

The Relationship between Expatriate Experience and Organizational Commitment

楊成家、林英顏

E-mail: 9607704@mail.dyu.edu.tw

ABSTRACT

ABSTRACT In today's global marketplace, it is critical for Taiwanese multinational corporations to maintain competitive in the field of international human resource management. This thesis aims to discover the impact and relationship among experience of expatriation and organizational commitment toward expatriates who have international human resource specialties and whether they will have obvious differences and impacts on the length of overseas assignment and expatriates' host country. Experience in overseas assignment includes number of repatriates' overseas assignments, length of most overseas assignments and host country of economic developed. By building on the repatriation adjustment and organizational commitment theories and researches, this study expands these recent findings to repatriates. This research uses the expatriates in manufacturing, service industry and foreign company as samples. A questionnaire was developed and distributed to 500 people. 274 usable responses were received for a 54.8% response rate. After eliminating incomplete and invalid questionnaires, the effective sample is 254. The study reveals that: 1. The length of most overseas assignment of an employee has lower organizational commitment. 2. The expatriate on overseas assignment of an employee has lower organizational commitment. 3. The more experience of overseas assignment in developed country the employee has, the lower organizational commitment. 4. The relationship between the experience of expatriate in developed/developing country and organization commitment has no obvious difference. Base on the findings of this study, it provides suggestions for future application management and subsequent studies.

Keywords : expatriate experience ; organizational commitment ; W-curve theory of adjustment

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	
x 第一章 緒論	1	第一節 研究背景	
1 第二節 研究問題與目的	2	第三節 研究重要性	
3 第四節 研究範圍與限制	4	第二章 文獻探討	
6 第一節 外派工作重要性探討	6	第二節 外派人員相關	
研究	11	第三節 工作經驗	12
13 第五節 組織承諾理論與相關實證研究	16	第四節 外派經驗	
經驗與組織承諾關係之探討	26	第三章 研究方法	28
研究架構	28	第一節	
樣本與資料收集	30	第二節 研究假設	29
34 第五節 分析方法	34	第四節 變項的操作性定義及衡量方法	31
36 第一節 個人基本資料分析	36	第四章 結果分析	36
41 第二節 外派經驗與人口統計變數關係之檢定		第一節 個人基本資料分析	36
47 第三節 人口統計變項與組織承諾之分析	45	第二節 外派經驗與人口統計變數關係之檢定	
51 第五節 外派經驗及組織承諾之相關分析	48	第三節 人口統計變項與組織承諾之分析	45
58 第五章 結論與建議	58	第四節 外派國家與組織承諾之分析	
62 第二節 後續研究建議	61	第五節 外派經驗及組織承諾之相關分析	48
64 參考文獻	64	第六章 外派經驗與組織承諾之迴歸分析	
82 附錄B 研究問卷	83	第一節 結論	
		第二節 實務建議	

REFERENCES

- 一、中文部份 Dowling, P. J., & Welch, D. E. (2006), 國際人力資源管理(莊立民, 廖曜生譯), 台北:蒼海書局, 6-233, (原文於2004年出版)
。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未出版之博士論文。王蘭(1999), 醫院員工領導型態、工作滿意度、組織承諾及離職傾向之研究, 國立高雄醫學院公共衛生學研究所未出版之碩士論文。田文彬, 林月雲(2003), 台灣歷年海

