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**THE RELATIONSHIP AMONG PERSONALITY TRAITS, JOB
DESIGN CHARACTERISTICS AND ORGANIZATIONAL
COMMITMENT: AN EMPIRICAL STUDY OF ORGANIZATIONS
IN CHINA**

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ABSTRACT

The purpose of this research was to identify antecedents that would predict organizational commitment. One category of predictor was the “Big Five” personality traits (extraversion, conscientiousness, agreeableness, neuroticism and openness) and the other category included job design characteristics (skill variety, task identity, task significance, task autonomy, and task feedback). This research also investigated the association that demographic variables (job title, job tenure, organization tenure, age, gender and education) had with all major variables.

A survey was completed by 142 participants of five Chinese organizations in Beijing, from the health/medical, banking, insurance, international business, and construction sectors. Agreeableness, openness and all job design characteristics were significantly correlated with affective commitment, whereas extraversion and agreeableness, neuroticism were related to continuance commitment. Regression analyses showed that agreeableness and openness were salient predictors of affective commitment. Agreeableness and neuroticism contributed significantly to continuance commitment.

The conclusions are discussed in relation to their practical implications for organizations, and researchers, and the need for future research. The major implications from this research are that managers in organizations need to enrich employees’ job content to enhance their affective commitment, and keep in mind the links between some personality traits and continuance commitment. This study

encourages future research to focus on doing more longitudinal cross-cultural studies in order to assess the generalizability of previous research findings.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

In today's knowledge-based economy, organizations face the double challenge of the need for better trained employees and a scarcity of qualified labour (e.g. Kok, Uhlaner, & Thurik, 2006). Under such circumstances, effective human resource management practices are becoming increasingly important for the success of an organization. As Guest (1987) stated, human resource management practices are designed to maximise organizational integration, employee commitment, flexibility and quality of work. A large number of empirical findings in this area showed that highly committed employees are more likely to retain their jobs in the long run (Allen & Meyer, 1996); they also show a high level of satisfaction (Tanriverdi, 2008), and job performance and quality of work (Hackett, Bycio, & Hausdorf, 1994). Moreover, high organizational commitment among employees is more likely to produce social capital that enhances organizational learning (Park & Rainey, 2007).

The concept of organizational commitment is not only one of most studied topics in human resource management but also an essential concern in organizational psychology because of its correlation with many employee behaviours and attitudes, such as absenteeism (Somers, 1995), turnover (Jaros, 1997), and organizational citizenship behaviour (Moorman, Neihoff, & Organ, 1993), that potentially influence

the organization.

1.2 Organizational Commitment

Organizational commitment is commonly defined as a “psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization” (Allen & Meyer, 1996, p. 252). Although researchers and theorists have been defining and measuring organizational commitment in several different fashions in the last three decades, they all acknowledge that organizational commitment is a complex and multidimensional work attitude (Allen & Meyer, 1996). Among these constructs, two dimensions, affective commitment and continuance commitment, were chosen as the focus of the present study because they are most distinguishable from each other, and have been found to show distinct relations with other relevant variables.

According to Johnson and Chang (2006), affective commitment refers to an identification with, involvement in, and emotional attachment to the organization, whereas continuance commitment refers to commitment based on the employee’s recognition of the costs associated with leaving the organization, such as loss of benefits and few employment alternatives. Simply speaking, employees with high affective commitment stay with the organization because they want to do so, while employees with the high continuance commitment stay with organization because they have to do so (Allen & Meyer, 1996).

1.3 Consequences of Organizational Commitment

As mentioned, the importance of organizational commitment has been focused on its relation to many behavioural and attitudinal consequences among employees that significantly influence the organization (Francesco & Chen, 2004; Park & Rainey, 2007). In this section, four major consequences resulting from organization commitment will be discussed in depth.

1.3.1 Turnover and Turnover Intentions

One of the key consequences is that organizational commitment is negatively correlated with turnover and turnover intentions. It is widely believed that turnover detrimentally influences organizational performance and productivity (Hom & Kinichi, 2001). In prior literature, a vast body of research has indicated that the two forms of commitment are significantly and negatively correlated with turnover and turnover intention (e.g. Buck & Watson, 2002; Mathieu & Zajac, 1990; Meyer, Allen, & Smith, 1993; Whitener & Walz, 1993). That is to say, employees with high levels of organizational commitment are less likely to leave or intend to leave the organization voluntarily, compared with other employees. The negative links between commitment, turnover and turnover intentions have been empirically revealed in Meyer, Stanley, Herscovitch and Topolnytsky's (2002) meta-analysis. In their findings, although correlations between the two commitment measures and turnover were all negative, the coefficients were relatively low (-.17 for affective commitment, -.10 for continuance commitment). In contrast to this, the association of commitment with

turnover intentions was stronger than with actual turnover behaviour. That is, affective commitment correlated more strongly ($\rho = -.56$), than continuance commitment ($\rho = -.18$) with turnover intentions. Affective commitment in turn as suggested by Meyer and colleagues (2002) would predict an employee's intention to quit.

1.3.2 Absenteeism

In addition to turnover, researchers are also interested in the influence of commitment on other work-related behaviours which are harmful to organizations. Employee absenteeism, for example, is another costly personnel problem resulting from a less committed workforce. Although some researchers have proposed different ways for measuring absence (Clegg, 1983; Johns, 1994), empirical research in studying the relationship between two forms of commitment and absenteeism has produced similar results. It is suggested that in the main, absenteeism is only correlated with affective commitment, where employees with high levels of affective commitment are less likely to be absent. Even though the link between absenteeism and continuance commitment is positive, the correlation is non-significant (Gellatly, 1995; Meyer & Allen, 1997; Meyer, et al., 2002).

1.3.3 Job Performance

A third consequence of commitment on work-related behaviours is in terms of job performance. To some extent, employee performance is more important than whether employees eventually stay or leave, since the success of an organization depends

largely on having productive employees (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989). Nevertheless, the prior literature has pointed out that the links between commitment and job performance have produced mixed results (Cohen, 1991; Mathieu & Zajac, 1990; Wright & Bonett, 2002). Several studies have demonstrated strong positive relations between the two variables (Bauer & Green, 1998; Baugh & Roberts, 1994; Meyer, et al., 1993). For example, Meyer et al. (1993) found that committed employees had high expectations of their performance and thereby performed better. Interestingly, the other studies have indicated modest positive (Adkins, 1995; Saks, 1996), weak positive (DeCotiis & Summers, 1987; Somers & Birnbaum, 1998), or negative (Wright, 1997) relations between commitment and job performance.

1.3.4 Organizational Citizenship Behaviour

Organizational citizenship behaviour (OCB), or extra-role behaviour, appears to be another frequently studied consequence of organizational commitment, since the relationships between them are relatively well documented in the literature (Gautam, Dick, Wagner, Upadhyay, & Davis, 2005; Meyer, et al., 2002; Schappe, 1998). OCB is regarded as a positive consequence of a highly committed workforce, characterized by voluntary extra-role contributions of employees that are not recognized by the formal organizational reward system, such as helping colleagues or not taking excessive time off (Organ, 1988). Most research has found that organizational commitment significantly predicts OCB (Schappe, 1998). After analyzing 155

empirical studies over a period of 15 years, Meyer, et al., (2002) summarized that affective commitment ($\rho = .32$) positively correlated with OCB, whereas the correlation with continuance commitment was nearly zero. Despite the generally strong support for a correlation between the two variables, however, a small number of studies found no support (Tanksy, 1993) or partial support (Organ & Ryan, 1995) for such relationship.

1.4 Present Study

Due to the considerable influence of organizational commitment on employees and organizations, the emphasis of the present research is placed on what causes an employee to commit to an organization. By learning the antecedents of commitment, organizations must be able to benefit from effort to effectively foster a working environment with high commitment among employees. Prior research in studying the antecedents of organizational commitment (Joiner & Bakalis, 2006; Mathieu & Zajac, 1990; Meyer, et al., 2002) proposed two categories of predictors relevant to the current research: personal characteristics (e.g. gender, age and employment tenure) and job-related factors (e.g. organizational characteristics, work situations and employees' work experiences). In this research, personal characteristics and job-related factors are focused on the "Big Five" personality traits (Costa & McCrae, 1989) and five job design characteristics (Hackman & Oldham, 1976a).

In reviewing the findings pertaining to organizational commitment, although the

antecedents have been frequently examined, most studies were conducted in western contexts, in particular US and Canada, and the number of studies from any particular country is still relatively small (Meyer & Allen, 1997; Meyer, et al., 2002). According to Journal Storage's (JSTOR) statistics, by the end of March 2006, only 3.5 percent of studies were conducted outside North America (Peterson & Xing, 2007). Therefore, it is both timely and worthwhile for this research to look at organizational commitment in an international setting. As Meyer and Allen (1997) claimed, "a systematic investigation of the meaning and outcomes of organizational commitment across cultures is needed in order to assess the generalizability of research findings" (Wong, Ngo, & Wong, 2002, p. 580). In view of its unique cultural traditions and sweeping economic reforms during the past three decades, China provides a good research setting in which to study employees' organizational commitment (Wong, et al., 2002).

Against this background, the aim of this research was to explore the relationship between employees' personality traits, job characteristics, and organizational commitment, in particular affective commitment and continuance commitment, in the Peoples' Republic of China.

