

The Impact of Expatriated Assignments on The Intention of Turnover-The Moderating Effects of Organization Motivation

陳振武、陳木榮

E-mail: 9314263@mail.dyu.edu.tw

ABSTRACT

The study focuses on the impact of expatriation assignments and the intention of turnover and talk about the moderating effects of organizational motivation. Main research question are as follows: 1.to realize the relation between expatriation assignments and the intention of turnover. 2. To realize the effects of expatriation assignments and the intention of turnover on moderating effects of organizational motivation. 3. According to the result and tell some suggestions to be the sample of the expatriation human resource management to government organization and private company. By case study, we separate two kinds of people to be the sample. One is government organization, another is private company. The research result is as follows: 1. The relation between expatriation assignments and the intention of turnover is positive. 2. When the expatriation ability is high, assignments need is high, they would like to stay, the result is positive. 3. When the expatriation ability is high, assignments need is low, they would like to leave the organization, the result is partly positive. 4. When the expatriation ability is low, assignments need is high, they would like transfer to another position early, the result is positive. 5. When the expatriation ability is low, assignments need is low, they would not voluntary to leave the job, and the result is negative. 6. The expatriation assignments on the moderating effects of ixorganizational motivation, the intention of turnover will be effected, the result is partly positive. 7. When the expatriation ability is high, assignments need is low, when organizational motivation is positive, they would not leave the organization, the result is positive. 8. When the expatriation ability is low, assignments need is high, when organizational motivation is positive, they would not like to transfer to another position early, the result is positive. 9. When the expatriation ability is high, assignments need is high, when organizational motivation is negative, they would like voluntary to stay, the result is partly positive. 10. When the expatriation ability is low, assignments need is low, when organizational motivation is negative, they would not voluntary to leave the job, and the result is negative. The study list the suggestion to be the sample of government organization and private company on the expatriation human resource management. 1. the suggestion to private company : (1) Business expatriation included choice management, training management, and salary management. Performance evaluates and job support, etc. they should be pay more attention in the process of organization grow and build the suitable mechanism to promote the performance. (2) To reach the internationalization company, the cross culture of expatriation people is very important, we suggest to build the cross culture training to benefit the expatriation people. 2. the suggestion to government organization: (1) Government organization is good at choosing people and xorganizational motivation. In order to encourage people, we should build a fair performance evaluate mechanism to make people happy to devote himself. (2) Government organization should pay attention in experience transfer and knowledge accumulates to help the job of expatriation can continue to help the job spread.

Keywords : Expatriate, Expatriated Assignment, Intention of Turnover, Organizational Motivation

Table of Contents

封面內頁 簽名頁 授權書.....	iii	中文摘要.....	v	英文摘要.....	xii
要.....	viii	誌謝.....	xi	目錄.....	xii
圖目錄.....	xvi	表目錄.....	xvii	第一章 緒論.....	1
論.....	1	第一節 研究背景.....	1	第二節 研究動機.....	5
機.....	5	第三節 研究目的.....	7	第四節 研究範圍.....	7
圍.....	7	第五節 研究限制.....	8	第二章 文獻探討.....	9
討.....	9	第一節 派外人員及派遣方式.....	9	一、派外人員.....	9
員.....	9	二、派遣方式.....	10	第二節 留職承諾及離職傾向.....	22
向.....	22	一、組織承諾.....	22	二、離職傾向.....	25
三、小結.....	31	第三節 組織激勵.....	33	一、激勵的定義.....	33
義.....	33	二、激勵理論.....	34	三、激勵內涵.....	39
涵.....	39	四、小結.....	41	第四節 組織派遣方式與組織激勵對離職傾向相關實證研究.....	41
向相關實證研究.....	41	一、組織派遣方式與離職傾向.....	41	二、組織激勵與離職傾向.....	41