外派遣管理研究分析, 人力資源管理學報, 3(3), 1-25。甘珮姍(1998), 台灣企業派外人員跨文化訓練有效性之實證研究, 國立成功大學企業管理研究所未出版之碩士論文。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, 國立中山大學人力資源管理研究所未出版之碩士論文。余明助(2005), 我國派外經理人報償管理與報償滿足、派外意願關係之研究, 輔仁管理評論, 12(1), 121-146。邱皓政(2006), 量化研究與統計分析, 台北:五南圖書公司。吳岱樺(2002), 員工離職經驗與組織承諾之關係探討, 私立中國文化大學國際企業管理研究所未出版之碩士論文。吳堅傑(2004), 海外派遣之回任管理、回任適應與工作態度之相關性研究, 私立中原大學企業管理研究所未出版之碩士論文。倪家珍(2005), 員工性別與職業性別型態的一致性對個人 - 組織契合度與個人 - 工作契合度影響之研究, 私立中國文化大學國際企業管理研究所未出版之博士論文。江錦樺(2000), 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。洪振順(1998), 組織公正對組織公民行為影響之研究 - 信任關係的觀點, 國立中山大學人力資源管理研究所未出版之碩士論文。林淑姬(1992), 薪酬公平、程序公正與組織承諾、組織公民行為關係之研究, 國立政治大學企業管理研究所未出版之博士論文。林彩梅(1994), 多國籍企業論, 台北:五南圖書公司。常書婉(2002), 我國企業派外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研究所未出版之碩士論文。詹惠淳(1995), 我國企業駐外人員返任適應管理之研究, 私立輔仁大學企業管理研究所未出版之碩士論文。陳文豪(2001), 兩岸員工工作價值觀與工作特性對工作態度之影響, 國立中央大學人力資源管理研究所未出版之碩士論文, 5-33。陳美黛(1996), 我國海外派遣人員人格特質與海外適應之相關研究, 私立中國文化大學國際企業管理研究所未出版之碩士論文。陳蕙君(1998), 資訊真實性、人與組織之契合度以及工作經驗對新進人員組織社會化之影響, 國立中山大學人力資源管理研究所未出版之碩士論文, 6-33。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, 私立大葉大學國際企業管理學系未出版之碩士論文, 12。陳勝文(2003), 外派人員之人力資源管理對其績效影響之研究 - 以亞洲九國為例, 國立成功大學工業管理研究所未出版之碩士論文, 6-39。張峻源(2001), 組織文化、組織承諾與組織變革態度之研究 - 以中央信託局為例, 國立成功大學企業管理研究所未出版之碩士論文。鄭彩萍(2000), 企業派外人員管理才能缺口、訓練與調適之研究, 私立東吳大學國際貿易所未出版之碩士論文。諸承明(1995), 薪資設計要素與組織效能關係之研究 - 以組織特性與任務特性為情境變項, 國立台灣大學商學研究所未出版之博士論文。廖佳君(2007), 組織正義對組織承諾影響之研究 - 以組織信任為中介及干擾變項, 國立台南大學教育經營與管理研究所未出版之碩士論文。周惠英(1998), 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, 國立中山大學人力資源管理研究所未出版之碩士論文。周莉萍(1995), 派外人員返國調適與留職意願之研究, 國立政治大學國際貿易研究所未出版之碩士論文。黃光霖(1998), 探討我國製造業海外派遣人員訓練與福利制度, 國立中山大學企業管理學系未出版之碩士論文。黃智(2000), 工作經驗、資訊尋找行為與工作滿足之關係 - 以管理碩士為例, 國立中山大學人力資源管理研究所未出版之碩士論文, 4-31。黃國隆, 陳惠芳(1998), 資訊技術、組織價值觀與組織承諾之關係, 管理學報, 15(3), 343-366。黃國隆, 黃敏萍, 蔡啟通, 陳惠芳(1999), 台商派駐大陸合資企業之管理人員的生活適應與該合資企業的人力資源管理, 臺大管理論叢, 9(2), 1-32。二、英文部份 Adkins, C. L. (1995). Previous work experience and organizational socialization. *Academy of Management Journal*, 38(3), 839-862. Adler, N. J. (1981). Re-entry: Managing cross-cultural transitions. *Group and Organizational Studies*, vol. 6, 341-356. Adler, N. J. (1984). Do MBAs want international careers? *International Journal of Intercultural Relations*, 10, 277-300. Adler, N. J. (1991). *International dimensions of organizational behavior*. Boston, MA: Kent. Adler, N., & Bartholomew, S. (1992). Managing globally competent people. *Academy of Management Executive*, 6(3), 52-65. Aryee, S., & Chay, Y. W. (1994). An Examination of the Impact of Career-Oriented Mentoring on Work Commitment Attitudes and Career Satisfaction Among Professional and Managerial Employees. *British Journal of Management*, Vol. 5, 241-249. Baliga, G. M., & Baker, J. C. (1985). Multinational Corporate Policies for Expatriate Managers: Selection, Training, Evaluation. *Advanced Management Journal*, Vol. 50, No.4, 31-38. Baruch, Y., Steele, D. J., & Quantrill, G. A. (2002). Management of expatriation and repatriation for novice global player. *International Journal of Manpower*, 23(7), 659-671. Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66(1), 32-42. Black, J. S. (1988). Work Role Transitions: A Study of American Expatriate Managers in Japan, *Journal of International Business Studies*, 19, 277-294. Black, J. S., & Gregersen, H. B. (1991). When Yankee comes home: factors related to expatriate and spouse repatriation adjustment, *Journal of International Business Studies*, 22(4), 671-695. Black, J. S., & Mendenhall, M. E. (1991). The U-curve Adjustment Hypothesis Revisited: A Review and Theoretical Framework, *Journal of International Business Studies*, Vol. 22, No. 2, 225-247. Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *Academy of Management Review*, 16(2), 291-317. Black, J. S., Gregersen, H. B., & Mendenhall, M. E. (1992). Toward a theoretical framework of repatriation adjustment. *Journal of International Business Studies*, 23(4), 737-760. Black, J. S. Gregersen, H. B., & Stroh, L., (1998). Closing the gap: expectations versus reality among repatriates. *Journal of World Business*, Summer, 111-124. Black, J. S., Gregersen, H. B., Mendenhall, M. E., & Stroh, L. K. (1999). Globalizing People Through International Assignment. Reading, MA: Addison-Wesley Publishing Inc. Black, J. S., & Stephens, G. K. (1989). The influence of the spouse on American expatriate adjustment and intent to stay in Pacific Rim overseas assignments. *Journal of Management*, 15, 529-544. Black, J. S., & Gregersen, H. B. (1999). The right way to manage expats. *Harvard Business Review*, 3-4, 52-55. Bonache, J., Brewster, C., & Sutari, V. (2001). Expatriation: a developing research agenda. *Thunderbird International Business Review*, 43(1), 3-20. Brewster, C., & Scullion, H. (1997). International HRM: beyond expatriation. *Human Resource Management Journal*, 7(3), 31-41. Brown, C. (1990). Firms Choice of Method of Pay. *Industrial and Labor Relations Review*, 43. 165-182. Buchanan, B. (1974). Building Organizational Commitment: The Socialization of Managers in Work Organizations. *Administrative Science Quarterly*, 19(4), 533-546. Chao, G. T., OLeary-Kelly, A. M., Wolf, S., Klein, H. J., & Gardner, P. D. (1994). Organizational Socialization: Its Content and Consequences. *Journal of Applied Psychology*, 79(5), 930-943. Hill, C. W. L. (2003). International Business Competing in the Global Marketplace, The McGraw-Hill Companies, Inc. Dessler, G. (1999). How to earn your employees

