

The Effects of Personality Traits, Psychological Contract on Organizational Commitment.

呂靜茹、謝雅惠、唐啟發

E-mail: 9606969@mail.dyu.edu.tw

ABSTRACT

In the past symbolizes the golden rice bowl financial industry, nowadays the banking industry faced with manages the tectonic plate to have the change, caused not once to appear originally reduces salaries, discharges with severance pay, draws back and outside superiorly the non-core department manpower the package and so on the decisions-making all is occurring as necessary. Between the staff and the company em-ploys the relations, has faced the enormous transformation actually. When the staff real-ized to when company realization psychology contract content can affect theirs behavior, the work manner, the work achievements, leaves job the wish and so on. Therefore enterprise if can take staff's psychological contract, adds separately found the suitable talented person, builds one kind to gather the harmony the working conditions, will enhance the staff to company's approval, also will be able to have in a big way remains in office the wish to make contribution for the company, not only will be by rights ought to advantageous to the human resources development tube, also will train the more outstanding higher order manager talented person in the organization. This research discusses in view of the middle area Taichung commercial bank staff its personality traits and the psychological contract aspect, and analyzes this both the re-latedness which pledged with the organization. The research results reveal that the agreeableness personality character has the most significant relative ness with organization commitments, low significant and nega-tive creativeness between neuroticism personality character and organization commit-ments; both relational type and transactional type psychology contracts are highly sig-nificant and positive related to the organization commitments.

Keywords : organizational commitment ; personality traits ; psychology contract

Table of Contents

內容目錄 中文摘要	iii 英文摘要
iv 誌謝辭	vi 內容目錄
vii 表目錄	ix 圖目錄
xi 第一章 緒論	1 第一節 研究背景與動機
1 第二節 研究目的	5 第三節 研究限制
6 第四節 研究流程	6 第二章 文獻探討
8 第一節 銀行業的產業概況	8 第二節 人格特質
10 第三節 心理契約	18 第四節 組織承諾
30 第三章 研究方法	43 第一節 研究架構
43 第二節 研究對象	44 第三節 研究假設
45 第四節 變項之操作性定義	47 第五節 衡量方式與問卷設計
49 第六節 資料分析方法	58 第四章 研究結果
60 第一節 信度分析	60 第二節 描述性統計分析
61 第三節 員工人口統計變項在各研究變項上的差異分析	65 第四節 各研究變項之相關分析
69 第五節 相關研究變項之迴歸分析	71 第六節 研究結果呈現
78 第五章 結論與建議	81 第一節 研究結論
81 第二節 管理意涵	84 第三節 研究建議
86 參考文獻	89 附錄A 研究問卷
106 附錄B 台中商業銀行	110

REFERENCES

一、中文部份 Robbins, S. P. (1995), 管理學(王秉鈞譯), 台北:華泰書局。 Zimbardo, P. G. (1990), 心理學(游恆山譯), 台北:五南圖書。 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出版博士論文。 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出版博士論文。 王馨(2003), 文化、人格心理因素、高績效人力資源管理實務與組織績效, 國立成功大學國際企業所未出版之碩士論文。 王誕生(2000), 得員工忠誠度, 保有企業競爭優勢,