向	42	三、組織派遣方式與組織激勵對離職傾向相關實證研究	47	第三章 研究方
法	49	第一節 研究架構	49	第二節 研究變數說
明	50	一、派遣方式	50	二、離職傾向
51	三、組織激勵	51	第三節 研究方法設計	54
法	54	二、資料收集	54	三、研究流
程	55	四、研究對象	56	第四章 個案描
述	57	第一節 政府機關外派人員個案分析	57	一、外交部M先
生	57	二、政府機關N先生	60	三、政府機關O先
生	61	四、教育部P先生	62	五、政府機關Q先
生	64	第二節 民營企業外派人員個案分析	65	一、金豐機械公司A先
生	65	二、美利達工業股份有限公司B先生	67	三、正新橡膠工業股份有限公司C
先生	69	四、堤維西交通工業股份有限公司D先生	71	五、富登銅器公司E先
生	73	第五章 個案分析與命題推導	76	第一節 個案分
析	76	第二節 研究命題	77	第六章 結論與建
議	98	第一節 研究結論	98	第二節 理論與實務涵
意	99	一、理論涵意	99	二、實務涵意
100	三、對民營企業建議	102	四、對政府機關建議	102
研究與建議	102	一、個案之選擇	103	二、研究方
法	103	參考文獻	104	一、中文部
分	104	二、英文部分	109	附錄
117	訪談大綱	117		

REFERENCES

- 一、中文部分
1. 王怡云 (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。
2. 王麗雲(1995), 「我國企業海外派遣人員人力資源控制與績效關係之研究」, 國立中山大學人力資源管理研究所碩士論文。
3. 尹衍樑(1988), 「組織變革策略對組織承諾之影響研究—以潤泰工業股份有限公司電腦化為例」, 國立政治大學企業管理研究所博士論文。
4. 外交部網站資料, <http://www.mofa.gov.tw/mofa91,2004>
5. 朱高寧(1998), 「大陸台商薪資福利制度之研究」, 私立大葉大學事業經營研究所碩士論文未出版。
6. 田振榮等 (2001), 「我國高職學校專業能力標準之建構」, 國科會計劃成果報告。
7. 余安邦 (1980), 「企業組織中員工離職行為之研究」, 國立台灣大學心理研究所未出版碩士論文。
8. 李玉得 (1991), 「製造業高級人力事業前程策略之研究--以高雄地區製造業為例」, 國立中山大學企業管理研究所碩士。
9. 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。
10. 林虹君(1998), 「我國企業組織支援系統對駐外人員工作與家庭衝突影響之研究」, 國立中山大學人力資源研究所未出版碩士論文。
11. 林彩梅(1994), 「多國籍企業論」, 台北, 五南圖書出版社。
12. 林俊秀 (1991), 「國際行銷學」。台北:桂冠。
13. 林鑫琪(1994), 「文化中心主任領導型態與成員組織承諾之關係」, 社會教育學刊, p215-233。
14. 林杏娥(2001), 「企業福利、員工工作滿足與離職傾向之探討 - 以某報社為對象」。國立中山大學人力資源管理研究所未出版碩士論文。
15. 林營松, (1993), 「組織承諾及其影響因素對組織後果之研究-以楠梓加工出口區員工為例」。國立中山大學企業管理研究所未出版碩士論文
16. 洪啟方(2003), 「工作滿足與員工離職傾向關係之研究」, 國立台灣師範大學工業科技教育系未出版碩士論文。
17. 洪瑞璘(1996)譯, Moran 和Riesnerberger(1994)著, 「挑戰全球-企業如何迎接全球市場的挑戰」(The Global Challenge-Building the New Worldwide Enterprise), 台北:美商麥格羅希爾。
18. 洪瑞聰、余坤東和梁金樹(1998), 「薪資決定因素與薪資滿意關係之研究」, 管理與資訊學報, 3, 33-54
19. 邱國江(1999), 「我國企業制度、人口組織、員工流動與組織績效之關聯性研究」。國防管理學院資源管理研究所未出版碩士論文。
20. 柯元達(1994), 「台商派駐大陸經理人適應問題之研究」, 中山大學企業研究所未出版碩士論文。
21. 柯惠玲 (1989), 「工作滿足之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碩士論文。
22. 常書婉(2002), 「我國企業外派人員回任適應之影響因素與工作表現之探討」, 國立海洋大學航運管理學系未出版碩士論文。
23. 高景彬 (2000), 「駐外人員人力資源管理制度對海外適應與工作績效影響之研究 以政府機關為例」, 國立政治大學企業管理學系未出版碩士論文。
24. 郭文德(1995), 「壽險行銷管理」, 第二版。台北:雅登出版社。
25. 孫于惠 (2001), 「海外派遣經理人之資格條件對其海外績效之關聯研究兼論大學國際教育之干擾」, 中國文化大學企業管理研究所碩士論文。
26. 張火燦(2000), 「策略性人力資源管理」。台北:揚智。
27. 張潤書 (1990), 「組織行為與管理技巧」。台北市:五南。
28. 陳威有 (2003), 「外派大陸人員海外適應力對員工工作績效之影響」, 大葉大學國際企業管理學系未出版碩士論文。
29. 陳慈仁, (2002), 「兩岸壽險業銷售人員激勵制度之比較研究」, 大葉大學國際企業管理研究所碩士論文。
30. 陳雅琪 (2000), 「臺灣企業派外人員報償管理之研究」。國立成功大學企業管理學系未出版之碩士論文。
31. 經濟部網站資料, <http://www.moeaic.gov.tw,2004>
32. 趙必孝 (1990), 「金融自由化與金融機構人員離職關係之研究-以高雄市金融機構為對象」。國立中山大學企業管理研究所未出版碩士論文。
33. 趙必孝 (2000), 「國際化管理—人力資源觀點」, 台北:華泰書局。
34. 曾憲章 (2000), 「台灣產險公司薪資制度與業務人員激勵制度之探討」, 私立逢甲大學保險學系未出版碩士論文。
35. 楊朝祥(1984), 「技術職業教育辭典」。台北:三民。
36. 黃英忠(1993)「現代管理

