

Employee Awareness and Organizational Commitment on Job Satisfaction under Organization Re-engineering - A Case of Taipei

許丕忠、謝雅惠、邴傑民

E-mail: 9403674@mail.dyu.edu.tw

ABSTRACT

As we advance to a new era organization change is one of the key issues facing us today. Organization change is seen to be volatile in the unstable environment. Those that keep up with the changing environment would be able to face new challenges. Since August 1,2003, Taipei county government decided to initiate the program of centralized working with the following regions as start-out; PanChiao, SwanHo, SanTsun, HsinChung, WenShan, SanYing, TamShuei, ChiHsing, ReiFang. With this change, it is expected that personnels or employees would encounter challenges in their career path. The present research is designed to find depth of their awareness toward the policy; whether or not they are satisfied with the policy; how their commitments are to organization. This research makes use of survey questionnaire. After analysis the results found as follows: 1. Relationship between personal data and other variables With the exception of education, gender, age, marital status, officials, and public work people all have significant difference in awareness and commitment. 2. Path analysis Employees in WenShan, TamShuei and HsingChung, have significant effect for awareness on satisfaction. Overall, in PanChiao, SwanHo, WenShan, TamShuei, SahnTsuen and HsinChiung, employees have work Satisfaction with respect to commitment. 3. Employees in awareness and commitment have significant relationship with pearson correlation analysis.

Keywords : employee awareness, organization commitment, work satisfaction, organization change

Table of Contents

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------|-----|----------|---|----------|----|----------|------|----------|----|----------|----|----------|-----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|------------|----|----------|----|-------------|----|----------|----|----------|----|-----------|----|-----------|----|--------|----|--------|----|-------------------|----|------|----|----|----|
| 封面內頁 簽名頁 授權書 | iii | 中文摘要 | v | 英文摘要 | vi | 誌謝 | viii | 目錄 | ix | 圖目錄 | xi | 表目錄 | xii | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第一章 緒論 | 1 | 1.1 研究背景 | 1 | 1.2 研究動機 | 3 | 1.3 研究目的 | 5 | 1.4 研究流程 | 6 | 第二章 文獻探討 | 7 | 2.1 組織變革 | 7 | 2.2 員工認知 | 19 | 2.3 工作滿足 | 22 | 2.4 組織承諾 | 31 | 第三章 研究方法 | 41 | 3.1 研究架構 | 41 | 3.2 研究對象 | 42 | 3.3 研究範圍 | 43 | 3.4 研究假設 | 44 | 3.5 研究工具 | 44 | 3.6 問卷設計 | 46 | 3.7 資料分析方法 | 47 | 第四章 研究結果 | 41 | 4.1 描述性統計分析 | 48 | 4.2 信度分析 | 50 | 4.3 路徑分析 | 51 | 4.4 變異數分析 | 64 | 第五章 結論與建議 | 81 | 5.1 結論 | 81 | 5.2 建議 | 82 | 5.3 研究限制及對後續研究者建議 | 85 | 參考文獻 | 87 | 附錄 | 98 |