1.5 Theoretical Model

The theoretical framework of this research contains two parts: predictor and criterion variables. The predictors include variables (e.g. conscientiousness) which may be related to criterion variables (e.g. affective commitment). For example,

conscientiousness is expected to be associated with high affective commitment. The predictor variables are five personality traits (extraversion, agreeableness, conscientiousness, neuroticism, and openness) and five job design characteristics (skill variety, task identity, task significance, task autonomy, and task feedback). The criterion variables are affective commitment and continuance commitment. Figure 1.1 represents the theoretical model utilized in the present research.

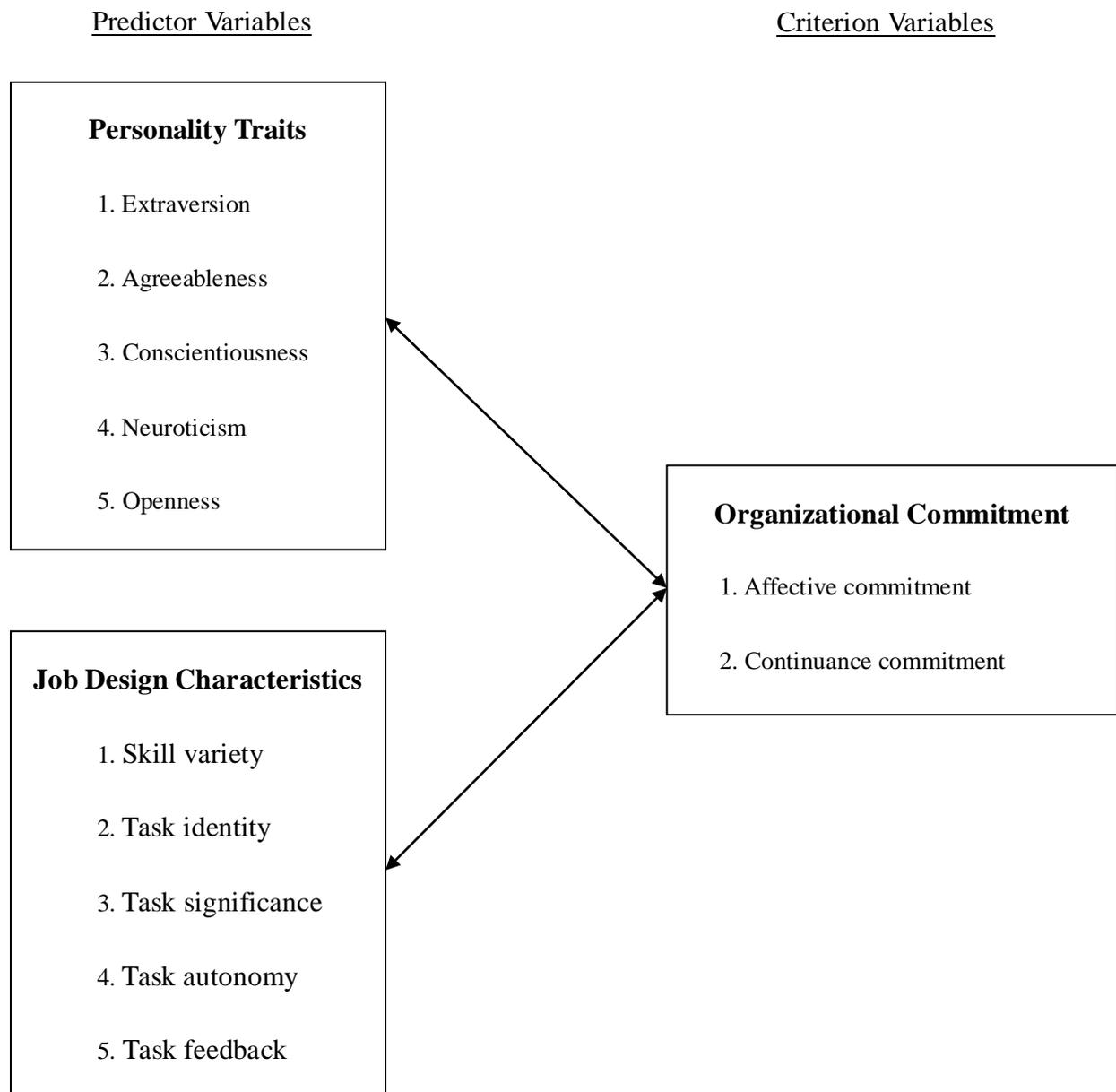
1.6 Relationship between the Big Five and Organizational Commitment

1.6.1 Big Five

In the field of organizational psychology, personality research has seen a clear resurgence since the early 1990's (Mount & Barrick, 1998). A particular focus has been on discovering the role of personality testing in employee selection and applying a variety of personality assessments in the workplace (Sears & Rowe, 2003). Within the last 20 years, the big five or five-factor model of personality has emerged as possibly the most extensively established structure used to describe the most salient aspects of an individual's personality (Digman, 1990; Goldberg, 1993; Judge, Heller, & Mount, 2002). Its validity is strongly supported by empirical evidence across different theoretical frameworks, measures, occupation, cultures, and sources of ratings (e.g. Barrick & Mount, 1991; De Raad & Doddema-Winsemius, 1999; Liao & Chuang, 2004; Matzler & Renzl, 2007).

Figure 1.1

Theoretical Model



The big five model suggests that virtually all personality measures can be reduced to five broad factors, which are usually labelled as *extraversion* (sociable vs. introverted), *agreeableness* (cooperative vs. competitive), *conscientiousness* (organized and conscientious vs. disorganized and careless), *neuroticism* (emotional stability vs. instability), and *openness* (intellectual curiosity vs. preference for routine) (Costa & McCrae, 1989; Judge, Higgins, Thoresen, & Barrick, 1999). This model is important for several reasons, as Smith and Canger (2004, p. 468) stated: “(1) it permits the sorting of personality characteristics into meaningful categories, (2) it provides a common framework and vernacular for doing research, and (3) it is supposed to cover virtually all of the personality space.

More specifically, according to Ehrhart (2006) and Bozionelos (2004) the dimension of extraversion encompasses characteristics that include sociability, affiliation, and gregariousness as well as the extent to which individuals are assertive, dominant, and experience positive affect. Agreeableness involves attributes such as altruism, cooperation, and warmth. Agreeable people are oriented toward serving and helping others. A main element of the conscientiousness dimension is dependability. Conscientious individuals tend to have a sense of duty, be organized, and efficient. Neuroticism refers to individuals who have a tendency to interpret experiences in a negative light, although it is often discussed in terms of emotional instability. It is characterized by excessive worry, low confidence and pessimism. Finally, openness reflects the degree to which individuals are reflective, curious, creative, original,

imaginative, unconventional, independent, and accepting of diversity.

In the literature, a large amount of research has shown that the big five personality traits are strongly related to job-related attitudes and behaviours (e.g. Barrick & Mount, 1991; Judge, et al., 2002; Tett, Jackson, & Rothstein, 1991). For example, Barrick and Mount (1991) found that extraversion, agreeableness and conscientiousness correlated with job performance, and conscientiousness was the most valid and robust predictor across all work groups and job-related criteria. More relevant to this work, extraversion, conscientiousness and neuroticism have been found to be related to career success (Judge, et al., 1999). Further, neuroticism has been found to be significantly associated with an individual's intention to remain in an organization (Morrison, 1997). In recent research, a negative relationship was revealed between neuroticism and job satisfaction, and agreeableness was positively associated with job satisfaction (Matzler & Renzl, 2007).

Although the big five model has been researched in many fields of job-related attitudes and behaviours, so far only minimal attention has been given to understanding its relation with organizational commitment. The next two sections focus on the correlation between the big five, affective commitment and continuance commitment, along with highlighting the hypotheses of the current study.

1.6.2 Big Five and Affective Commitment

As defined earlier, affective commitment refers to “an emotional attachment to an organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization” (Allen & Meyer, 1990, p. 2). Thus, employees with strong affective commitment remain with organization because they want to do so (Allen & Meyer, 1996). For employees, the positives include enhanced feelings of devotion, belongingness, and stability (Meyer, et al., 1993).

Extraversion: Individuals who are high in extraversion are characterized as being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991). Extraversion can be linked to the concept of affectivity, which is “an emotion-based trait dimension (Watson, Clark, & Tellegen, 1988) that creates a cognitive bias through which individuals approach and understand experiences and may affect how they experience and evaluate jobs” (Naquin & Holton, 2002, p. 359). There are two directions of affectivity: positive and negative. Positive affectivity is the tendency to experience positive emotional states, whereas negative affectivity is the tendency to experience negative ones (Naquin & Holton, 2002).

In affectivity research, positive emotionality is regarded as the core of extraversion (Erdheim, Wang, & Zickar, 2006; Watson & Clark, 1997). That is, extravert individuals tend to express themselves in positive emotions. Given that affective commitment fundamentally represents an employee’s positive emotional reaction to the organization (Cropanzano, James, & Konovsky, 1993; Thoresen,

Kaplan, Barsky, Warren, & de Chermont, 2003; Williams, Gavin, & Williams, 1996), it is logical to assume that those high in extraversion should have higher affective commitment than those who are less extraverted. Indeed, some empirical findings concur with the above line of reasoning (Erdheim, et al., 2006; Gelade, Dobson, & Gilbert, 2006). For example, Erdheim and associates (2006) found that extraversion was positively linked with affective commitment ($r = .20, P < .01$). Therefore, based on the above investigations, it is posited that:

H 1: Extraversion will positively relate to affective commitment.