學」台北:華泰。37. 黃復明(2000),「台商派駐大陸人員訓練與海外適應之研究--以台商高爾夫產業為例」,義守大學管理科學研究所未出版碩士論文。38. 黃國隆(1982),「領導方式、工作特性、成就動機、內外控、專斷性與教師工作滿意關係」,政治大學教育與心理研究所 碩士論文。39. 黃麗珍(2002),「外派政策滿意度、海外適應與留職承諾之關係探討」,國立東華大學國際企業研究所未出版碩士論文。40. 董玉娟(2000),「工作-家庭衝突、組織社會化對離開現職 傾向影響之研究 - 以台商駐陸大陸已婚員工為例」。國立中山大學未出版之碩士論文。41. 廖彥良(1995),「電信局升遷管理與組織承諾之研究」,國立中山大學企管研究所碩士論文。42. 蔡崑源(2000),「華進集團員工滿意度、工作投入、組織 承諾與離職意願之研究」。國立中山大學人力資源管理研究所碩士論文,未出版。43. 蘇永富(2001),「轉換型領導、組織承諾與組織公民行為 關係之研究 - 以派外人員為例」,國立中山大學人力資源管理研究所碩士。44. 藍毓豪,(2001)「海外派遣人員的生涯發展對組織承諾影 響之研究」,大葉大學國際企業管理學系碩士論文。45. 藍雅馨(2002),「跨文化訓練實施程度、派外人員能力 與海外適應之關聯性研究--以台商派駐大陸人員為例」,中原大學企業管理研究所 碩士論文。46. 藍偉峰(2003),「領導風格、組織文化、工作滿足與離職 傾向之關係研究-以技職院校教師為研究對象」,國立成功大學企業管理研究所未出版碩士論文。47. 劉旭清(1998),「員工分紅入股制度的意義」,勞工第一百二十期。48. 戴德勇(2003),「激勵措施對工作投入之影響—以台商外 派幹部至大陸為例」。大葉大學國際企業管理學系未出版碩 士論文。49. 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。

