

The Impact of Individual Characteristics and Achievement Motivation on The Job Attitude of Expatriate Employee

曾翠緣、賴文魁、劉家駒

E-mail: 9302259@mail.dyu.edu.tw

ABSTRACT

Along with the development of world economy, the science and technology significant shortens the distance and estrangement between corporations. When the scope of the corporation's management stretching to abroad and creating another new market, "in different stage of internationalization, the corporation need the different contents and skills of human resources management". In the process of internationalization, therefore, corporation often rely on overseas foreign worker to integrating the abroad organization, and establishing global relationships. And then become an important agent for transmitting corporation's cultures. However, overseas foreign workers how to place an appropriately status on the corporation with their personal characteristics, job satisfaction, achievement and organizational commitment will be one of important key whether the corporation enable itself to be more internationalized and globalized. Thus, the present study was to explore the influences of overseas foreign employees' attitude for personal characteristics and achievement motive. When data collected from the survey was subject to analysis, the main findings from the results go as following: 1. Employees' personal characteristics (including the internal or external control, seniority, position and overseas working experiences) have no significant influences on overseas foreign employees' attitude for job satisfaction, but it has positive influences on employees' attitude for organizational commitment. 2. Achievement motive has positive influences on overseas foreign employees' attitude for job satisfaction and organization commitment. 3. Personal characteristics and achievement motive interact has positive influences on the entirety employees' attitude for job satisfaction. 4. Personal characteristics and achievement motive interact has positive influences on the entirety employees' attitude for organizational commitment.

Keywords : Personal characteristics, job satisfaction, achievement motive, overseas foreign worker, organizational commitment.

Table of Contents

第一章 緒論.....	1 1.1 研究動機.....
...1 1.2 研究目的.....	2 1.3 研究範圍與限制.....
...3 1.4 研究流程.....	4 第二章 文獻探討.....
...6 2.1 員工海外派遣.....	6 2.2 態度(Attitude)的涵義..... 9 2.3
員工個人特質.....	23 2.4 成就動機..... 29 第三
章 研究方法.....	36 3.1 研究架構..... 36
3.2 研究假設.....	37 3.3 操作性定義與測量..... 38 3.4
研究樣本與資料處理.....	41 第四章 資料分析與研究結果..... 43
4.1 敘述統計分析.....	43 4.2 研究變項分析..... 45 4.3
假設驗證分析.....	51 第五章 結論及討論..... 82
5.1 結論.....	82 5.2 管理意涵..... 84 5.3
未來研究建議.....	85 參考文獻..... 87
附 錄.....	95 本研究問卷.....
....95	

REFERENCES

中文部份: 1. 丁虹(1987)「企業文化與組織承諾之關係研究」。 國立政治大學企業管理研究所博士論文。 2. 王怡芸(1998)「影響台商公司的海外派遣人員適應因素之探討」 國立中山大學人力資源管理研究所碩士論文。 3. 甘水美 (2000)「臨時員工之內外控傾向對工作滿意與組織承諾關係之影響」 國立中央大學人力資源管理研究所。 4. 江錦華(2000)「人格特質與組織文化之適配性工作績效之影響--以高科技公司為例」 中央大學人力資源管理研究所。 5. 再創企業活力「如何進行員工培育」 財團法人中華民國職業訓練研究發展中心出版。 6. 李青芬 李雅婷 趙慕芬(2002.1)譯 原著 「Stephen P. Robbins 組織行為學」 華泰文化事業股份有限公司。 7. 李秋燕 (2000)「台灣企業外派大陸人員人格特質、生涯發展傾向、駐外動機及駐外適應對留任意願之研究」 中山大學人力資源管理研究所碩士論文。 8. 周惠英 (1999)「派駐大陸人員之人格特質與組織社會化戰術對組織承諾之影響」 中山大學人力資源管理研究所碩士論文。 9. 吳孟玲