管理雜誌, 86-88。吳秉恩(1986), 組織行為學, 台北:華泰書局。邱馨儀(1995), 國民小學學校組織文化與教師組織承諾關係之研究, 台北市立師範學院初等教育研究所未出版碩士論文。李元墩, 鍾志明, 林育理(2000), 台灣企業員工組織承諾衡量模式建構之研究, 成功大學報, 35。李誠(2002), 人力資源管理的十二堂課, 天下遠見出版股份有限公司。李秋慧(2004), 人格特質、工作特性與工作績效之關係探討-以台灣高科技員工為例, 國立中央大學人力資源管理研究所未出版之碩士論文。林欽榮(1983), 管理心理學, 台北:五南圖書。林宜珍(2002), 工作特性、管理模式與工作滿足、組織承諾關係之研究-以流通業個案為例, 國立中央大學人力資源管理研究所未出版之碩士論文。林能白, 丘宏昌(1999), 服務品質之研究-服務人員人格特質之影響分析與應用, 管理學報, 175-200。林士峰(2003), 銀行業人力彈性運用與員工心理契約的關係及影響, 國立中山大學人力資源管理研究所未出版之碩士論文。林璟玟(2004), 以心理契約觀點探討人格因素對工作態度及行為之影響, 國立屏東科技大學企業管理系所未出版之碩士論文。周惠莉(2003), 五大人格特質、性別角色與轉換型領導關聯性之研究, 私立中原大學企業管理學所未出版之碩士論文。房美玉(2001), 人格特質與組織文化之適配性對工作績效之影響-以高科技F公司為例, 國立中央大學人力資源管理研究所未出版之碩士論文。房美玉(2002), 儲備幹部人格特質甄選量表之建立與應用-以某高科技公司為例, 人力資源管理學報, 2(1), 1-18。姚裕錡(2006), 人格特質、工作態度與工作績效關聯性之研究-以台中地區文理補習班員工為例, 私立朝陽科技大學工業工程與管理研究所未出版碩士論文。張潤書(1974), 行政學, 台北:中華出版社。張春興(1991), 現代心理學, 台北:東華書局。張品芬(1995), 高雄地區國民小學教師組織文化知覺、學校環境特性與教師組織承諾程度關係之研究, 台南師範學院初等教育研究所未出版碩士論文。張瑞春(1998), 組織變革中組織氣候對工作投入、組織承諾及工作滿足影響之研究, 國立中山大學人力資源管理研究所未出版碩士論文。張峰銘(2002), 薪資制度、組織承諾、工作績效關係之研究-以鍋爐製造業為例, 國立中山大學人力資源管理研究所未出版碩士論文。張嘉娟(2004), 員工內部行銷知覺、企業文化差異知覺與組織承諾之關連性研究, 私立中原大學企業管理學系未出版碩士論文。徐聯恩(1998), 管理大師小傳, 台北:長河經營叢書。陳金水(1989), 國民中學教師制握信念、工作經驗與組織承諾之關係, 國立高雄師範大學教育研究所未出版碩士論文。陳仲庚, 張雨新(1998), 人格心理學, 台北:五南書局。陳海鳴, 余靜文(2000), 企業文化發展與組織承諾的關聯性研究-被購併企業留員工的觀點, 管理與系統七月份, 249-270。陳照明, 萬榮水(2001), 勞僱心理契約理論建構的爭論之剖析及其解決之展望, 中國行政評論, 10(14), 101-128。陳銘?, 方妙玲(2004), 心理契約違反對員工工作行為之影響之研究-以高科技產業為例, 輔仁管理評論, 11(2), 1-32。梁瑞安(1990), 國小教師組織溝通、角色壓力與組織承諾關係研究, 國立高雄師範大學教育研究所未出版碩士論文。郭欣易(2000), 人格特質與激勵偏好、工作態度、工作表現之相關性研究, 世新大學觀光研究所未出版碩士論文。梁一鳴(2004), 馴?學:掌握企業金員工的6大關鍵點, 九角文化事業。黃國隆(1986), 中等教師的組織承諾與專業承諾, 國立政治大學學報, 53, 55-84。黃家齊(2000), 人力資源管理系統內部契合類型與組織績效之關聯性研究-全形理論觀點, 中山管理評論, (8)3, 511-536。黃靖雅(2003), 職業傾向與五大人格特質量表之甄選效度驗證與比較-以某電子公司為例, 國立中央大學人力資源管理研究所未出版之碩士論文。黃家齊(2003), 人力資源管理活動、僱用關係與員工反應之關聯性研究-心理契約觀點, 管理學報, 20(3), 483-514。黃怡禎(2003), 心理契約、組織承諾與組織公民行為之關聯性研究-知識工作者與非知識工作者之比較, 國立雲林科技大學企業管理研究所未出版之碩士論文。黃奎綸(2003), 製造業人力資源管理系統、人力資本與組織績效關係之研究, 國立中正大學勞工研究所未出版碩士論文。勞動統計月報(2006, October), 行政院勞工委員會〔線上資料〕, 來源: <http://www.dgbas.gov.tw/mp.asp?mp=1>。楊熾儒(2000), 員工心理契約配適類型與工作行為之個案研究, 私立淡江大學管理科學研究所未出版之碩士論文。楊能豐(2004), 心理契約違反與工作績效關係之研究-以永豐餘造紙股份有限公司為例, 國立中山大學人力資源管理研究所未出版之碩士論文。萬榮水(2002), 公務人員期望「跨組織發展」生涯之勞僱心理契約意涵, 研習論壇, (19), 29-34。詹益統(1996), 個人屬性、人格特質與內滋激勵和外附激勵關聯性之研究-以交通部數據通訊所員工為例, 國立交通大學管理科學研究所未出版之碩士論文。劉春榮(1993), 國民小學組織結構、組織承諾與學校組織效能關係研究, 國立政治大學教育研究所未出版博士論文。蔡進雄(1993), 國民中學校長領導方式與教師組織承諾關係之研究, 國立台灣師範大學教育研究所未出版碩士論文。蔡寬信(1993), 國民小學學校組織氣氛、教師內外控信念與教師組織承諾關係研究, 國立政治大學教育研究所未出版碩士論文。蔡綺芬(2003), 台灣心理契約量表之建立, 國立中央大學企業管理學所未出版之碩士論文。盧盛忠, 余凱成, 徐昶(1997), 組織行為學-理論與實務, 台北:五南圖書。蕭筱筠(2002), 以人格特質為甄選依據-題目有效性之分析, 國立中央大學人力資源管理研究所未出版之碩士論文。