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. 丁淑華, 2000, 民營化變革認知與離職意願關係之研究 - 以中華電信員工為例, 國立中山大學人力資源管理研究所碩士論文。 3. 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, 國立中山大學企業管理研究所碩士論文。 4. 江岷欽、劉坤億, 1999, 企業型政府 - 理論、實務、省思, 台北, 智勝文化。 5. 吳定, 1998, 組織發展理論與技術, 台北:天一圖書公司。 6. 吳秉恩, 1993, 組織行為, 台北, 華泰書局。 7. 吳振昌, 2001, 預期組織變革不確定感對員工工作反應影響之研究, 國防管理學院碩士論文。 8. 吳靜吉、潘養源、丁興祥, 1980, 內外控取向與工作滿足及工作績效之關係, 國立政治大學學報, 41, 75-98。 9. 李再長譯, 1999, 組織理論與管理 (Richard L. Daft 原著: Organization theory and design), 台北, 華泰出版社。 10. 李長貴, 1988, 組織行為學, 台北, 中華書局。 11. 李茂興、李慕華、林宗鴻合譯, 1999, 組織行為, 台北, 楊智文化公司。 12. 李隆盛、黃同圳, 2000, 人力資源發展, 台北, 師大書苑有限公司。 13. 杜新偉, 1999, 組織變革中員工反應態度的調查研究 - 以中華電信公司民營化為例, 國立中山大學人力資源管理研究所碩士論文。 14. 沈朝寶, 1994, 組織承諾、組織氣候及工作行為關係之研究, 中國文化大學國際企業管理研究所碩士論文。 15. 林士奇, 2001, 轉換型領導、組織承諾與組織公民行為關係之研究 - 以中華電信南區分公司為例, 國立中山大學人力資源管理研究所碩士論文。 16. 林欽榮, 1988, 管理心理學, 台北, 五南圖書公司。 17. 金志達, 1996, 組織變革、員工工作特性與行為抗拒之探討 - 以中船公司為例, 台北, 國立中興大學管理研究所碩士論文。 18. 侯堂柱, 2001, 轉換型領導、組織承諾與組織公民行為之關係 - 以台灣電子業為例, 國立中山大學人力資源管理研究所碩士論文。 19. 徐聯恩, 1996, 企業變革系列研究, 台北, 華泰書局。 20. 張任琦, 1989, 會計師事務所查帳人員組織承諾與專業承諾衝突之研究, 國立政治大學會計學研究所碩士論文。 21. 張春興, 1989, 心理學, 台北, 東華書局。 22. 張春興, 1991, 張氏心理學辭典, 台北, 東華書局。 23. 張春興、楊國樞, 1980, 心理學, 台北, 三民書局。 24. 曹慧