Agreeableness: Agreeableness is an interpersonal factor that focuses on the quality of relationships through cooperation and trust (DeNeve & Cooper, 1998; Judge, et al., 1999). Individuals high in this factor have a tendency to be forgiving, courteous, and flexible in dealing with others. As Organ and Lingl (1995, p. 340) argued, agreeableness “involves getting along with others in pleasant, satisfying relationship”. Hence, agreeableness should be linked to emotional warmth. Such emotion may encourage an employee’s social identity with their work environment, thereby encouraging their sense of belonging and identification with values and goals of the organization. This assumption was further supported by empirical findings. Morrison (1997) reported agreeableness to be significantly correlated with overall organizational commitment ($r = .15, P < .01$). In particular, Naquin and Holton (2002) found a modest relationship between agreeableness and affective commitment ($r = .28,$

$P < .01$). Based on the preceding logic, it is reasonable to assume that individuals who score high in agreeableness should have high affective commitment. Accordingly, the following hypothesis is examined in the present research:

H 2: Agreeableness will be positively related to affective commitment.

Conscientiousness: The basic components of conscientiousness are dependability, industriousness, and efficiency, and those high in this dimension have a tendency to be persevering, hardworking, and achievement-oriented (Ciavarella, Buchholtz, Riordan, Gatewood, & Stokes, 2004). There are several reasons to believe that conscientious individuals will be more likely to experience high affective commitment. First, conscientiousness has been found to be associated with a generalized job involvement tendency (Organ & Lingl, 1995). Therefore, it seems logical conscientiousness may enhance the level to which employees are involved in their organization by engaging with their job; thus they would be more affectively committed to organization.

As defined, conscientiousness is linked with volitional variables such as hard work, achievement orientation and perseverance (Costa & McCrae, 1988a, 1988b; Digman & Takemoto-Chock, 1981; Peabody & Goldberg, 1989). These aspects are similar to those components of affective commitment, which focus on identification with, and emotional attachment to, the organization. The positive correlation between

conscientiousness and affective commitment was also empirically confirmed in some studies (Erdheim, et al., 2006; Matzler & Renzl, 2007; Naquin & Holton, 2002), which have relationships between the two variables in the .18 to .43 range. Based on the evidence presented, this research tests the hypothesis that:

H 3: Conscientiousness will be positively related to affective commitment.

Neuroticism: Like extraversion, neuroticism is a prominent trait in personality psychology, as evidenced by its appearance in nearly every measure of personality (Costa & McCrae, 1988b; Judge, et al., 1999). The trait entails attributes such as pessimism, excessive worry, low confidence, and tendencies to experience negative emotions (Bozionelos, 2004). Because of their essentially negative nature, “neurotic individuals should be more likely to develop negative attitudes and behaviours towards their work” (Bozionelos, 2004, p. 70). In affectivity research, neuroticism has been seen as the main source of negative affectivity (Judge, et al., 2002). As van den Berg and Feij (2003, p. 327) stressed, “the affective dispositions of negative and positive affectivity can be best compared to neuroticism and extraversion, respectively”. The negative relationship between neuroticism and affective commitment was documented in some studies (Gelade, et al., 2006; Naquin & Holton, 2002). For instance, Naquin and Holton (2002) found that neuroticism was significantly associated with affective commitment ($r = -.25, P < .01$) in a sample of private-sector employees. In a study of national differences in organizational

commitment, Gelade and colleagues (2006) also revealed that affective commitment was higher in nations where neuroticism was lower. In summary, this study posed:

H 4: Neuroticism will be negatively related to affective commitment.

Openness: “Openness is related to receptivity of new ideas, inventiveness, multiplicity of interests, flexibility of thought, and the tendency to develop idealistic ideas and goals” (Bozionelos, 2004, p. 71). Unlike the other big five dimensions, openness was the only factor that commonly showed a very weak correlation with occupational outcomes (Abu Elanain, 2008; Barrick & Mount, 1991; Matzler & Renzl, 2007). Based on this finding, DeNeve and Cooper (1998, p. 199) explained that “openness is a ‘double-edged sword’ that predisposes an individual to feel both the good and the bad more deeply, leaving its directional influence on affective reactions like affective commitment unclear”.

In contrast, Lounsbury, Sundstrom, Loveland and Gibson (2003) found a significant correlation between openness and work drive ($r = .40, P < .01$). The term work drive is defined as “an enduring motivation to expend time and effort to finish projects, meet deadlines, be productive, and achieve success ... [it included] elements of similar constructs: work values, protestant ethic, job involvement, work involvement, and work centrality” (Lounsbury, et al., 2003, p. 1233). Following this logic regarding open individuals’ tendency to get involved in work projects, it is

reasonable to assume that individuals would feel more committed to projects they own or projects in which their ideas have been taken into consideration. Consequently, openness is likely to influence the level of employees' affective commitment to their organization. Therefore, although the research support is limited, it was predicted that individuals higher in openness are more likely to affectively commit to their organization. Therefore,

H 5: Openness will be positively related to affective commitment.

1.6.3 Big Five and Continuance Commitment

As stated previously, continuance commitment refers to an employee's perceptions of the costs linked with leaving an organization (Erdheim, et al., 2006). In other words, employees with higher continuance commitment remain with the organization because they feel they need to do so for material benefits (Meyer, et al., 1993). Thus, if employees perceive that fewer viable alternatives are available, their continuance commitment will be stronger to their organization.

Extraversion: Due to their tendency to be more socially active, individuals high in extraversion may develop more social contacts than those low in this dimension (Erdheim, et al., 2006; Zimmerman, 2008). Indeed, empirical findings confirmed that extroverts had higher levels of networking intensity (referred to the frequency and scope of using networking behaviours) (Wanberg, Kanfer, & Banas, 2000). Therefore,

those high in extraversion are expected to build more networks of contacts at other organizations (Zimmerman, 2008). These social networks in turn could help extraverts to develop more alternate employment opportunities than introverts (Watson & Clark, 1997; Zimmerman, 2008). As mentioned, continuance commitment will be related to an employee's perceptions of viable alternatives. Once employees find they have more employment alternatives, their continuance commitment will be weaker to their organization. So, it is plausible to assume that individual high in extraversion should experience low continuance commitment. The following hypothesis is thus proposed:

H 6: Extraversion will negatively relate to continuance commitment.

Agreeableness: No hypotheses on the relationship between agreeableness and continuance commitment were formed. As Erdheim, Wang and Zickar (2006, p. 962) suggested, although who individuals score high in agreeableness often exhibit proper and respectful work-related behaviors (e.g. cooperation, friendliness, modesty, eagerness to help others), nonetheless it is unlikely that these appropriate behaviors would be rewarded because they are expected, thus failing to increase the costs linked with leaving an organization. In their research, Erdheim and colleagues further confirmed this argument by showing that agreeableness was not related to continuance commitment ($r = .02, p > .05$) in a sample of American employees.

Conscientiousness: As mentioned previously, conscientiousness represents the extent to which an individual is generally hard-working, responsible, and achievement-oriented (Ciavarella, et al., 2004; Costa & McCrae, 1992). Due to their positive nature towards every role they assume, conscientious individuals have been found to be associated with a generalized job involvement tendency (Organ & Lingl, 1995). That is to say, individuals who score high in conscientiousness should report more involvement in their work. Because of the greater job involvement tendency, as Organ and Lingl (1995) stated, conscientious employees are more likely to obtain satisfying work rewards, both formal (e.g. promotions, pay) and informal (e.g. respect, recognition, feelings of personal accomplishment). Given the tendency of conscientious employees to obtain such rewards, it is reasonable to believe that they should have greater levels of continuance commitment because the costs of leaving the current organization have increased. Hence, the following hypothesis was examined:

H 7: Conscientiousness will positively relate to continuance commitment.

Neuroticism: Employees who score high in neuroticism are expected to have higher continuance commitment. In the literature, it has been found that neurotics are more powerfully motivated by and attracted to hygiene factors, such as job security (permanent job), benefits (good vacation, sick leave etc), pay (the amount of money that is paid), and work conditions (comfortable and clean) (Furnham, Forde, & Ferrari,

1999). As underlying reasoning for continuing employment, employees will stay with the organization because of the “side bets” they have invested in the organization (Becker, 1960). The side bets can be remuneration, specificity of skills, work security, and work friends (Iverson & Buttigieg, 1999) and would be lost if they decided to leave. Hence, there should be a positive correlation between neuroticism and continuance commitment.

Empirical evidence also noted that neurotic individuals have a tendency to experience more negative life events than other individuals (Magnus, Diener, Fujita, & Payot, 1993), partly because they select themselves into situations that foster negative affect (Emmons, Diener, & Larsen, 1985). These results associate directly with continuance commitment, which may develop out of an employee’s fear of the costs linked with leaving his or her current position (Meyer & Allen, 1997). That is to say, if negative events occur in neurotics’ jobs, they may feel more anxious about facing a new work environment that could offer even harsher experiences (Erdheim, et al., 2006). Based on the discussions above, the following hypothesis is posited:

H 8: Neuroticism will positively relate to continuance commitment.

Openness: As discussed, openness is a broad dimension of personality associated with the degree to which individuals are unconventional, curious, independent, reflective, creative, original, imaginative, and accepting of diversity (Goldberg, 1993;

Moss, McFarland, Ngu, & Kijowska, 2007). Previous studies have not revealed encouraging or definitive evidence on the relationship between openness and work-related attitudes (e.g. job satisfaction), nonetheless openness has been found to be positively related to turnover (Salgado, 2002) and career search (Boudreau, Boswell, Judge, & Bretz, 2001). These negative behaviours seem to diminish the level of an employee's continuance commitment.