(1998)「我國跨文化訓練現況與架構之探討 - 以資訊電子業為例」東華大學國際企業研究所碩士論文。10. 周旭華譯(1994.2.15)萊森(Ronnie Lessem)著「發展型管理」天下文化。11. 吳振昌(2001)「預期組織變革不確定感對部屬工作反應影響之實證研究」國防大學國防管理學院碩士學位論文。12. 吳秉恩(1994)企業國際化歷程與人力資源管理策略關係之研究 13. 張春興 (1986), 心理學, 台北:東華。14. 陳正平(1978), 企業主持人特徵與策略選擇及企業績效之研究, 國立政治大學企業管理研究所, 碩士論文。15. 許妙穗 (2000)「我國人力派遣制度安排之探討」國立中山大學人力資源管理研究所。16. 黃金旭 (2002)「室內設計業者個人屬性、職業成熟、成就動機與工作滿足之關係研究」中原大學碩士論文。17. 黃英忠(1993)「現代管理學」台北:華泰。18. 黃盈彰 (1999.1)「國小教師的工作特質:學校組織氣氛制控信念與成就動機對工作滿意影響之研究」國立台東師範學院。19. 陳泓鍵(2000)「派遣員工的動機 工作特性對工作滿足的影響 決策捕捉方法的實證研究」國立中央大學人力資源管理研究所。20. 陳富祥(1984), 個人屬性、工作滿足與工作投入關係之探討:國立政治大學企業管理研究所碩士論文。21. 傅蕭良著 (1986.7)「員工考選學」三民書局。22. 趙必孝(1993)「國際企業子公司的人力資源管理:策略、控制與績效」, 國立中山大學企業管理研究所未出版博士論文。23. 趙必孝(1998), 國際人力資源管理-理論與實證, 台北:華泰。24. 劉家駒(1996)「由組織及均衡觀點探討職位結構、組織承諾與承諾管理關係之研究」國立政治大學博士論文。25. 劉錦勳 (2001)「台商外派大陸人員人格特質 工作價值觀與生涯發展傾向間的關係」國立中山大學人力資源管理研究所。26. 潘依琳 (1994)「基層護理人員之工作特性、成就動機與工作投入、工作滿足、留職意願關係之研究」國立台灣大學護理學研究所碩士論文。27. 薛婉婷(1997), 「人格特質與工作特性之契合對工作滿足與組織承諾的影響」中央大學人力資源管理研究所碩士論文。28. 謝俐勤(1996)「跨文化因素對在台外商經理人員創業精神影響之研究」中山大學人力資源管理研究所未出版碩士論文。29. 藍采風、廖榮利(1994), 組織行為學, 三民書局。30. 魏梅金譯 (2002.8.14) Lyle M. Spencer,Jr.,Phd Signe著「才能評鑑法 建立卓越績效的模式」商周出版。31. 鐘金玉 (2000), 公務人員績效考核公平與工作態度之研究 - 以高雄市政府所屬警察、醫療、稅務人員為對象, 國立中山大學人力資源管理研究所未出版碩士論文。32. 顧鳳姿(1993)「資訊業駐外經理海外適應之研究」政治大學企管研究所未出版博士論文。33. 關復勇 (1987), 山地泰雅族國中學生自我概念、成就動機、學業成敗歸因與其學業成就之關係, 國立政治大學心理研究所碩士論文。34. 關復勇(1998)「服務接觸中關係品質知覺之研究」國立中山大學企業管理研究所博士論文。英文部份: 1. Allen, N. J. & J. P. Meyer, 1990?. The measurement and antecedents of affective, continuance and normative commitment to the organization, *Journal of Occupational Psychology*, 63, pp.1-18. 2. Allen, N. J. & J. P. Meyer, 1990?. Organizational socialization tactics: A longitudinal analysis of links to newcomers commitment and role orientation, *Academy of Management Journal*, 33, pp.847-858. 3. Allport, G. W. (1937). Personality: A psychological interpretation. New York: Holt. 4. Ames, C., & Archer, J. (1988). Achievement goals in the classroom: Students' learning strategies and motivational processes. *Journal of Educational Psychology*, 80,260-267 5. Atkinson, J.W.(Ed.)(1983). Personality, Motivation, and Action. New York: Praeger Publishers. 6. Angle , H.L. & Perry,J.L. (1981) .An Emoirical Assessment of Organizational Commitment and Organizational Effectiveness *Administrative Science Quarterly*, 26,pp.1-14. 7. Baldridge, J. V., & Burnham, R. A. 1975. Organizational innovation: Individual, organizational, and environmental impacts. *Administrative Science Quarterly*, 20, 165-176. 8. Blauner, R., (1966.)*Work Satisfaction Trends in Modern Society*, New York: Free Press, 9. Brockhaus, R.H., (1982), "The Psychology of the Entrepreneur," In C.A. Kent, D. L. Sexton, and K.H. Vesper (Eds.), *Encyclopedia Entrepreneurship*, Englewood Cliffs, NJ:Prentice Hall, pp.39-71. 10. Cherrington, D. J. (1989). Organizational behavior. Massachusetts: Allyn & Bacon. 11. Clifford, M. M. (1972). Effects of emphasizing competition in classroom- testing procedures. *The Journal of Educational research*, 65, 234-238. 12. Cranny, C. J., Smith, P. C., & Stone, E. F. (1992). Job satisfaction. New York: Lexington Books. 13. d'Ardenne, P. and Mahtain, A."Transcultural Counselling in Action." London:Sage. (1989) 14. Dunbar, E., and Katcher, A.,(1990), "Preparing Managers for Foreign as Signments, " *Training and Development Journal*, Vol.48, No.6. 15. Elliot, E.S., & Dweck, C.S.Soci (1988). Goals: An Approach to Motivation and Achievement. *Journal of Personality and Social Psychology*. 16. Ferris, K. R. & Aranya, N. 1983. A comparison of two Organizational Commitment Scales. *Personnel Psychology*, 36: 88. 