二、英文部份
Allport, G. W., & Odbert, H. S. (1936). Trait-names: A psycho-lexical study. *Psychological Monographs*, 47(211), 53-69. Allport, G. W. (1937). *Personality: A psychological interpretation*, New York: Holt, Rinehart & Winston. Allport, G. W. (1961). *Pattern and growth in personality*, New York: Holt, Rinehart & Winston. Alpaender, G. G., (1990). Relationship between commitment to hospital goals and job. *Health Care Management Review*, 15(4), 51-62. Angle, H. & Perry, J. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*, 26, 1-14. Argyris, C. P. (1960). *Understanding organizational behavior*. Home-wood, Dorsey Press. Becker, H. S. (1960). Note on the concept of commitment. *American Journal of Sociology*, 97, 15-22. Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley. Block, J. (1995). A contrarian view of the five-factor approach to personality description. *Psychological Bulletin*, 117, 187-215. Buchaman, B.(1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly*, 19, 533-546. Cattell, R. B. (1943). The Description of personality: Basic trait re-solved into clusters. *Journal of Abnormal and Social Psychology*, 38, 476-506. Cattell, R. B. (1965). Personality, role, mood, and situation perception: A unifying theory of modulators. *Psychological Review*, 70, 1-18. Chrobot-Mason, D. L. (2002). Keeping the promise. *Journal of Management Psychology*, 18(3), 22-45. Collins, J. (2001). *Good to great: Why some companies make the leap...and others don't*. New York: Harper Collins. Costa, P. T., Jr., & McCrae, R. R. (1985). *The NEO personality inventory manual*. Odessa, FL: Psychological Assessment Resources. Costa P. T. McCrae R. R. Busch C. M. (1986). Evaluating comprehensiveness in personality systems: The California q-set and the five-factor model. *Journal of Personality*, 54, 430-446. Costa, P. T. & McCrae, R. R. (1992a). *NEO PIR: Professional manual*. odessa, Florida: Psychological Assessment Resources. Costa, P. T. & McCrae, R. R.