In a study of reasons for turnover, Maertz and Griffeth (2004) argued that individuals high in openness would value changing jobs and would thereby be more likely to leave an organization. The positive association between openness and turnover was further confirmed by Salgado (2002). Zimmerman (2008) provides an explanation by saying that an open individual may approach turnover from a positive perspective, such as obtaining more experience and personal growth. Thus, if employees believe that more alternatives are available their continuance commitment will be decreased. In addition, Boudreau, Boswell, Judge and Bretz (2001) found that openness had significant and predicted effects on job search. That is, those high in openness are more exploratory and more willing to pursue job alternatives than those low in this factor. Since lack of employment alternatives is a significant determinant of continuance commitment, it is plausible to posit that:

H 9: Openness will be negatively related to continuance commitment.

1.7 Relationship between the Job Characteristics Model and Organizational Commitment

1.7.1 Job Characteristics Model

During the past three decades, work design has become increasingly important as a basic management strategy that attempts to foster enhanced motivation, improved work quality and performance of employees in contemporary organizations (Sadler-Smith, El-Kot, & Leat, 2003). Many scholars suggest that if certain characteristics are present in a job, ‘then jobholders will experience a positive, self-generated affective ‘kick’ when they perform well and this internal reinforcement serves as an incentive for continued good performance’ (Hackman & Oldham, 1980, p. 60). The most well known model of job design is Hackman and Oldham’s (1976b) Job Characteristics Model (JCM), which focuses on five core job characteristics: skill variety, task identity, task significance, task autonomy, and task feedback.

More precisely, according to Hackman and Oldham (1975, p. 161): *skill variety* is “the degree to which a job requires a variety of different activities in carrying out the work, which involves the use of a number of different skills and talents of the person;” *task identity* is referred to as “the degree to which the job requires completion of a ‘whole’ and identifiable piece of work; that is, doing a job from beginning to end with a visible outcome;” *task significance* is described as “the degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate

organization or in the external environment;” *task autonomy* is “the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out;” and *task feedback* is “the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance”.

As basic premises of the Job Characteristics Model, Hackman and Oldham (1976b) believe that the five core job characteristics significantly influence three critical psychological states (experienced meaningfulness, experienced responsibility, and knowledge of results), that, in turn, affect a number of personal and occupational outcomes, such as internal work motivation, job satisfaction, absenteeism, turnover and work effectiveness (DeVaro, Li, & Brookshire, 2007; Dodd & Ganster, 1996; van den Berg & Feij, 2003). Not surprisingly, a growing body of empirical studies has consistently shown that job characteristics are an important driver of several work outcomes (e.g. Fried & Ferris, 1987; Humphrey, Nahrgang, & Morgeson, 2007; Loher, Noe, Moeller, & Fitzgerald, 1985). Fried and Ferris (1987) reported that these five characteristics were strongly associated with job satisfaction, growth satisfaction, intrinsic motivation and job performance. In addition to these relationships, a later meta-analytic study also summarized that job characteristics were the most consistent predictors of the five forms of organizational citizenship behaviours (Podsakoff, MacKenzie, & Bommer, 1996). A cross-cultural finding has revealed that task identity,

significance and autonomy were significant contributors to organizational commitment (Pearson & Chong, 1997). More recently, the negative relationships between three characteristics (identity, autonomy, feedback) and absenteeism have been substantiated in Humphrey, Nahrgang and Morgeson's (2007) meta-analysis.

1.7.2 Job Characteristics Model and Affective Commitment

As concluded earlier, affective commitment essentially represents an employee's affective reaction to the organization which is derived from his or her positive affect (Thoresen, et al., 2003). In the work design literature, numerous studies assert that perceptions of job characteristics function as determinants of employees' affective reactions (Champoux, 1991; Fried & Ferris, 1987; Gerhart, 1988; Loher, et al., 1985; Saavedra & Kwun, 2000). Saavedra and Kwun (2000) found that, task identity and feedback were negatively associated with activated unpleasant affect, whereas task autonomy and significance were positively linked with activated pleasant affect. Therefore, job characteristics may influence affective commitment through an employee's affect, based on his or her job. More specifically, employee affect appears to impact on several psychological processes that direct their appraisals of and reactions to job characteristics, which, in turn, influence their affective commitment (Thoresen, et al., 2003).

In fact, some empirical findings have identified intrinsic job characteristics as antecedents of organizational commitment (e.g. Joiner & Bakalis, 2006; Steers, 1977;

Stumpp, Hulsheger, Muck, & Maier, 2009). In their meta-analysis, Mathieu and Zajac (1990) suggested high correlations between job characteristics and commitment. They stressed that job characteristics, as an aggregate, could be important antecedents of organizational commitment. This conceptualization received considerable support from empirical research. For instance, results from a study implemented in Australian tertiary institutions exhibited that four job characteristics (supervisor support, co-worker support, role clarity and access to resources) played a particularly vital role in the affective commitment of casual academics (Joiner & Bakalis, 2006). In other words, the study suggested that the university may enhance the sense of belonging and loyalty of casual academics by offering strong supervisor support, co-worker support, role clarity and access to resources in their jobs. After meta-analytically examining 259 studies on work design over the past 30 years, Humphrey and colleagues (2007) recently suggested that 14 job characteristics (e.g. autonomy, specialization, interdependence, feedback) explain 24 to 40 percent of the variance in organizational commitment.

Mathieu and Zajac (1990) also demonstrated direct relationships between specific aspects of the job characteristics model and organizational commitment. They found that skill variety and organizational commitment exhibited a modest positive correlation ($r = .21$). In the same vein, Ramaswami, Agarwal and Bhargava (1993) reported that autonomy ($r = .34$), variety ($r = .14$) and feedback ($r = .40$) influence the degree of affective commitment among American marketing practitioners. Likewise,

research conducted in a Malaysian context found that the task content dimensions of identity, significance and autonomy substantially contributed to affective commitment of nurses (Pearson & Chong, 1997). Based on the previous findings, recent meta-analytic results concluded that skill variety ($r = .23$), task identity ($r = .18$), task significance ($r = .34$), task autonomy ($r = .30$), and task feedback ($r = .29$) were significantly and positively related to organizational commitment (Humphrey, et al., 2007).

Indirectly, job characteristics were revealed to be positively linked with a number of personal and occupational outcomes, which are significantly associated with affective commitment. As basic premises of the JCM, Hackman and Oldham (1976b) believe that the five core job characteristics significantly affect some work-related outcomes, such as internal work motivation, job satisfaction, absenteeism, turnover and job performance (DeVaro, et al., 2007; Hackman & Oldham, 1976b; van den Berg & Feij, 2003). Not surprisingly, empirical results have affirmed that job characteristics are important predictors of job satisfaction and performance. Taking Fried and Ferris's (1987) meta-analysis as an example, they found task identity showed the strongest relationship with job performance, followed by job feedback. Recently, Humphrey, Nahrgang and Morgeson (2007) have shown support for the significant positive influence of all job characteristics on an employee's level of job satisfaction and job involvement. Podsakoff, MacKenzie and Bommer (1996) reported that job characteristics were the most consistent predictors of the five forms of organizational

citizenship behaviours. Given the direct and indirect links between five job characteristics and affective commitment, the following five hypotheses were developed:

H 10. Skill variety will positively relate to affective commitment.

H 11. Task identity will positively relate to affective commitment.

H 12. Task significance will positively relate to affective commitment.

H 13. Task autonomy will positively relate to affective commitment.

H 14. Task feedback will positively relate to affective commitment.

1.7.3 Job Characteristics Model and Continuance commitment

As mentioned earlier, continuance commitment relates to an employee's perceptions of the costs linked with leaving an organization (Erdheim, et al., 2006). Therefore, anything that increases perceived costs can be regarded as an antecedent. In the literature, side bets, or investments, and the availability of alternatives were most frequently examined antecedents (Meyer & Allen, 1991).

Empirically, a meta-analysis done by Meyer, Stanley, Herscovitch and Topolnytsky (2002) further concluded that investments made in an organization and availability of alternatives are the most significant determinants of continuance commitment. Simply speaking, an employee's continuance commitment increased as the magnitude of investments increased and the availability of alternatives decreased

(Meyer & Allen, 1991). Based on these findings, O'Driscoll and Randall (1999) further concluded that employees' satisfaction with extrinsic rewards (e.g. pay and fringe benefits) has much stronger influence on continuance commitment than their satisfaction with intrinsic rewards (e.g. skill variety, task identity and task autonomy). Therefore, no hypotheses on the relationship between five job characteristics and continuance commitment were formed, since it is unlikely that these characteristics would be associated with employee's investments, alternatives or extrinsic reward.

1.8 Summary of Hypotheses

1.8.1 Big Five and Affective Commitment

H 1: Extraversion will positively relate to affective commitment.

H 2: Agreeableness will be positively related to affective commitment.

H 3: Conscientiousness will be positively related to affective commitment.

H 4: Neuroticism will be negatively related to affective commitment.

H 5: Openness will be positively related to affective commitment.

1.8.2 Big Five and Continuance Commitment

H 6: Extraversion will negatively relate to continuance commitment.

H 7: Conscientiousness will positively relate to continuance commitment.

H 8: Neuroticism will positively relate to continuance commitment.

H 9: Openness will be negatively related to continuance commitment.

1.8.3 Job Characteristics Model and Affective Commitment

H 10. Skill variety will positively relate to affective commitment.

H 11. Task identity will positively relate to affective commitment.

H 12. Task significance will positively relate to affective commitment.

