Stress and Job Performance-The Moderating Effects of Affective Commitment and Job Experience

朱麗君、童惠玲

E-mail: 9801353@mail.dyu.edu.tw

ABSTRACT

This study is aimed to examine the relationship among Stress, Affective Com-mitment, Job Experience and Job Performance. First, Affective Commitment moderates the relationship between felt Stress and Job Performance. Second, Job Experience moderates the relationship between felt Stress and Job performance. Third, Job Experience moderates the relationship between Affective Commitment and Job Performance. Last, Job Experience moderates the relationship between felt Stress, Affective Commitment and Job Performance.

A survey research was conducted using a sample of post office employees in Chang Hwa county. Hierarchical regression analysis were used to test the hypotheses. The major findings of this research are as follow: (1) Affective Commitment had no moderate moderation effect on Stress and Job Performance.; (2) Job Experience had no moderate moderation effect on Affective Commitment and Job Performance.; (4) Job Experience had no moderate moderation effect on Stress, Affective Commitment and Job Performance. The expected positive interaction between Stress and Commitment is of the greatest magnitude when Job Experience is high.

Based on the results of the research, some suggestion and future related study are proposed.

Keywords: stress, affective commitment, job experience, job performance

山文埼亜

Table of Contents

iii

~	1193		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	••••	
英文	摘要																					i٧	
誌謝	辭.																				٧		
內容	目錄																					٧i	
表目	錄																					٧i	ii
圖目	錄																					ix	
第一	章	緒論	ì.																			1	
	第一節	i	研	究!	動	機																1	
	第二節	i	研	究	目	的																2	
第二	章	文獻	探	討																		4	
	第一節		I	作	績	妏																4	
	第二節		壓	力																			8
	第三節	i	情	感	性	承	諾																15
第四	節	工作	經	驗																	21	1	
第三	章	研究	方	法																			27
	第一節		研	究	架	構																	27
	第二節		研	究	假	設																	28
	第三節	i	研	究	對	象.	與	施	測:	方:	式												29
	第四節	i	研	究:	變	項	Ż	衡.	量														29
	第五節	i	研	究.	I	具	及	統	計	方	法												34
第四	章	資料	分	析!	與	發:	現																35
第一	節	樣本	描	述'	性	統	計	分	析												35	5	
第二	節	差異	分	析																	37	7	
第三	節	相關	分	析																	42	2	
第四	節	層級	迴	歸:	分	析															43	3	
	第五節	i	假	設!	驗	證																	49
第五	章	結論	與	建	議																		50

第一節	結論.....................................		. 50	
第二節	建議...............		. 52	
第三節	研究限制與未來發展方向	 	53	
參考文獻				55
附錄A	問卷................			66
附線R	預試量 表因素分析			72