玲, 1988, 我國民營企業會計人員組織承諾與專業承諾之研究, 國立政治大學會計學研究所碩士論文。 25. 許士軍, 1993, 管理學, 台北, 東華書局。 26. 許南雄, 1996, 考銓制度概要, 台北, 商鼎文化。 27. 陳忠謙, 1995, 企業主管領導型態與員工溝通及組織承諾之關係研究 - 以台灣石化業為例, 國立成功大學企業管理研究所碩士論文。 28. 陳葳萇, 1997, 組織承諾與工作滿足對組織公民行為之研究 - 以工作疏離感為中介模式, 國立中山大學人力資源管理研究所碩士論文。 29. 黃穎隆, 1998, 國營企業員工對組織變革之認知與支持因素之研究 - 以中國石油公司為例, 國立中山大學企業管理學系 碩士論文。 30. 廖思先, 1998, 轉換型領導、組織承諾與組織公民行為之相關研究 - 以台灣公立美術館為例, 國立中山大學人力資源管理研究所碩士論文。 31. 榮泰生, 1996, 自動化科技月刊, 台北, 143 期, 40-41 頁。 32. 劉毓玲譯, 2001, 21 世紀的挑戰 (Peter F. Drucker 原著: Management Challenges for the 21st Century), 台北, 天下文化。 33. 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。 34. 鄭得臣, 1985, 領導型態、角色壓力、核心生活興趣與組織承諾的關係, 國立政治大學心理學研究所碩士論文。 35. 蕭煥鏘, 1999, 領導型態、工作特性與我國地方機關人事人員工作滿足、組織承諾關係之研究, 國立中山大學人力資源管理研究所碩士論文。 36. 謝安田, 1992, 企業管理, 台北, 五南圖書。 37. 鍾志明, 2000, 企業文化員工價值觀及組織承諾之關聯性研究 - 以台灣地區主要企業為例, 私立長榮管理學院經營管理研究所碩士論文。 38. 蘇信旭, 2002, 工作價值觀、組織承諾與工作滿足相關之研究 - 以台南縣鄉鎮市公所基層公務人員為例, 國立中正大學企業管理研究所碩士論文。 英文部份 1. Adams, J.S., 1963 Toward an Understanding of Inequity, *Journal of Abnormal and Social Psychology*, 67, 422-436. 2. Alderfer, C.P., 1972, Existence, Relatedness, and Growth. N.Y.: Free Press. 3. Angle, H.L. & Perry, J.L., 1981, An empirical assessment of organizational commitment and organizational effectiveness, *Administrative Science Quarterly*, 26, 1-14. 4. Ansoff, H.I. and E.J. McDonnell, 1990, *Implanting Strategic Management*, N.Y.: Prentice-Hall. 5. Basil, D.C. & Cook, C.W., 1974, *The management of change*, England: Mcgraw-Hill Book Company(U.K.). 6. Bateman, S. & S. Strasser, 1984, A longitudinal analysis of the antecedents of organizational commitment, *Academy of Management Journal*, 27, pp.95-112. 7. Buchanan, B., 1974, Building organizational commitment: The socialization of managers in work organizations, *Administrative Science Quarterly*, 19(4), 533-546. 8. Campbell, J.P., Dunnette, M.D., Lawler, E.E., & Weick, K.E. 1970, *Managerial Behavior, Performance, and Effectiveness*, New York: McGraw-Hill. 9. Cummings, Thomas G. & Huse, Edgar F., 1989, *Organization Development and Change*, ST. Paul: Minniwest, P.53. 10. Daft, R.L. & Steers, R.M., 1986, *Organizations: A Micro/Macro Approach*, IL: Scott Foreman & Company. 11. Daft, R.L., 1994, *Management*, Orlando: The Dryden Press. 12. Dong, X.Y., Bowles, P. & Ho, S.P.S., 2002, Share ownership and employee attitudes: Some evidence from China's post privatization rural industry, *Journal of Comparative Economics*, Vol. 30, No.4, 812-835. 13. Duncan, R.B., 1972, Characteristics of Organizational environments and perceived environmental uncertainty, *Administrative Science Quarterly*, 17, 313-327. 14. Dunn, J.D. & Stephens, E.C. 1972, *Management of Personnel: Manpower Management & Organization Behavior*. N.Y.: McGraw-Hill. 15. Etzioni, A., 1961, *Modern Organizations*, Englewood Cliffs, NJ: Prentice-Hall. 16. Greenhalgh, L. & Rosenblatt, Z., 1993, Job insecurity: Toward conceptual clarity. *Academy of Management Review*, 9, 438-448. 17. Hammer, M. and J. Champy, 1993, *Reengineering the Corporation* N. Y.: Harper Business. 18. Hellriegle, D. & Slocum, J.W., Jr., 1994, *Management* (6th ed.), New York: Addison-Wesley Publishing Co. 19. Herzberg, F., Masuer, B. & Snyderman, B., 1959 *The Motivation to Work*. N.Y.: Wiley, 59-63. 20. Hodge, B.J. & Johnson, H.J., 1970, *Management and Organizational Behavior: A Multidimensional Approach*, New York: John Wiley & Sons. 21. Homans, G.C. 1961, *Social Behavior: Its Elementary Forms*. N.Y.: Harcourt, Brace & World. 22. Hoppock, R. 1935, *Job Satisfaction*. N.Y.: Happy and Brothers Publisher. 23. Hrebiniak, L.G. & Alutto, J.A., 1972, Personal and role-related factors in the development of organizational commitment, *Administrative Science Quarterly*, 17(4), 555-573. 24. Hui and Lee, 2000, Moderating effects of Organization-Based Self-esteem on organizational uncertainty: Employee Response Relationships, *Journal of Management*, 2, 215-232. 25. Kanter, R.M., 1968, Commitment and social organization: A study of commitment mechanisms in utopian communities, *American Sociological Review*, 33, 499-517. 26. Kawakubo, M.K., 1987, Perception of authority, control, and commitment in Japanese organization, *Dissertation Abstracts International*, Vol.49, 01-A. 27. Koch, J.L. & Steers, R.M., 1978, Job attachment, satisfaction, and turnover among public sector employee, *Journal of Vocational Behavior*, 12, 119-128. 28. Kotter, J. P. and L. A. Schlesinger, 1979, Choosing Strategies for Change, *Harvard Review*, pp.106-114. 29. Larson, E.W. & Fukami, C.V., 1984, Relationships between worker behavior and commitment to the organization and union, *Academy of Management Proceedings*, Vol.34, 222-226. 30. Lawrence, P.R. & J.W. Lorsch, 1967, *Organization and environment*, Graduate School of Business Administration, Boston: Harvard University. 31. Lippitt, R., J. Watson, and B. Wesley, 1958, *Dynamics of Planned Change*, New York: Harcourt, Brace, Jovanovich, Inc. 32. Magnet, M., 1984, Help! My company has just been take over, July 9, 44-51. 33. Maslow, A.H. 1954, *Motivation and Personality*, New York: Happer & Brothers Pub. 34. Mcleland, D.C., 1961, *The Achieving Society*, Princeton N.J.: Van Nonstrand Reinhold Co. 35. Meyer, J.P. & Allen, N.J., 1990, The measurement and antecedents of affective, continuance and normative to the organization. *Journal of Occupational Psychology*, 63, 1-18. 36. Morris, J.H. & Sherman, J.D., 1981, Generalization of Organizational Commitment Model, *Academy of Management Journal*, 24, 512-526. 37. Morrow, P.C., 1983, Concept redundancy in organizational research: The case of work commitment, *Academy of Management Review*, 8(3), 486-500. 38. Mowday, R.T., Steer, R.M. & Porter, L.W., 1982, Employee-organization linkages: The psychology of commitment absenteeism, and turnover, San Diego, CA: Academic Press. 39. Porter, L.W., Steers, R.M., Mowday, R.T. & Boulian, P.V., 1974, Organizational commitment, job satisfaction and turnover among psychiatric technicians, *Journal of Applied Psychology*, 59(5), 603-609. 40. Randall, Donna M., 1987, Commitment and the Organization: The Organization Man Revisited, *Academy of Management Review*, 12(3), 462. 41. Recardo, Ronald J., 1991, The What, Why and How of Change Management, *Manufacturing System*, 9(5), 52-58. 42. Robbins, Stephen P., 1993, *Organizational Behavior*, Englewood Cliffs, NJ: Prentice Hall, Inc. 43. Rosenberg, D. 1993, Eliminating Resistance to Change, *Security Management*, pp.20-21. 44. Rusbult, C.E. & Farrell, D., 1983, A