H 13. Task autonomy will positively relate to affective commitment.

H 14. Task feedback will positively relate to affective commitment.

1.9 Uniqueness of this Study

This study is unique because it examines two categories of antecedents (Big Five personality factors and five job design characteristics) of organizational commitment in the Peoples' Republic of China. Some reasons why this research conducted in China are explained below.

As stated earlier, although the antecedents of organizational commitment have been frequently examined, most studies were conducted in western contexts, in particular US and Canada, and the number of studies from any particular country is still relatively small (Meyer & Allen, 1997; Meyer, et al., 2002). Therefore, it is both timely and worthwhile for this research to look at organizational commitment in an international setting. The reasons to conduct this study in China were firstly it was my home-country, where some unique cultural characteristics (e.g. collectivism, Confucianism) have a positive impact on employees' organizational commitment (e.g.

Francesco & Chen, 2004; Wang, Bishop, Chen, & Scott, 2002; Wong, et al., 2002).

Despite a recent increase in the volume of study investigating the impact of Chinese cultural characteristics on employees' commitment, the nature of any cross-cultural differences in terms of personality traits and job design characteristics that influence organizational commitment are yet to be discovered. So, this gives a good opportunity for this study to explore more in depth the impact of these variables on organizational commitment in a Chinese context. Thirdly, this study was also conducted to see if the western findings could be generalized to a Chinese sample. Thus, all hypotheses proposed in present research were based on the findings obtained from western organizations.

CHAPTER 2

METHOD

2.1 Background

A quantitative survey was conducted across five Chinese organizations in Beijing, measuring organizational commitment (affective and continuance commitment), personality traits (extraversion, agreeableness, conscientiousness, neuroticism, and openness) and job design characteristics (skill variety, task identity, task significance, task autonomy, and task feedback). The organizations were selected from multiple sectors; one organization was from health/medical, two came from the banking and insurance sector, one was an international trading organization and one from the construction sector. All organizations were medium sized and each employed approximately 100 to 500 people nationally.

2.2 Participants

In total, 600 questionnaires were distributed. The questionnaire was given to 40 percent of the employees in each organization. The number of questionnaires distributed varied depending on the size of the company. In total, 142 questionnaires were fully completed and returned, representing a response rate of 24 percent. A wide variety of jobs across the five organizations were surveyed, including clerical, personal assistants, counselling, sales, accountants, auditors, doctors, analysts, department managers, board directors, maintenances workers, nurses, secretaries,

editors, administrators, programmers, tutors, traders, engineers, and driving. Table 2.1 presents the number of and percentage of respondents in each occupational group, along with the percentage of the sample.

Table 2.1
Number of Respondents for Each Category of Job

Category	Number of Respondents	Percentage of Sample
Accountants	4	3%
Administrators	11	8%
Analysts	3	2%
Personal assistances	3	2%
Auditors	3	2%
Clerical	22	15%
Counselling	10	7%
Department managers	16	11%
Board directors	9	6%
Doctors	14	10%
Driving	2	1%
Editors	1	1%
Engineers	4	3%
Maintenances workers	1	1%
Nurses	8	6%
Programmers	1	1%
Sales	16	11%
Secretaries	4	3%
Traders	7	5%
Tutors	3	2%
Total	142	100%

The respondents were also asked to provide demographic information on their tenure in their job, tenure in their organization, age, gender, job title and education (see Appendix F). The average tenure in the job and organization was 33.05 and 41.63

months, respectively. Overall, the sample contained 106 (74.7%) non-management and 36 (25.3%) management employees. Ages of participants ranged from 19 to 65, with a mean age of 28.23 years. Sixty-eight (47.8%) respondents were males and 74 (52.2%) were females. The majority of the sample had a university degree (58.2%), 22 percent had a high school qualification while the other respondents (19.8%) had either a Masters or a Doctoral degree.

2.3 Measures

The data were collected via a questionnaire (see Appendix F) which contained quantitative measures of organizational commitment (affective and continuance commitment), personality traits (extraversion, agreeableness, conscientiousness, neuroticism, and openness) and job design characteristics (skill variety, task identity, task significance, task autonomy, and task feedback). The scale score on each variable was completed by calculating the mean across the respondent's response to all the items in a particular measure. Exploratory Factor Analysis (EFA) was used to confirm the factor structure and items to be retained.

The Organizational Commitment Questionnaire (OCQ) was developed by Allen and Meyer (1991) and was used to measure organizational commitment. The authors divide the scale into two subdivisions, affective and continuance commitment. Affective commitment had 5 positive and 3 negative items, for example, 'I would be very happy to spend the rest of my career with this organization' (positive) and 'I do

not feel a strong sense of belonging to my organization' (negative). Continuance commitment contained 7 positive and 1 negative items. An example of a positive item was 'Too much in my life would be disrupted if I decided I wanted to leave my organization now'. The only one negative item was 'It wouldn't be too costly for me to leave my organization in the near future'. Responses were made on 7-point Likert type scale ranging from *strongly disagree* (1) to *strongly agree* (7). The Cronbach's alpha in this sample was 0.76 for affective commitment and 0.74 for continuance commitment.

Personality traits were measured using the *Big Five Factor Markers* contained in the International Personality Item Pool (IPIP) developed by Goldberg, Johnson, Eber, Hogan, Ashton, Cloninger and Gough (2006). The personality scale consists of five sub-scales: extraversion, agreeableness, conscientiousness, neuroticism, and openness. The participants were asked to rate the statements on a scale ranging from 1 (*very inaccurate*) to 5 (*very accurate*). Extraversion was measured using 5 positive and 5 negative items, for example, 'talk to a lot of different people at parties' and 'have little to say'. Agreeableness had 6 positive and 4 negative items. An example of a positive item was 'sympathize with others' feelings' and a negative item was 'am not really interested in others'. Conscientiousness was also measured by 6 positive and 4 negative items, for example 'get chores done right away' (positive) and 'shirk my duties' (negative). Two positive and 8 negative items were used to measure neuroticism, such as 'am relaxed most of the time' and 'get stressed out easily'.

Openness contained 7 positive and 3 negative items. Sample items were ‘have a vivid imagination’ (positive) and ‘do not have a good imagination’ (negative). The Cronbach’s alphas for extraversion, agreeableness, conscientiousness, neuroticism, and openness were 0.73, 0.74, 0.68, 0.82 and 0.76, respectively.

Job Design Characteristics: Hackman and Oldham (1976a) developed the Job Diagnostic Survey (JDS) to measure five job characteristics: skill variety, task identity, task significance, task autonomy, and task feedback. Each characteristic was measured by 3 positive items. Examples for each scale were ‘my job provides a lot of variety’ (skill variety), ‘my job allows me the opportunity to complete the work I start’ (task identity), ‘my job is one that may affect a lot of other people by how well the work is performed’ (task significance), ‘my job lets me be left on my own to do my own work’ (task autonomy), and ‘my job by itself provides feedback on how well I am performing as I am working’ (task feedback). Participants’ responses were obtained using a 7-point Likert type scale where 1 = *strongly disagree* and 7 = *strongly agree*. The Cronbach’s alphas for skill variety, task identity, task significance, task autonomy, and task feedback in this sample were 0.73, 0.71, 0.83, 0.74 and 0.74 respectively.

2.4 Procedure

The organizations were randomly selected from Beijing by the researcher. In order to encourage participation, the researcher initiated a meeting with the Chief

Executive Officer (CEO) from each organization to explain the nature and purpose of study. Also, a formal letter detailing the research (see Appendix B) was given to the CEO for further consideration. In this letter, it was stated that a summary report of the results would be available for each organization, and a brief summary would be available for participants. Following agreement with the organization to participate in the research, surveys were distributed to employees via the human resource manager of each organization. Approximately three weeks after distribution, the questionnaires were returned in sealed envelopes collected by the human resource department and then forwarded to the researcher.

All respondents received a questionnaire with a cover page (see Appendix D) detailing the purpose of this study and what was required of them. In the cover page, respondents were informed that participation was voluntary, and they could withdraw from the research at any time. Moreover, respondents were also told all responses were totally anonymous. Ethical approval for the research was obtained from the Department of Psychology Ethics Committee at the University of Waikato.

2.5 Data Analysis

To test the hypotheses proposed in this study, three steps were implemented for the data analysis process, namely factor analysis, correlation analysis, and regression analysis.

2.5.1 Factor Analysis

The first step was to conduct factor analysis, which is a data reduction technique used to reduce a large number of variables to a smaller set of underlying factors that summarise the essential information contained in the variables (Coakes & Steed, 2007). *Principal axis factor analysis* (PFA) with *Oblinque* rotation was used in this research to interpret the results of each analysis. To determine the number of factors to retain, an Eigenvalue greater than 1.0 was considered acceptable. Additionally, the scree plot, the factor correlation matrix, and the percentages of variance explained, were also used to confirm the factors obtained.

2.5.2 Correlation Analysis

After extracting the possible factors, *Pearson product-moment correlation* coefficients were used to demonstrate the relationships among them. Although unhypothesized, the correlations between major variables and demographic variables were also examined. Given that the demographic data were at different levels of measurement, three methods were used separately to evaluate their correlations or differences with major variables: *Independent group t-test* was applied to job title and gender variables; *Spearman's rank-order* was performed to assess the association between educational level and major variables; the other variables (job tenure, organizational tenure, age) were entered into a *Pearson product-moment correlation* matrix.