' commitment. *Academy of Management Executive*, 13(2), 58-67. Dowling, P. J. (1988). International and Domestic Personnel/Human Resource Management: Similarities and Differences, in *Readings in Personnel and Human Resource Management*, 3rd edn. Schuler, R. S., YoungBlood, S. A., & Huber, V. L. St. Paul, MN:West Publishing. Dowling, P. J., & Schuler, R. S. (1990). International dimension of human resource management. Boston: PWS-KENT Publishing Company. Dowling, P. J., Schuler, R. S., & Welch, D. E. 1999. International dimensions of human resource management. Cincinnati: South-Western College. Farrell, D., & Rusbult, C. E. (1981). Exchange variables as predictors of job satisfaction, job commitment and turnover: The impact of reward, cost, alternatives and investment. *Organizational Behavior and Human Performance*, 28(3), 120-126. Ferris, K. R., & Aranya, N. (1983). A comparison of two organizational commitment scales. *Personnel Psychology*, 3(1), 559-556. Fisher, C. D. (1986). Organizational socialization: An integrative review. *Research in Personnel and Human Resource Management Review*, 4, 101-145. Folger, R. & Konovsky, M. A. (1989). Effects of procedural and distributive justice on reactions to pay raise decision. *Academy of Management Journal*, 32(1), 115-130. GMAC-GRS. (2003). Global Relocation Trends: 2002 Survey Report, GMAC Global Relocation Services, National Foreign Trade Council and SHRM Global Forum. Greenberg, J. (1987). A Taxonomy of Organizational Justice Theories. *Academy of Management Review*, 12(1), 9-22. Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75, 561-568. Gregersen, H. B. & Stroh, L. K. (1997). Coming home to the Arctic cold: Antecedents to finish expatriate and spouse repatriation adjustment, *Personnel Psychology*, Vol. 50, No3, 461-485. Gullahorn, J. T., & Gullahorn, J. E. (1963, July). An extension of the U-curve hypothesis. *The Journal of Social Issues*, 33-47. Guzzo, R. A., Noonan, K. A., & Elron, E. (1994). Expatriate Managers and the Psychological Contract. *Journal of Applied Psychology*, Vol. 79 No.4, 617-626. Hall, D. T., Schneider, B., & Nygren, H. T. (1970). Personal factors in organizational identification. *Administrative Science Quarterly*, 15(2), 176-189. Harris, P. R., & Moran R. T. (2000). Managing cultural differences: Leadership strategies for a new world of business. Houston, TX: Gulf Professional Publishing. Harvey, M. G. (1989). Repatriation of corporate executives: An empirical study. *Journal of International Business Studies*, 20(1), 131-144. Heenan, D. A., & Perlmutter, H. V. (1979). *Multinational Organization Development*, Reading MA: Addison-Wesley. Heyward, M. (2002). From international to intercultural. *Journal of Research in International Education*, 1(1), 9-32. Johnson, G. (1955). An Instrument for the Measurement of Job Satisfaction. *Personnel Psychology*, 8, 27-37. Joinson, C. (1998, April). Why HR managers need to think globally. *HR Magazine*, 2-7. Jones, G. R. (1983). Psychological orientation and process of organizational socialization: An interactionist perspective. *Academy of Management Review*, 8, 464-474. Kanter, R. M. (1968). Commitment and social organization: A study of commitment mechanisms in utopian communities. *American Sociological Review*, 33(4), 499-517. Klaff, L. G. (2002). The right way to bring expats home. *Workforce*, 81(7), 40-44. Lam, S. S. K. (1998). Test, retest reliability of the organizational commitment questionnaire. *The Journal of Social Psychology*, 138(6), 787-788. Lawler, E. E., & Hall, D. T. (1970). Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. *Journal of Applied Psychology*, 54(4), 305-312. Lazarova, M., & Caligiuri, P. (2001). Retaining repatriates: The role of organizational support practices. *Journal of World Business*, 36(4), 389-401. Lind, E. A., & Tyler, T. R. (1988). *The social psychology of procedural justice*. New York: Plenum. Liu, C. H. (2005, September). The Effects of Repatriates' Overseas Assignment Experiences on Turnover Intentions. *Journal of American Academy of Business*, Cambridge, 7(1). Louis, M. R. (1980). Surprise and sense making: What newcomers experience in entering unfamiliar organizational setting. *Administrative Science Quarterly*, 25, 226-251. Martin, J. N. (1984). The intercultural reentry: Conceptualization and directions for future research. *International Journal of Intercultural Relations*, 8, 115-134. McNeilly, K. M., & Russ, F. A. (1992). The moderating effect of sales force performance on relationships involving antecedents of turnover. *Journal of Personal Selling and Sales Management*, 12(1), 7-20. Mendenhall, M., & Oddou, G. (1985). The dimension of expatriate acculturation. *Academy of Management Review*, 10, 39-48. Moorman, R. M. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76, 845-855. Morrow, P. C. (1983). Concept redundancy in organizational research: The case of work commitment. *Academy of Management Review*, 8(3), 486-50. Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. *Journal of Applied Psychology*, 3(1), 30. Morris, J. H., & Sherman, J. D. (1981, September). Generalizability of an Organizational Commitment Model. *Academy of Management Journal*, 24, 512-526. Morgan, P. V. (1986). International human resource management: Fact or fiction. *Personnel Administrator*, 31(9), 44. Mowday, R. T., Porter, L. M., & Steers, R. M. (1982). Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover, *Employee -Organization Linkages*: Academic Press. Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measure of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247. Niehoff, B. P., & Moorman, R. H. (1993). Justice As a Mediator of the Relationship Between Methods of Monitoring and Organizational Citizenship Behavior, *Academy of Management Journal*, 36(3), 527-556. O'Conner, R. (2002). Plug the expatriate knowledge drain. *HR Magazing*, 47(10), 101-107. Paik, Y., Segaud, B., & Malinowski, C. (2002). How to improve repatriation management? *International Journal of Manpower*, 23(7), 635-648. Reichers, A. E., Wanous, J. P., & Steele, K. (1995). Design and Implementation Issues in Socializing (and Re-socializing) Employees. *Human Resource Planning*, 17(1), 17-25. Riusala, K., & Suutari, V. (2000). Expatriation and careers: perspectives of expatriates and spouses, *Career Development International*, 5(2), 81-90. 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, 603-609 Pucik, V., & Saba, T. (1998). Selecting and developing the global versus the expatriate manager: Review of the state-of-the-art. *Human Resource Planning*, 21, 41-55. Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10(3), 465-476. Robbins, S. P. (1992). *Organizational behavior: Concepts, controversies, applications* (6th ed). Englewood, Cliffs, NJ: Prentice Hall.