二. 英文部分

1. Abelson (1987), Examination of Avoidable and Unavoidable Turnover. *Journal of Applied Psychology*, 72(3), 382-386.
2. Adams (1965), Toward an Understanding of Inequity, *Journal of Abnormal and Social Psychology*, 422-436.
3. Adler, N. J. and S. Bartholomew (1992), Managing globally competent people, *Academy of Management Executive*, 6(3), 52-65.
4. Alderfer(1972), *Existence, relatedness and growth*. New York:a divison of the Macmillan company.
5. Bartlett, 1989,C.A. and Ghoshal, S. *Managing across boarders*. Cambridge: HBS Press, M.A.
6. Bennett, R., Aston, A. and Colquhoun, T. (2000) .*Cross-Cultural Training: A Critical Step in Ensuring the Success of International Assignments*, *Human Resource Management*, 39 (2), 239-250.
7. Birdseye, M. G. & Hill, J. S. (1995) . Individual, organizational/work and environmental influences on expatriate turnover tendencies: An empirical study. *Journal of International Business Studies*, 26 (4) , 787
8. Blau G. J. & Boal, K. B. (1987).*Conceptualizing How Job Involvement and Organizational Commitment Affect Turnover and Absenteeism*.*Academy of Management Review*, 12(2), .288-300.
9. Bluedorn, A. C. (1982). *The theories of turnover: Causes effects, and meaning Research in the Sociology of Organization*, 1, 75-128
10. Bluedorn, A. C.(1982), *A Unified Model of Turnover form Organization*, *Human Relations*, 135-153
11. Black, J. S. & Stephens (1989), *The Influence of the Spouse on American Expatriate Adjustment & Intent to Stay in Pacific Rim Overseas Assignment*, *Journal of Management* 1989 v.15, no.4, 529-544.
12. Black, J. S. and H. B. Gregersen (1991), *When Yankee comes home: Factors related to expatriate and spouse repatriation adjustment*, *Journal of International Business Studies*. 22(4), 671-694.
13. Black, S., H. B. Gregersen and M. E. Mendenhall (1992), *Global assignments: Successfully expatriating and repatriating international managers*, San Francisco, CA: Jossey Bass Publishers.
14. Briscoe, D. R. (1995) , *International human resource management* New Jersey: Prentice-Hall.
15. CambridgeOnline, <http://dictionary.cambridge.org/activity,2004>
16. Charles Oman (1996) *The Policy Challenge of Globalization and Regionalisation*,OECD Development Center Policy Brief No.11,810.
17. Charles W. L. Hill,(2000),*International business:competing in the global marketplace*, 3rd ed.
18. Chowance, G.D., & Newstrom,C.N (1991),*The Strategic Management of International Human Resources*. *Business Quarterly*. Vol.56, 65-70.
19. Constable, J.(1988), *The Making of Managers*, Longman
20. Churchill, (1990) , *Sales force management* “ (3rd ed.). New York : McGraw-Hill.
21. Cotton,Jeffrey M. Tuttle (1986) ,*Employee Turnover:A Meta-Analysis and Review with Implications for Research*,*Academy of Management Review*,Vol.11,No. 1, 55-70.