2.5.3 Regression Analysis

The last step was regression analysis, which is an extension of bivariate correlation. In this research, the proposed criterion variables were affective and continuance commitment, whereas the predictor variables were the factors extracted from PFA. To examine the contribution of predictor variables, *Standard regression analysis* was used to describe the prediction of a criterion variable for several predictor variables. The Adjusted R Square, F-value, and t-value were further scrutinized in order to identify the relative contribution of each predictor.

CHAPTER 3

RESULTS

This chapter presents the outcomes of the statistical analyses, which are organized into four major sections: (1) factor analysis, (2) descriptive statistics, (3) correlations between major variables, and (4) regression analysis.

3.1 Factor Analysis

The results of factor analysis for all variables are presented in Table 3.1. Based on *Principal axis factor analysis* (PFA), Eigenvalue greater than 1, and the scree plot, all variables were confirmed as one dimension models, which explained 23.07 to 63.93 per cent of the variance. After that, the matrix of correlations between the factors and items were examined. According to Coakes and Steed (2007), pure factors have correlations of .3 or greater on only one item. Hence, the items with factor loading less than .3 were omitted from the factor. As illustrated in the Table 3.1, items A11 and A15 were removed from affective commitment; items B16 and B36 were eliminated from extraversion; items B33, B43 and B48 were removed from conscientiousness; item B40 was removed from openness; the number of items in the other factors remained unchanged (see Appendix E).

Table 3.1
Results of factor analysis

Variable	Number of Factors	% of Variance Explained	Number of Items	Number of Items Retained
Affective Commitment (a)	1	44.86	8	6
Continuance Commitment (a)	1	27.73	8	8
Extraversion (b)	1	32.84	10	8
Agreeableness (b)	1	23.88	10	10
Conscientiousness (b)	1	23.07	10	7
Neuroticism (b)	1	33.27	10	10
Openness (b)	1	29.24	10	9
Skill Variety (a)	1	51.02	3	3
Task Identity (a)	1	40.92	3	3
Task Significance (a)	1	63.93	3	3
Task autonomy (a)	1	52.28	3	3
Task feedback (a)	1	51.40	3	3

Note:

(a) was measured on a 7 point scale (1 = strongly disagree, 7 = strongly agree).

(b) ratings made on a 5 point scale (1 = very inaccurate, 5 = very accurate).

3.2 Descriptive Statistics

Table 3.2 reports the means, standard deviations, skew and Cronbach's alphas across all variables. On average, participants indicated that they had mid-point levels of affective commitment (4.04) and continuance commitment (3.62). With respect to personality, the statistics demonstrated a fairly average level in all personal traits, ranging from 3.34 to 3.88. On the other hand, the table also shows that participants experienced moderate to high levels of job enrichment. These Chinese employees perceived that task identity (4.92) and task feedback (5.02) were slightly higher than skill variety (4.42), task significance (4.53), and task autonomy (4.45).

An indication of the symmetry of the distribution is offered by the skew values. In order to improve a variable's distribution and to reduce skew, Tabachnick and Fidell (1989) suggested that when a variable's distribution differs moderately (standard error < skew < 0.8), substantially (0.8 < skew < 1.24), or severely (1.24 < skew) from normal, the square root, log or inverse transformations are applied respectively. In the current study, the standard error of skewness for all variables was .203. Therefore, no transformations were applied for openness (.10) with a normal distribution (< .203); the square root transformation was used for extraversion (.21), agreeableness (.23), conscientiousness (.21) and neuroticism (.40), skill variety (.59), task identity (.61), task significance (.30), and task autonomy (.31) with a distribution moderately (0.8 < skew < 1.24) different from normal; and log transformation was applied for task feedback (.97) with a distribution substantially

Table 3.2
Descriptive statistics

Variable	M	SD	Skew	Cronbach's alpha
Affective Commitment	4.04	1.23	-0.09	0.82
Continuance Commitment	3.62	0.99	0.12	0.78
Extraversion	3.35	0.71	-0.21	0.73
Agreeableness	3.82	0.54	-0.23	0.74
Conscientiousness	3.96	0.59	-0.21	0.68
Neuroticism	3.34	0.71	-0.40	0.81
Openness	3.56	0.61	0.10	0.76
Skill Variety	4.42	1.41	-0.59	0.73
Task Identity	4.92	1.18	-0.61	0.71
Task Significance	4.53	1.39	-0.30	0.83
Task autonomy	4.45	1.38	-0.31	0.74
Task feedback	5.02	1.23	-0.97	0.74

($0.8 < \text{skew} < 1.24$) different from normal (see Table 3.1). However, when results before and after transformations were compared, there was no significant difference in the correlations among any of the variables. Thus, the researcher decided to apply the non-transformed scores for further analysis in all cases.

Regarding the reliability analysis, Cronbach's alpha was used to measure the internal consistency of responses. Although its value can range between 0 and 1, Nunnally (1978) recommended the minimal internal consistency threshold should be over .70. In this study, however, Cronbach's alpha measured on conscientiousness factor ($\alpha = 0.68$) was under .70. This suggested that the scale scores obtained from respondents on this variable were not reliable enough, and the related statistics should be interpreted with caution.

3.3 Correlations

The results of the Pearson's Product Moment correlations between the variables are presented in Table 3.3. Unexpectedly, affective commitment was only significantly related to agreeableness among the five personality variables. In reference to job design characteristics, affective commitment was moderately linked with all characteristics, and its strongest correlation was with task identity ($r = .48, p < 0.01$). Although unhypothesized, the results indicated that agreeableness ($r = -.29, p < 0.01$) was significantly and negatively related to continuance commitment. In addition, continuance commitment was found to be negatively associated with the other two personality variables, having significant correlations with extraversion ($r = -.28, p < 0.01$) and neuroticism ($r = -.25, p < 0.01$). As expected, no strong relationships were found between continuance commitment and job characteristic variables. The following sections will examine the extent to which correlations results supported the hypotheses of the theoretical model.

Table 3.3

Correlations between major variables

	Affcom	Concom	Extrvn	Agabns	Cnscts	Nurtem	Openss	Varity	Idtity	Signfc	Atnomy	Fedbck
Affcom												
Concom	-.20*											
Extrvn	.08	-.28**										
Agabns	.25**	-.29**	.52**									
Cnscts	.04	-.12	.31**	.37**								
Nurtem	.03	-.25**	.35**	.20*	.27**							
Openss	-.04	-.14	.34**	.20*	.27**	.22**						
Varity	.33**	-.10	-.07	-.11	-.01	-.07	.16					
Idtity	.48**	.03	-.01	.14	.14	.01	.07	.56**				
Signfc	.40**	.01	-.10	-.02	-.07	-.09	.12	.58**	.58**			
Atnomy	.22**	-.04	.06	.03	.12	-.01	.05	.60**	.51**	.37**		
Fedbck	.39**	-.14	.13	.11	.02	.05	.10	.52**	.59**	.48**	.69**	

Note:

Affcom = affective commitment; Concom = continuance commitment; Extrvn = extraversion; Agabns = agreeableness; Cnscts = conscientiousness; Nurtem = neuroticism; Openss = openness; Varity = skill variety; Idtity = task identity; Signfc = task significance; Atnomy = task autonomy; Fedbck = task feedback;

N = 142 * Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed).

3.3.1 Affective Commitment and the Big Five

Hypotheses 1, 3 and 5 predicted that extraversion, conscientiousness and openness will positively relate to affective commitment. However, as shown in Table 3.3 there were no significant associations of affective commitment with extraversion ($r = .08$), conscientiousness ($r = .04$), and openness ($r = -.04$). Thus, H 1, H 3 and H 5 were not supported. *Hypothesis 2* posited that agreeableness will be positively related to affective commitment. As predicted, affective commitment was moderately related to agreeableness ($r = .25, p < 0.01$). Consequently, H 2 was supported. *Hypothesis 4* assumed that neuroticism will be negatively related to affective commitment. This hypothesis was not supported in the present study as the correlation coefficient between them was positive and non-significant ($r = .03$).

3.3.2 Continuance Commitment and the Big Five

Hypotheses 6 and 9 proposed that extraversion and openness will negatively relate to continuance commitment. Although Table 3.3 illustrated that both extraversion ($r = -.28$) and openness ($r = -.14$) were negatively associated with continuance commitment, only the correlation for extraversion was shown to be statistically significant ($p < 0.01$). Hence, H 6 was supported but no strong support was found for H 9. *Hypotheses 7 and 8* stated that conscientiousness and neuroticism will positively relate to continuance commitment. Contrary to the predictions, the results showed a negative correlation between the two personality factors and continuance commitment ($-.12$ for conscientiousness, $-.25$ for neuroticism). Only the

association of neuroticism with continuance commitment was at the significant level ($p < 0.01$). Therefore, no support was found for H 7 and H 8.

3.3.3 Affective Commitment and the Job Characteristics Model

Hypotheses 10, 11, 12, 13 and 14 expected that skill variety, task identity, task significance, task autonomy and task feedback will positively relate to affective commitment. Based on the data shown in Table 3.3, these predictions were confirmed. The correlations for the five hypotheses were statistically significant, H 10 ($r = .33, p < 0.01$), H 11 ($r = .48, p < 0.01$), H 12 ($r = .40, p < 0.01$), H 13 ($r = .22, p < 0.01$) and H 14 ($r = .39, p < 0.01$). In sum, H 10 to H 14 were supported.