17. G. Rong, J.Y. Ooi and J.M. Rotter., 1996, "Discrete element modeling of particulate solids in silos, " In: *Mechanics of Deformation and Flow of Particulate Material*, edited by Ching S. Chang et al., published by ASCE, New York. 18. Gupta. L. (1984), Relationships between order statistics and record values and some characterization results, *J.Appl. Prob.*, 21, 19. Hambrick, D.C. and P. Mason. 1984. Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review* 20. Holland, J. L., 1985, Making Vocational Choices: A Theory of Vocational Personalities and Work Environments. Englewood Cliffs, Prentice-Hall. 21. Joe, V.C. (1971). Review of the internal-external control construct as a personality variable. *Psychological Reports*, 28, 22. Kalleberg, A. L., (1977). Work Values and Job Reward: A Theory of Job Satisfaction. *American Sociological Review*, Vol.42, 23. Landy, F. J., & Trumbo, D. A.(1976). *Psychology of Work Behavior*, Illopopod:The Dorsey 24. L.W. Porer & R.M. Steers(1973). "Organizational Work and Personal Factors in Employer Turn-Over and Absenteeism." *Psychological Bulletin*. 25. McClelland,D.C., Atkinson, J.W., Clark, R.A., & Lowell, E.L.(1953). The Achievement Motive, New York: Appleton-Century-Crofts. 26. Meyer.J.P.&Allen,N.J.(1987).A Longitudinal Analysis of the Raely Development and Consequences of Organization Commitment. *Canadian Journal of Behavioral Science* , 19,199-215. 27. Mowday, R. T. Porter, L.M. & Steers,R.M. (1982) .Employee Organization Linkages:The psychology of Commitment, Absenteeism, and Turnover. New York:Academic Press,pp30. 28. Mowday, R. T., Steers, R. M. & Porter, L. W.(1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14: 224-247. 29. Meyer, J. P., & Allen, N. J.(1984), Testing The "Side-Bet Theory" of Organizational Commitment: Some Methodological Considerations.*Journal of Applied Psychology* , 69 : 372-378. 30. Meyer, J. P., Allen, N. J. & Smith, C. A. (1993) Commitment to Organization and Occupations : Extension and Test of a Three-Component Conceptualization, *Journal of Applied Psychology*, Vol. 78, No. 4, pp. 538-551. 31. Nicholls, J.G.(1984). Achievement Motivation: Conceptions of Ability, Subjective Experience, Task Choice, and Performance. *Psychological Review*, 32. Porter, L.W., Steers, R.M. & Mowday,R.T.(1979), The Measurement of Organizational Commitment, *Journal of*

Vocational Behavior, Vol.14,pp.224-247. 33. Rosen, B. and Jerdee, T. H., (1977). "Influence of Subordinate Characteristics on Trust and Use of Participative Decision Strategies in a Management Simulation", Journal pf Applied Psychology, Vol. 62, 34. .Reiner , D. M. & J. Zhao , "The Determinants of Job Satisfaction Among United States Air Force Security Police" , Review Of Public Personnel Administration , sum , 1999 , pp.5-18. 35. Richard M. Steers. (1994). Organizational Behavior. 36. Rubin, R. B. (1985)."The validity of the communication competence assessment instrument", Communication Monographs, 173-185. 37. Selmer, J. (2001) 'Psychological barriers to adjustment and coping strategies'Int. J. of Human Resource Management 12:2 March 2001 pp.151-165. 38. Smith, P. C., Kendall, L. M., & Hulin, C.L. (1969) . Measurement of satisfaction in work and retirement. Chicago: Rand McNally. 39. Tung, R. L. (1981),Selection and Training of Personnel for Overseas Assignment. Columbia Journal of World Business, 16 (1) , pp.68-78. 40. Whyte, W.(1965), The Organization Man, Garden City, New York: Doubleday Anchor Books.