22. Dalton, D.R., Toder, W.D. & Krack Hardt, D.M. (1981), *Turnover Overstated: The Functional Taxonomy*, *Academic of Management Review*, 7, 118-119.
23. Dessler, (1992) , *Human resource management*. New Jersey :Prentice-Hall,3.
24. Dowling & Randall S. Schuler (1990), *International dimensions of human resource management*, Boston, Mass: PWS-Kent.
25. Dowling, P.J., D.E Wlech & R.S.Schuler (1999). *International human resource management: Managing people in a multinational context*, South-Western College Publishing.
26. Feldman, D. C. and G. C. Thomas (1992) , “ *Career Management Issues Facing Expatriates*, *Journal of International Business Studies*, 2,271-293.
27. Frederick Taylor (1911) , *The principles of scientific managemen* ” , New York:Harper & Row , Publishers. Inc.
28. Gomez-Mejia, Balkin & Cardy (1995) , *Managing human resources* , Pentice Hall Inc Editions.
29. Greenberg, J. & M. Liebman (1990),*Incentives:The Missing in Strategic Performance*, *The Journal of Business Strategy*, 8-11.
30. Hall, D. T. and J. G. Goodale (1986) , *Human resource management : Strategy, design and implement*, Scottand Foresmen Company
31. Harvey, M. G. (1996) , *Addressing the Dual-career Expatriation Dilemma in International Relocation*. *Human Resource Planning*. Vol. 19, No. 4, 18-39
32. Harvey, M.G., (1983) *The Other Side of Foreign Assignments: Dealing with the Repatriation Dilemma*, *Columbia Journal of World Business*, Spring, 53-59
33. Herzberg, (1966) , *The Motivation to work*, New York: John Wiley.
34. Hollenbeck, J. R., & Williams, C. R. (1987).*Goal importance, self- focus, and the goal-setting process*. *Journal of Applied Psychology*, 72(2), 204-212.
35. Hom Griffeth & Roger W. Griffeth (1995), *Employee Turnover* , South-West College , 35-P70.
36. Ivancevich & Motteson (1977) ,*Organizational Behavior and Performance* ,California: Goodyear,10.
37. Igharia , M. & J.H. Greenhaus (1992) ,*Determinants of MIS Employee ’ Tunover Intentions: A Sructural Equation Model*. *Communications of the ACM*.
38. Ken Parry (2000) , *Does Leadership help the Bottom Line*. *New Zealand Management*.Vol.47, 38-41.
39. Landau, J. C., Shamir, B., & Arthur, M. B.(1992). *Predictors of willingness to relocate for managerial and professional employees*. *Journal of Organizational Behavior*, 13,667-680
40. Maslow, A. H. (1954), *Motivation and personality*, New York
41. McGregor(1960), “ *The human side of enterprise*. ” New York: McGraw-Hill.
42. Mendenhall, Mark & Gary Oddou.(1985),*The Dimensions of Expatriatr Acclturation*. *Academy of Management Review*, 10,39-47.
43. Merrian-WebsterOnlineDictionary , <http://www.online-ftir.com/bo ok/merrian-webster-online-dictionary.shtml,2004>
44. Meyer, J. P. & Allen , N.J.(1991)*A Three-Component*