3.3.4 Relationships or Differences between Major Variables and Demographic Variables

In addition to the correlations between the main variables, relationships or differences between demographic variables and the major variables were also analyzed. In order to investigate the significant differences within major variables between two sets of scores, an independent groups t-test was conducted for job title and gender variables. The results of the t-test analyses are presented in Table 3.4, which indicates there were significant differences in continuance commitment ($t = -2.12, p < 0.05$) and five job characteristics ($t = 2.28, p < 0.05$ for skill variety, $t = -3.96, p < 0.01$ for task identity, $t = -3.13, p < 0.01$ for task significance, $t = -4.64, p < 0.01$ for task autonomy, $t = -2.36, p < 0.05$ for task feedback) between the job titles

and gender. The results of a comparison of the means of two groups suggest that in this sample managers had higher continuance commitment, and they experienced greater levels of job enrichment than employees (see Table 3.4). With respect to gender differences, significant differences were found for the agreeableness ($t = 2.20$, $p < 0.05$) and task identity ($r = 2.04$, $p < 0.05$) variables. Inspection of the group means indicates that the average level of agreeableness and task identity for female employees was significantly higher than for males.

To assess the correlations between the other demographic variables and major variables, Pearson Product-moment correlation was applied for job tenure, organizational tenure and age variables, whereas for employees' education, Spearman's rank-order matrix correlation was computed. The results are presented in Table 3.5. In regard to employees' tenure, the findings indicate that Chinese employees' continuance commitment increased as tenure in their job ($r = .17$, $p < 0.05$) and organization ($r = .33$, $p < 0.01$) increased. Interestingly, as tenure in their organization increased, Chinese employees showed tendency to be less agreeable ($r = -.16$, $p < 0.05$), and perceived higher levels of task identity ($r = .17$, $p < 0.05$) and autonomy ($r = .18$, $p < 0.05$) within their job. Age, on the other hand, was positively correlated with most of the job characteristics ($r = .20$ for task identity, $r = .17$ for task significance, $r = .30$ for task autonomy, $r = .17$ for task feedback). Employees become more affectively committed to the organization as their age increased. A significant and negative link was uncovered between educational level and task identity. In other

Table 3.4.

Independent groups t-test: major variables and demographic variables (job title, gender)

	Job Title			Gender		
	Non-Management Mean (SD)	Management Mean (SD)	t(140)	Male Mean (SD)	Female Mean (SD)	t(df)
Affective commitment	3.80(.93)	4.15(1.12)	-1.82	3.72(.94)	4.04(1.01)	-1.94
Continuance commitment	3.50(.91)	3.95(1.15)	-2.12*	3.59(.88)	3.65(1.09)	-.37
Extraversion	3.27(.61)	3.24(.55)	.22	3.25(.62)	3.27(.57)	-.14
Agreeableness	3.84(.53)	3.78(.60)	.60	3.72(.54)	3.92(.53)	-2.20*
Conscientiousness	3.85(.48)	3.97(.52)	-1.24	3.85(.49)	3.91(.50)	-.62
Neuroticism	3.36(.69)	3.29(.76)	.45	3.29(.76)	3.38(.66)	-.77
Openness	3.45(.64)	3.51(.42)	-.64	3.53(.60)	3.40(.58)	1.29
Skill variety	4.27(1.38)	4.88(1.42)	-2.28*	4.35(1.42)	4.49(1.41)	-.57
Task Identity	4.70(1.17)	5.56(.97)	-3.96**	4.71(1.29)	5.11(1.04)	-2.04*
Task Significance	4.32(1.36)	5.14(1.32)	-3.13**	4.30(1.37)	4.74(1.39)	-1.86
Task Autonomy	4.15(1.33)	5.31(1.15)	-4.64**	4.34(1.46)	4.54(1.30)	-.84
Task Feedback	4.88(1.25)	5.43(1.09)	-2.36*	4.95(1.28)	5.08(1.19)	-.60

*p < .05 (2-tailed), **p < .01 (2-tailed)

Table 3.5

Correlations between major variables and demographic variables (job tenure, organization tenure, age, education)

	Pearson product-moment correlation			Spearman's rank-order
	Job Tenure	Organization Tenure	Age	Education
Affective commitment	.11	.11	.19*	-.15
Continuance commitment	.17*	.33**	.13	-.03
Extraversion	.06	-.04	.06	.03
Agreeableness	-.09	-.16*	.01	.05
Conscientiousness	.14	.10	.15	-.01
Neuroticism	.07	.09	.11	-.14
Openness	-.20	-.16	-.09	.14
Skill variety	-.01	.02	.09	-.10
Task Identity	.10	.17*	.20*	-.18**
Task Significance	.07	.13	.17*	-.08
Task Autonomy	.11	.18*	.30**	-.11
Task Feedback	.01	.06	.17*	-.02

Note:

N = 142

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

words, Chinese employees who had higher qualifications perceived lower task identity ($r = -.18, p < 0.01$).

3.4 Regressions

Regression analysis was undertaken to examine the relative contribution of the predictor variables in predicting affective and continuance commitment.

3.4.1 Regression of Affective Commitment on Predictor Variables

Table 3.6 presents the regression results for the ten predictor variables in relation to affective commitment. Although no strong correlation between affective commitment and openness was revealed (see Table 3.3), interestingly the regression results showed that agreeableness ($\beta = .43, p < 0.01$) and openness ($\beta = -.19, p < 0.05$) were both strong predictors of affective commitment, whereas the other personality variables did not contribute significantly to affective commitment. Despite the correlation coefficients in Table 3.3 for all job characteristics being significant, only task identity ($\beta = .25, p < 0.05$) and task autonomy ($\beta = .22, p < 0.05$) showed significant beta values. Overall, the set of predictors explained 30% of the variance in affective commitment.

Table 3.6.

Regression equation: Predictor variables with affective commitment

Predictor	Beta	t
Extraversion	.03	.41
Agreeableness	.24	2.70**
Conscientiousness	-.01	-.20
Neuroticism	.03	.48
Openness	-.19	-2.40*
Skill variety	.19	1.78
Task Identity	.25	2.48*
Task Significance	.16	1.67
Task Autonomy	.22	2.03*
Task Feedback	.20	1.85

*p < .05, **p < .01 Adjusted R Square .30 F = 7.31** df = 10,131

3.4.2 Regression of Continuance Commitment on Predictor Variables

Next, the ten predictor variables were simultaneously regressed to determine their significance in predicting continuance commitment and the findings are shown in Table 3.7. As expected, agreeableness ($\beta = -.27$, $p < 0.01$) and neuroticism ($\beta = -.18$, $p < 0.05$) both had significant beta weight. The contribution of extraversion to continuance commitment was not significant, which was unexpected considering that

the r value was statistically significant (see Table 3.3). In combination, the set of predictors explained 15% of the variance in continuance commitment.

Table 3.7.

Regression equation: Predictor variables with continuance commitment

Predictor	Beta	t
Extraversion	-.07	-.72
Agreeableness	-.27	-2.82**
Conscientiousness	.01	.01
Neuroticism	-.18	-2.15*
Openness	.01	.21
Skill variety	-.22	-1.82
Task Identity	.19	1.67
Task Significance	.06	.58
Task Autonomy	.14	1.19
Task Feedback	-.21	-1.77

* $p < .05$, ** $p < .01$ Adjusted R Square .15 F = 3.55** df = 10,131

CHAPTER 4

DISCUSSION

The purpose of this study was to explore a model of organizational commitment in a Chinese context. More precisely, it mainly examined the extent to which personality and job characteristics were related to affective and continuance commitment in a sample of Chinese employees in Beijing. The strength of this research has empirically revealing the relationship among personality, job characteristics and two forms of commitment. In the main, the findings partially have supported previous research, with support for job characteristics and personality traits acting as predictors of affective and continuance commitment. Some facets of the theoretical model are valid, whereas others did not seem to be applicable to this Chinese sample. These findings will have managerial implications for Chinese organizations.

This chapter consists of four sections. Firstly, the main findings will be examined, which will include discussing (a) correlates and predictors of affective commitment; (b) correlates and predictors of continuance commitment; and (c) the relationship between major and demographic variables. The second section will describe the strengths and limitations of this study. Some suggestions for practical implications and future research are included in section three. The last section discusses the conclusions drawn from the findings.

4.1 Relationship between Predictor, Criterion and Demographic Variables

4.1.1 Correlates and Predictors of Affective Commitment

The relationships between affective commitment and five personality variables and job characteristics were expected to be significant. In the present research, agreeableness and five job characteristics (skill variety, task identity, task significance, task autonomy and task feedback) were significantly correlated with affective commitment; however, the links of the other four personality traits (extraversion, conscientiousness, neuroticism, openness) with affective commitment were not statistically significant.

As noted earlier, the big five model of personality suggests that all personality facets can be categorized or reduced under the five broad factors, namely extraversion, agreeableness, conscientiousness, neuroticism, and openness (Costa & McCrae, 1989; Judge, et al., 1999). In the literature, some empirical findings have both directly and indirectly shown that the big five personality traits are associated with affective commitment (e.g. Erdheim, et al., 2006; Matzler & Renzl, 2007; Naquin & Holton, 2002; Thoresen, et al., 2003). Accordingly, the present research assumed that Chinese employees who score high on extraversion, agreeableness, conscientiousness and openness, or score low on neuroticism, should also experience higher affective

commitment. The overall results of this study were inconsistent with this rationale in this sample of Chinese employees, suggesting that the correlations between affective commitment and personality factors (extraversion, conscientiousness, neuroticism, openness) tended to be fairly small. Only agreeableness was found to be significantly related to employees' affective commitment.