Longitudinal Test of the Investment Model : The Impact on job satisfaction, Job Commitment, and Turnover of Variations in Rewards, Costs, Alternatives, and Investments, *Journal of Applied Psychology*, Vol. 68, No.3,429-438. 45. Salancik, G.K., 1977, Commitment and the control of organizational behavior, in Staw, B.M. & Salancik, G.K.(Eds), *New Directions in Organizational Behavior*, Chicago: St. Clair, pp.1-54. 46. Seashore, S.E. and Taber, T.D., 1975, Job Satisfaction indicators and Their Correlates. *American Behavioral Scientist*, 18,333-368. 47. Sheldon, M.E., 1971, Investments and involvements as mechanisms producing commitment to the organization, *Administrative Science Quarterly*, 16(2),143-150. 48. Smith, P.C., Kendall, L.M., & Hulin, C.L., 1969, *The Measurement of Satisfaction in Work & Retirement*, Chicago: Rand McNally. 49. Staw, B.M., 1977, Commitment to a policy decision : a multitheoretical perspective, *Administrative Science Quarterly*, 23, 40-64. 50. Steers, R.M., 1977, Antecedents outcomes of organizational commitment, *Administrative Science Quarterly*,22,46-56. 51. Stevens, J.M., Beyer, J.M. & Trice, H.M., 1978, Assessing personal, role, and organization predictor of managerial commitment. *Academy of Management Journal*, 21, 380-396. 52. Stumpf, S.A. & Hartman, K., 1984, Individual exploration to organizational commitment or withdrawal, *Academy of Management Journal*, Vol.27, No.2, 308-329. 53. Thompson, S.C., 1981, Will it hurt less if I can control it ? A complex answer to a simple question, *Psychological Bulletin*, 90, 89-101. 54. Tichy and Ulrich, 1984, *Organizational Behavior and the Practical of Management*, (5th ed.), Soctt: Foresman and Company. 55. Vroom, V.H. 1964,*Work and Motivation*, New York: JohnWiley & Sons Inc., 99. 56. Walsh, J.P., 1988, Top management turnover following mergers and acquisitions, *Strategic Management Journal*, 31, 948-961. 57. Watson, Goodwin, 1973, Resistance to Change, in Gerald Zaltman(eds.), *Process Phenomena of Social Change*, New York : Wiley, 117-131. 58. Wexley, K.N. & Yukl G.A., 1977, *Organization Behavior and Personnel Psychology*. Homewood, 3: Richard D. Irwin Inc. 59. Wiener, Y. & Gechman, A.S., 1977, Commitment: A behavioral approach to job involvement, *Journal of Vocational Behavior*,10,47-52. 60. Williams, S.P. & Anderson, S.E., 1991, Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors, *Journal of Management* , Vol.17,No.3, 601-617.