Ronen, S. (1989). Training the international assignee. In I. L. Goldstein(Ed.). Training and development in organizations, San Francisco: Jossey-Bass, 417-453. Salancik, G. R. (1977). Commitment and the control of organizational behavior and belief. In B. M. Star & G. R. Salancik (Eds.). New directions in organizational behavior. Chicago: St. Clair Press, 1-95 Samad, S. (2006). Procedural and Distributive Justice: Differential Effects on Employees' Work, The Business Review, Cambridge, Summer, 5, 2, ABI/INFORM Global, 212-218. Schalk, R., & Freese, C. (1997). New facets of commitment in response to organizational change: research trends and the Dutch experience. Trends in Organizational Behavior, 4(1), 107-123. Steers, R. M. (1977, March). Antecedents and Outcomes of Organizational Commitment, Administrative Science Quarterly, Vol. 22, 46-56. Stroh, L. (1995). Predicting turnover among repatriates: Can organizations affect retention rates? International Journal of Human Resource Management, 443-456. Tung, R. L. (1981). Selection and training of personnel for overseas assignments. Columbia Journal of World Business, 16, 68-78. Tung, R. L. (1982). Selection and training procedures of U.S., European, and Japanese multinationals. California Management Review, 25, 57-78. Tung, R. L. (1987). Expatriate assignments: Enhancing success and minimizing failure. Academy of Management Executive, 1, 117-125. Tung, R. L. (1988). The new expatriate. Cambridge, MA: Ballinger Publishing. Turban, D. B., Campion, J. E., & Eyring, A. R. (1992). Factors Relating to Relocation Decisions of Research and Development Employees. Journal of Behavior, 41, 183-199. Van Maanen, J. (1984). Doing new things in old ways: The chains of socialization. In J. L. Bess(Ed.). College and university organization, 211-245. Wegmann, R. G. (1991). Form job to job. Journal of Employment Counseling, 28, 8-12. Weiner, Y., & Vardi, Y. (1980). Relationships between job, organization, and career commitments and work outcomes-An integrative approach. Organizational Behavior and Human Performance, 26, 81-96.