. S., & Melenie, J. L. (1998). Relationships of Gender, Family Responsibility and Flexible Work Hours to Organizational Commitment and Job Satisfaction. *Journal of Organizational Behavior*, 18(4), 377-391. Triggs, D. D., & King, P. M. (2000). Job rotation. *Professional Safety*, 45, 32-34. Trimble, D. E. (2006). Organizational commitment, job satisfaction, and turnover intention of missionaries. *Journal of Psychology & Theology*, 34(4), 349-360. Tor, B., Lars, F., Arve, P. (1998). Disciplinary Differences in Job Satisfaction, Self-efficacy, Goal Commitment, and Organizational Commitment among Faculty employees in Norwegian Colleges: An Empirical Assessment of Indicators of Performance. *Quality in higher education*, 4(2), 137-157. Viteles, M. S. (1950). Man and Machine Relationship, the Problem of Boredom, In R. B. Ross (Ed.). New York: Proceedings of the Annual Fall Conference of the Society for Advancement of Management. Vroom, V. H. (1964). *Work and Motivation*. New York: John Wiley & Sons, Inc. Walker, C. R., & Guest, R. H. (1952). *The Man on the Assembly Line*. Harvard University Press. Wen-Hsien, H., Ching, S. C., Ying, L. S., & Rong, D. L. (2009). Effects of job rotation and role stress among nurses on job satisfaction and organizational commitment. *BMC Health Services Research- Articles*, 9(8), 38-42. Welsh, W. N. (2000). The Effects of School Climate on School Disorder. *The ANNALS of the American Academy of Political and Social Science*, 5(1), 88-107. Wexley, K. N., & Latham, G. P. (1991). *Development and training human resources in organizations*. New York: Harper Collins. Wiener, Y. (1982). Commitment in organizations. A normative view. *Academy of Management Review*, 7(3), 418-428. Zeira, Y. (1974). Job rotation for management development. *Personnel*, 51(4), 25-35. Zohar, D. (1980). Safety climate in industrial organizations: Theoretical and applied implications. *Journal of Applied Psychology*, 6(1), 96-102.