Conceptualization of Organizational Commitment, *Human Resource Management Review*, Vol-1, 61-98

45. Miller, H., R. Katerberg, and C. Hulin(1979), Evaluation of the Mobley, Horner, and Hollingsworth Model of Employee Turnover, *Journal of Applied Psychology*, Vol. 64, 509-517.
46. Mitchell, T.R.(1979). Organizational Behavior. *Annual Review of Psychology*, 30, 243-281
47. Morris, J. H. and J. D. Sherman (1981), Generalizability of an Organizational Commitment Model, *Academy of Management Journal*, 24, 512-526.
48. Mobley, (1977), Intermediate Linkages in the Relationship Between Job Satisfaction and Employee Turnover. *Journal of Applied Psychology*, 62, 238.
49. MSNencarta, <http://encarta.msn.com/encnet/refpages,2004>
50. Napier, N. and R. B. Peterson (1991), Expatriate re-entry: What do repatriates have to say? *Human Resource Planning*. 14(1), 19-28.
51. Naumann (1992) , A Conceptual Model of Expatriate Turnover, *Journal of International Business Studies* , Third Quarter.
52. Noe, Raymond A., Brian D. Steffy, and Alison E. Barber. 1988. An Investigat- ion of the Factors Influencing Employee Willingness to Accept Mobility O pportunities. *Personnel Psycholomy*, 41 : 559-580.
53. Oman, Charles(1996) The Policy Challenge of Globalization and Regionalisation, OECD Development Center Policy Brief No.11, 8
54. Parry, S. B.(1998). Just what is a competency? and why should you care? *Training*. Jun, 58-64.
55. Penzer, W.N.(1973), " Productivity and motivation through job engineering " , New York: AMA, Inc.
56. Phatak (1992) : International dimension of management. Boston : Kent .
57. Porter, L.W., and E. E. Lawler(1968), Management attitude and performance, Irwin-Dorsey Press, Homewood, IL.
58. Porter, L. W. and R. M. Steers (1974), " Organizational Commitment, Job-Satisfaction, and turnover among psychiatric technicians " , *Journal of Applied Psychology*, 59(5), 603.
59. Price, J. L. (1977), The Study of Turnover Ames: Iowa state university press
60. Rabinowitz S. & Hall D.T. (1977). Organizational research on job involvement. *Psychological Bulletin*, 84, 265-288.
61. Richard, F. G., M L. Joseph & B. Billy,(2001), Job Satisfaction, Life Satisfaction, and Turnover Intent: Among Food-Service Managers , *Cornell Hotel and Restaurant Administration Quarterly*, 42(2), 28-37.
62. Robbins, (1992), *Organization behavior* (6th ed.) . New Jersey : Prentice Hall.
63. Ronen (1986) , *Comparative Multinational Management* ,New York : John Wiley & Sons.
64. Shilling, M.(1993). How to Win at Repatriation, *Personnel Journal*, Vol.71(9), 40-46
65. Siegel, A. L. & Ruh, R. A. (1973). Job involvement, participation in decision making, personal background and behavior. *Organizational Behavior And Human Performance*. 9, 318-327.
66. Smith, V.L(2003), Nobel Laureate Market & Global Economic Development , FCU Weekly Issue 101.
67. Spencer Jr, L. M., and S. M. Spencer (1993) *Compentence at work: Models for superior performance*. New York: John Wiley and Sons.
68. Strauss, G., and L. R. Sayles(1980), *Personnel: The human problems of management*, Prentice-Hall, Inc., Englewood Cliffs, NJ
69. Sullivan(1994). Measuring the Degree of International of a FIRM. *Journal of International Business Studies*. Vol.2, 342-352.
70. Terence Jackson, Mette Bak(1998), Foreign companies and Chinese workers: employee motivation in the People's Republic of China, *Journal of Organizational Change Management*
71. Tung(1981), Selecting and Training of Personnel for Overseas Assignment. *Columbia Journal of World Business*, Vol. 16, 68-78.
72. Vroom, V. (1964) , *Work and Motivation*, Wiley.
73. Welch, D. (1990) , The personnel variable in international business operations : A study of expatriate management in Australian companies, Ph.D dissertation, Monash University, Melbourne
74. Urbanski, A. (1986), Incentives Get Specific, *Sales and Marketing Management*, September, 98-102
75. Waldrop, H.A. (1987). The Rewards of Non-cash Incentives, *Sales and Marketing Management*, April, 110-112.
76. Wanous, J.P. (1979) , Job survival of new employee. *Personnel psychology*, Vol.32, No.4, 651-662.
77. Williams, L.J. & Anderson, S.E.(1991). Job Satisfaction and Organizational Commitment as Predictor of Organizational Citizenship Behavior and in-role Behavior. *Journal of Management*. Vol.17, 601-617
78. Williams, L. J. & J. T. Hazer, (1986). Antecedents and Consequences of Satisfaction and Commitment in Turnover Models: A Reanalysis Using Latent Variable Structural Equation Method, *Journal of Applied Psychology*, Vol.71, No. 2, 219-231.
79. Wilson, N. & J. Peel, (1991). The Impact on Absenteeism and Quits of Profit Sharing and Other Forms of Employee Participation, *Industrial and Labor Relations Review*, Vol.44, No.3, 454-468.
80. Yan, Aimin, and Barbara Gray (1994), bargaining power, Management Control, and Performance in United States-China Joint Ventures: A Comparative Case Study. *Academy of Management Journal*, 37(6), 1478-1517.
81. Yin, R.(1994), *Case study research: Design and methods*. Newbury Park. Sage Publications.