(1992b). Revised NEO personality inventory (NEO PI-R) and NEO five-factor inventory (NEO FFI) professional manual. Odessa, Florida: Psychological Assessment Resources.

Coylo-Shapiro, J., & Kessler, I. (2000). Consequences of the psychological contract for the employment relationship: A large scale survey, *Journal of Management Studies*, 37, 907-930.

Davis, K. (1985). *Human behavior at work: Organizational behavior*. New York: McGraw-Hill.

Davis, Keith & Newstrom John W. (1989). *Human Behavior at Work: Organizational Behavior* (8th ed.). McGraw-Hill.

Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual Review of Psychology*, 41, 417-440.

Digman, J. M., & Takemoto-Chock, N. K. (1981). Factors in the natural language of personality: re-analysis, comparison, and interpretation of six major studies. *Multivariate Behavioral Research*, 16(2), 149-170.

Etzioni, A. (1961). *Modern Organizations*. Englewood Cliffs, NJ: Prentice-Hall.

Eysenck, H. J. (1970). Biological dimensions of personality. In L. A. Pervin (Ed.). *Handbook of personality: Theory and research*. New York: Guilford Press, 244-276.

Ferris, K. R. & N. Aranya (1983). A Comparison of two organizational commitment scales. *Personnel Psychology*, 36, 87-98.

Galton, F. (1884). Measurement of character. *Fortnightly Review*, 36, 179-185.

Goldberg, C. N. (1990). An alternative description of personality: The big-five factor structure. *Journal of Personality and Social Psychology*, 59, 1216-1229.

Guest, D. E., (1998). Is the psychological contract worth taking seriously?. *Journal of Organizational Behavior*, (19), 649-664.

Guilford, T. P. (1959). *Personality*, New York: McGraw-Hill.

Hrebiniak, L. (1974). Effects of job level and participation on employee attitudes and perceptions of influence. *Academy of Management Journal*, 649-662.

Kantor, R. M. (1968). Commitment and social organization. *American Sociological Review*, 33, 499-517.

Kawakubo, M. K., (1987). Perception of authority, control, and commitment in Japanese organization. *Dissertation Abstracts International*, 49, 01-A.

Kickul, J. In & Lester, S. W. (2001). Broken promises: equity sensitivity as a moderator between psychological contract breach. *Journal of Business & Psychology*, 16(2), 191-217.

Koch & Steers (1978). Job attachment, satisfaction and turnover among public sector employees. *Journal of Vocation Behavior*, 12, 119-128.

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

Levison, H. (1962). *Management and mental health*. Cambridge, MA: Harvard University Press.

MacNeil, I. R. (1985). Relational contract: What we do and do not know. *Wisconsin law review*, 483-525.

Mayer, Roger C & S. F. David (1998). Differentiating antecedents of organizational commitment: A test of march and simon's model. *Journal of Organizational Behavior*, 15-28.

McFarlane S. L. & Tetrick, L. E. (1994). The psychological contract as an explanatory framework in the employment relationship, *Trends in Organizational Behavior*, 91-109.

Meyer, J. P. & N. J. Allen (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.

Mitchell, T. R. (1979). Organizational behavior. *Annual Review of Psychology*, 30, 243-281.

Moon, M. J. (2000). Organizational commitment revisited in new public management: Motivation, organizational culture, sector, and managerial level. *Public performance & management review*, thousand oaks, 24(2), 177-194.

Morrison, D. E. (1994). Psychological contracts and change. *Human Resource Management*, 33(3), 353-372.

Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22, 226-256.

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

Mowday, R. T., Porter, L. W. & R. M. Steer (1982). *Employee-Organization Linkages*, NY: Academic Press.

Norman, W. T. (1963). Toward an adequate taxonomy of personality attributes: Replicated factor structure in peer nomination personality rating. *Journal of Abnormal and Social Psychology*, 66(3), 574-583.