REFERENCES

一、中文部份?青芬、?雅婷、趙慕芬 等合譯 (2001),組織?為學(9版),Stephen P. Robbins著,台?:華泰書局。?明書 (1994),工作壓?及其 管?策?之探討。?工?政,74,22-28。林澄貴 (2001),知識管理、工程專業人員核心能力與工作績效關係之研究 - 以中鋼公司為例, 國立中 山大學人力資源管理研究所未發表之碩士論文。房冠寶(2000),人格特質與工作績效的關聯性研究-以証券業後勤行政人員為例,國立 台灣科技大學管理研究所未發表之碩士論文。陳金水 (1989),國民中學教師自我信念、工作經驗與組織承諾之關係,國立高雄師範大學 教育研究所未發表之碩士論文。黃英忠 (2001),現代管理學,(4版),台北:華泰書局。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發表之碩士論文。蘇義祥 (1999) , 中華電信專戶服務部門領導型態與工 作績效關係之研究:服務人員特質及成熟度的調節作用,國立中山大學企業管理研究所未發表之碩士論文。?采風 (2000),壓?與適應。台? 市:幼獅。繆敏志 (1993),工作壓?之??基礎與模式及其管?方法。中國?政,53,21-46。二、英文部份Adkins, C. L. 1995. Previous work experience and organizational socialization. Academy of Management Journal, 38(3), 839-862.Baron, R. S. (1986). Distraction-conflict theory: Progress and problems. In L. Berkowitz (Eds.), Advances in experimental social psychology, 19, 1-40. Becker, G. S. (1962). Investment in human capital: A theoretical analysis. Journal of Political Economy, 7, 9-49. Becker, T, E., Beillings, R. S., Eveleth, D. M. & Gilbert, N. L(.1996). Foci and bases of employee commitment: Implications for job performance. Academy of Management Journal, 39, 464-482. Beehr, T. A.1(995). Psychological stress in the workplace. London: Routledge.Beehr, T. A., Jex, S., M., Stacy, B., A., & Murray, M. S. (2000). Work stressors and coworker support as predictors of individual strain and job performance. Journal of Orgabizational Behavior, 21, 391-405. Borman, W. C., & Motowidlo, S. J. 1993. Expanding the criterion domain to include elements of contextual performance. In N. Schmitt, W. C. Borman, & Associates, Personnel selection in organization: (pp: 71-98). San Francisco, Jossey-Bass. Buchanan, B. (1974) "Building Organizational Commitment, the Socialization of Mangers in Work Organization, Administrative Science Quarterly, 19(11), 533-546. Campbell, J. P. 1990. Modeling the performance prediction problem in industrial and organization psychology. In M. D. Dunnette & L. M. Hough (Eds.), Handbook of Industrial and Organization Psychology (2rd ed.), 1, 687-732. Cappelli, P. (1999). The new deal at work: Managin the narket-based employment relationship. Boston: Harvard Business School Press. Cheng, B. S., Jiang, D. Y., & Riley, H. J. (2003). Organizational commitment, supervisory commitment, and employee outcomes in Chinese context: Proximal hypothesis or global hypothesis? Journal of Organizational Behavior, 24, 313-334.Cohen. A. (1991). Career stage as a moderator of the relationships between organizational commitment and its outcome: A meta-analysis. Journal of Occupational Psychology, 85, 231-268. Cooke, R. A., & Rousseau, D. M. (1984). Stress and strain from family roles and work role expectations, Journal of Applied Psychology, 69, 252-260, Dunham, R. B., Grube J. A., & Castaneda, M. B. (1994), Organizational commitment: The utility of an integrative definition. Journal of Applied Psychology, 79, 370-380. Earley, P. C., & Hanson, L. A. (1990). Joint moderating effects of job experience and task component complexity: Relation among goal seeting, task strategies, and performance. Journal of Organizational Behavior, 11, 3-15.Easterbrook, J. A. (1959). The effect of emotion on cueutilization and the organization of behavior. Psychological Review, 74, 498-515 Huguet, P., Galvaing, M. P., Monteil, J. M., & Dumas, F. (1999.) Social presence effects in the Stroop task: Further evidence for an attentional view of social facilitation. Journal of Personality and Social Psychology, 77, 1011-1025. Hunter, L. W., Bernhardt, A., Hughes, K. L., & Skuratowicz .E. (2001). It 's not just a ATMs: Technology, firm strategies, jobs, and workers 'earnings in retail banking. Industrial and Labor Relations Review, 54(2), 402-424. Iverson, R. D., & Buttigieg, D. M. (1999). Affective, normative, and continuance commitment: Can the "right kid " of commitment be managed?. Journal of Management Studies, 36, 307-333. Jamal. M. (1984). Job stress and Job performance controversy: An empirical assessment. Organizational Behavior and Human Performance, 33, 1-21. Jamal, M. (1985). Relationship of Job stress to job performance: A study of managers and blue collar workers. Human Relations, 38, 409-424. Jex, S. M. (1998). Stress and job performance: Theory, research, and implications for managerial practice. Thousand Oaks, Calif.: Sage Publications. Katz, D. & Kahn, R. L., 1978, The Social Psychology of Organizations. N.Y.: Wiley. Kelman, H. C. (1958). Compliance, identification, and internalization: Three processes of attitude change. Journal of Conflict Resolution, 2, 51-60. Ketchand, A. A., & Strawser, J. R. (2001). Multiple dimensions of organizational commitment: Implications for future accounting research. Behavioral Research in Accounting, 13, 221-251. Korcznski, M., & Ott, U. (2005). Sales work under marketization: The social relations of the cash nexus?. Organization Studies, 26, 707-728.Larry, W. H., & Sherry M. B. (2007). Feeling the heart: Effects of stress, commitment, and job experience on job performance. Academy of management Journal, 50, 953-968.LePine, J. A., Podsakoff, N. P., & M. A. (2005). A meta-analytic test of the challenge stressor-hin-drance stressor framework: An explanation for inconsistent relationships among stressors and performance. Academy of Management Journal, 48, 764-775. Lori, A. M., Stanley, G. H., & Hubert S. F. (2003). Has the Inverted-U Theory of Stress and Job Performance Had a Fair Test? Human Performance, 16(4), 349-364. Mathews, B.P., & Shepherd, J.L. (2002). Dimensionality of Cook and Wall, s 1980 British organizational commitment scale revisited. Journal of Occupational and Organizational Psychology, 75,