Northcraft, G. B. & M. A. Neale (1994). A Management challenge, *Organizational Behavior*, 400.

Pervin, L.A. (1970). *Personality: Theory and research*. New York: Wiley.

Pervin, L. A. & John, O. P. (1997). *Personality: Theory and research* (7th ed.). New York: John Wiley.

Phares, E. J., & Chaplin, W. F. (1997). *Introduction to personality* (4th ed.). New York: Longman.

Porter, L. W., Steers, R. M., Mowday, R. T. & Boulian, P. V. (1974). Organization commitment, job satisfaction and turnover among psychiatric technicians. *Journal of applied psychology*, 59, 603-609.

Price, J. L., (1997). *Handbook of Organizational Measurement*. *International Journal of Manpower*, 18(4), 305-5558.

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

Robbins, S. P. (1998). *Organizational Behavior* (8th ed.). Upper saddle river. NJ, Prentice Hall International.

Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing obligations and the psychological contract: A longitudinal study. *Academy of Management Journal*, 37: 137-152.

Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract; not the exception but the norm. *Journal of Organizational Behavior*, 15, 245-256.

Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Rights and Responsibilities Journal*, 2, 121-139.

Rousseau, D. M. (1995). Promises in action: Psychological contracts in organizations. Newbury Park, CA: Sage.

Rousseau, D. M. (2000). *Psychological contracts inventory technical report*. Pittsburgh: Carnegie Mellon University.

Rousseau, D. M. & Parks, J. M., (1993). The Contracts of individuals and organizations. *Research in Organizational Behavior*, (15), 1-43.

Rousseau, D. M., & Porter, J. M. (1993). The contracts of individuals and organizations. *Research In Organizational Behavior*, 1-43.

Salancik, G. R. (1977). *New directions in organizational behavior*. Chicago, St. Clair Press.

Saucier, G. (1994). Mini-markers: A brief version of goldberg's unipolar big-five markers. *Journal of Personality Assessment*, 63(3), 506-516.

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

Schein, E. H. (1965). *Organizational Psychology*. Prentice-hall, Englewood cliffs, NJ.

Schein, E. H. (1980). *Organizational psychology*. Englewood cliffs, NJ: Prentice-Hall.

Sechrest, L. (1976). Personality. *Annual Review of psychology*, 27, 1- 27.

Shore, L. M. & Tetrick, L. E. (1991). A construct validity study of the survey of perceived organizational support. *Journal of Applied Psychology*, 76(5), 637-643.

Shore, L. M. & Tetrick, L. E. (1994). The psychological contract as an explanatory framework in the employment relationship. In: Cooper, C. L. & Rousseau, D. M. (Eds) *Trends in Organizational Behavior*, (1), John Wiley & Sons, Ltd., Somerset, NJ, 91-109.

Spector, P. E. & Cooper, C. L. (2002). The pitfalls of poor psychometric properties: a reply to Hofstede's reply to us. *Applied psychology: An International Review*, 51, 174-178.

Staw, B. (1977). Two sides

of commitment. Paper presented at the national conference of the academy of management, Orlando Florida. Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22, 46-56. Stevens, J. M., Beyer, J. M., & H. M. Trice (1978). Assessing personal, role, and organization predictors of managerial commitment. *Academy of Management Journal*, 21, 380-396. Tsui, A. S., Pearce, J. L., Porter, L.W. & Tripoli, A. M. (1997). Alternative approaches to the employee-organization relationship: Does investment in employees pay off? *Academy of Management Journal*, (40), 1089-1121. Turnley, W. H. & Feldman, D. C., (1999). The impact of psychological contract violations on exit, voice, loyalty, and neglect. *Human Relations*, (52), 895-922. Whyte, W. H., (1956). *The organizational man*. New York: Simon and Schuster. Yiener, Y., & Gechman (1977). Commitment : A behavioral approach to job involvement. *Journal of Vocational Behavior*, 10, 47-52.