369-375. Matthews, G.., & Margetts, I. (1991). Self-report arousal and divided attention: A study of performance operation characteristics. Human Perfermance, 4(2), 107-125. Mathieu, J.E. and D.M. Zajac (1990), "A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment, "Psychological Bulletin, 108(2), 171-194. Mayer, R., & Schoorman, F. (1992). Predicting participation and production outcomes through a two dimensional model of organizational commitment. Academy of Management Journal, 35, 671-684.McGrath, J. E. (1976). Stress and behavior in orgnizations. In M. D.Dunnette(Eds.). Handbook of industrial and organizational psychology, (2rd ed.), 3, 1351-1395, Chicago: Rand McNally, Meyer, J. P., & Allen, N. J. (1991), A three-component conceptualization of organizational commitment. Human Resource Management Review, 1, 61-89. Meyer, J. P., & Allen, N. J. 1997. Commitment in the workplace: Theory, research, and application. Thousand Oaks, CA: Sage Publications. Meyer, J, P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extention and test of a three-component conceptualization. Journal of Applied Psychology, 78, 538-551. Motowidlo, S. J., Packard, J. S., & Manning, M. R., (1986). Occupational stress: Its causes and consequences for job performance. Journal of Applied Psychology, 71, 618-629. Mowday, R., Porter, I., & Steers, R. (1982) Employee-organization likages: The psychology of commitment, absenteeism, and turnover. New Your: Academic.O 'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behaviour. Journal of Applied Psychology, 71, 492-499. Parker, D. F., & DeCotiis, T. A. (1983(.Organizational determinants of job stress. Organizational Behavior and Human Perfermance, 32, 160-177.Porter, L.W., Steers, R. M.& Mowday, R. T. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. Journal of Applied Psychology, 59(5), 603-909. Regini, M., Kitay, J., & Baethge, M(.Eds.) (1999). From tellers to sellers: Changing employment relations in banks. Cambridge. MA: MIT Press.Riketta. M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. Journal of Organizational Behavior, 23, 257-266. Schmidt. F. L., & Hunter, J. E(2004). General ability in the world of work: Occupational attainment and job performance . Journal of Personality and Social Psychology, 86, 162-173. Schmidt. F. L., & Hunter, J. E., & Outebridge, A. N. (1986). The impact of job experience and ability on job knowledge, work sample performance. Journal of Applied Psychology, 71, 432-439. Siders, M. A., George, G., & Dharwadkar, R. (2001). The relationship of internal and external commitment foci to objective job performance measures. Academy of Management Journal, 44, 570-579. Selye, H. (1956). The stress of life. New York: McGraw-Hill. Selye, H. (1975). Stress without distress. New York: McGraw-Hill.T. Wiener(1982), "Commitment in Organizations: A Normative View," Academy of management Review, 7, 418-428. Vandenberghe, C., Bentein, K., & Stinglhamber, F. (2004). Affective commitment to the organizational, supervisor, and work group: Antecedents and outcomes. Journal of Vocational Behavior, 64, 47-71. Vandenberg, R. J., Self, R. M., & Seo, J. H. (1994). A critical examination of the internalization, identification, and compliance commitment measures. Journal of Management, 20,123-140. Van Dyne, L., Jehn, K. A., & Cummings, A. (2002). Differential effects of strain on two forms of work performance: Individual employee sales and creativity. Journal of Organizational Behavior, 23, 57-74. Williams, S. & Cooper, L. (2002). Managing workplace stress: A best practice blueprint. Chichester, John Wiley & Sons.Wright, T. A., & Bonett, D. G. (2002). The moderating effects of employee tenure on the relation between organizational commitment and job performance: A meta- analysis. Journal of Applied Psychology, 87, 1183-1190. Yerkes, R. M., & Dodson, J. D. (1908). The relation of strength stimulus to rapidity of habit formation. Journal of Comparative Neurological Psychology, 18, 459-482