As previously identified, agreeableness is an interpersonal factor that focuses on the quality of relationship through cooperation and trust (DeNeve & Cooper, 1998; Judge, et al., 1999). High scoring on this factor “involves getting along with others in pleasant, satisfying relationships” (Organ & Lingl, 1995, p. 340). Erdheim, Wang and Zickar (2006) argued that agreeableness should be linked to emotional warmth, which may encourage an employee's social identity with their work environment, thereby encouraging their sense of belonging and identification with values and goals of the organization. As predicted, agreeableness was found to have a significant association with affective commitment in the present study. In regression analyses, the relative contribution of agreeableness was still significant. To some extent, this implies that Chinese organizations should consider recruiting some employees who present moderate to high levels of agreeableness because they are more likely to display affective commitment than those employees with low levels of this personality factor.

Of the five personality factors, it is worthwhile to consider why agreeableness stands out from the rest of personality factors in this Chinese sample. This can

possibly be attributed to the impact of Chinese culture, which is characterized by collectivism with an emphasis on harmony, reciprocity and loyalty (Earley, 1989; Warner, 1993). Some collectivistic values, such as human heartedness (forgiveness, courtesy, kindness, and patience) and integration (solidarity, harmony and tolerance) (Hofstede & Bond, 1988; Yu & Egri, 2005), are at the core of agreeableness, which focuses on the quality of interpersonal relationship through cooperation and trust (DeNeve & Cooper, 1998; Judge, et al., 1999). To some extent, Chinese collectivism is characterized by values that foster cooperation and trust among individuals. In the literature, collectivistic values will further reinforce Chinese employees' affective commitment to their organization (Wang, et al., 2002). More specifically, they encourage employees to identify themselves in terms of organizational membership (Markus & Kitayama, 1991), internalize organizational values and goals (Traindis, McCusker, & Hui, 1990), and link organizational interests to personal gains (Fijneman et al., 1996). As a result of these collectivistic values, Chinese employees who score high in agreeableness are more likely to exhibit higher levels of affective commitment.

Interestingly, although openness was non-significant in the correlation ($r = -.04$, $p > .05$), when it was simultaneously entered into the regression equation with other predictors, it appeared to be a predictor of affective commitment ($\beta = -.19$, $p < 0.05$). Thus, these findings seem to show that suppression effects may have occurred. As Kline (1998, p. 39) stated, suppression refers to “the finding that the relation of a

predictor to criterion once corrected for its intercorrelation with other predictors is quite different from that suggested by its simple correlation with the criterion". This implies that the correlation between openness and affective commitment in this Chinese sample masked true predictive relations once other variables are controlled. Therefore, openness made a significant negative contribution to the prediction of affective commitment. In addition, the findings showed that an increase in openness is associated with an expected decrease in affective commitment.

A possible explanation why openness was negatively linked with affective commitment could be to look at the association between openness and turnover behaviour. In a study of reasons for turnover, Maertz and Griffeth (2004) argued that individuals high in openness would value changing jobs and would thereby be more likely to leave an organization. The positive correlation between openness and turnover was confirmed by Salgado (2002). In this regard, Zimmerman (2008) explained that an open individual may approach turnover from a positive perspective, such as obtaining more experience and personal growth. This divergent thinking may diminish the level of an open employee's emotional bond and identification towards their organizations. The results of this research provide further evidence regarding this rationale by showing that openness was a significant predictor of affective commitment. Hence, this research suggests that the organizational managers need to focus on enhancing open employees' affective commitment as an important organizational goal.

In regard to the job characteristics model, the current study hypothesised that higher levels of skill variety, task identity, task significance, task autonomy and task feedback would be linked with higher affective commitment to their organization. The underpinning premise is that these job characteristics significantly influence three critical psychological states (experienced meaningfulness, experienced responsibility, and knowledge of results), which, in turn, influence employees' affective commitment (Champoux, 1991; Fried & Ferris, 1987; Gerhart, 1988; Hackman & Oldham, 1976b; Loher, et al., 1985; Saavedra & Kwun, 2000). As expected, all job characteristics had significant correlations with affective commitment. In regression analyses, however, only task identity and task autonomy remained significant predictors. An explanation for this may be multicollinearity between those predictors. According to Coakes and Steed (2007, p. 133), multicollinearity refers to "high correlations among the independent variables" [which can] "affect how you interpret any relationship between the predictors and the criterion variable." Given that the correlations between affective commitment and five job characteristics were fairly strong (see Table 3.3), this may have introduced some degree of multicollinearity in the regression analyses.

Overall, this study provides evidence supporting the positive relationship between job design characteristics and affective commitment. In addition to the previous explanation, another possible reason for the relationship could be that intrinsic reward satisfaction was a driving force. O'Driscoll and Randall (1999) indicated that intrinsic

and extrinsic reward satisfaction influence affective commitment. However, satisfaction with intrinsic rewards (e.g. job scope, variety and challenge) has a much stronger impact on affective commitment than satisfaction with extrinsic rewards (e.g. pay and fringe benefits). These results are meaningful for Chinese organizations, leading them to focus on improving intrinsic rather than extrinsic rewards, in order to enhance employees' affective commitment levels.

In summary, the results above showed no relationships between affective commitment and three personality factors (extraversion, conscientiousness and neuroticism). In regression analyses, agreeableness and openness were found to be predictive of affective commitment. The correlations between five job characteristics and affective commitment are all shown to be significant and positive which is in line with prior findings. However, due to multicollinearity, caution must be used in interpreting results from the regression analyses.

4.1.2 Correlates and Predictors of Continuance Commitment

The links between continuance commitment and four personality variables (extraversion, conscientiousness, neuroticism, openness), and five job characteristics (skill variety, task identity, task significance, task autonomy and task feedback) were predicted to be significant. In this study, only three personality factors (extraversion, agreeableness, neuroticism) were negatively correlated with continuance commitment whereas the relationships between the other personality factors (conscientiousness,

openness) and five job characteristics, and continuance commitment were non-significant.

As mentioned previously, individuals who are high in extraversion are characterized as being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991). The present study assumed that Chinese employees who are more extraverted would be more likely to have low continuance commitment. The rationale for this hypothesis was based on the assumption that if extraverts have higher levels of networking intensity they will develop more networks of contacts at other organizations, which could help them to develop more alternate employment opportunities than introverts. Nevertheless, mixed results were found for this rationale in this sample of Chinese employees. That is, correlation results showed that extraversion was significantly related to continuance commitment, whereas extraversion was not a salient predictor of continuance commitment. An explanation for this could be that although personality may associate with continuance commitment, suggesting that employees with high levels of extraversion are less likely to exhibit continuance commitment, when job design characteristics are included, the contribution of this personality trait is not relevant.

As stated, continuance commitment relates to an employee's perceptions of the costs linked with leaving an organization. Thus, if employees perceive that fewer viable alternatives are available, their continuance commitment will be stronger to

their organization (Meyer, et al., 1993). Although agreeable individuals often exhibit proper and respectful work-related behaviors, Erdheim and colleagues (2006) found that these appropriate behaviors were not associated with continuance commitment. Therefore, no hypotheses on the relationship between agreeableness and continuance commitment was formed. Unexpectedly, agreeableness in this Chinese sample not only had a significant correlation with continuance commitment but also made a salient contribution to the prediction of continuance commitment. Hence, agreeableness did predict continuance commitment. Some possible reasons are discussed below.

As defined earlier, agreeableness is an interpersonal factor that focuses on the quality of relationship through cooperation and trust (DeNeve & Cooper, 1998; Judge, et al., 1999). High scoring on this factor “involves getting along with others in pleasant, satisfying relationships” (Organ & Lingl, 1995, p. 340). Following this logic, agreeable individuals are also expected to develop more pleasant and satisfying relationships with employees or managers at other organizations. It seems that these relationships could help them to develop more alternate employment opportunities than their counterparts, which in turn would lead to low continuance commitment.

Another possible factor that may explain this could be seen when looking through the indigenous Chinese personality constructs. In a study of Chinese personality, Chueng and his co-workers (2001) found that some overlap exists between

agreeableness and extraversion dimensions. The findings of the present study further confirmed this line of reasoning, showing that agreeableness and extraversion were moderately correlated with each other ($r = .52$, see Table 3.3). Simply speaking, the original five factors are less well defined in China and Chinese people may view some facets of agreeableness as the characteristics of extraversion. As suggested by Katigback, Church and Akamine (1996), the warmth, gregariousness, and positive emotions facets of the extraversion domain and the trust, altruism, and tender mindedness facets of the agreeableness domain should combine to form a factor. Therefore, individuals high in agreeableness are likely to be extraverted and to build more networks of contacts at other organizations than those low on this dimension. Consequently, these social networks could help them to develop more alternate employment opportunities, which in turn reduce their continuance commitment to their present organization.

To review the overall results, interestingly, this research found that agreeableness was a significant predictor of both affective and continuance commitment. In other words, Chinese employees high in agreeableness are likely to exhibit high affective commitment and low continuance commitment. Although agreeable employees have a tendency to obtain more alternate employment opportunities, their desire to stay in the organization is unlikely to change. This implies that those employees remain with the organization because they want to (affective commitment), rather than that they need to do so for material benefits (continuance commitment).

This study also predicted that neuroticism would be positively related to continuance commitment. As explained before, neurotic individuals are more powerfully motivated by, and attracted to, material benefits the organization provides to them (Furnham, et al., 1999). Hence, there should be a positive correlation between neuroticism and continuance commitment. Also, because neurotic employees tend to experience more negative life events than other individuals, they may fear the costs linked with leaving their current position (Meyer & Allen, 1997), and thus have high continuance commitment. Contrary to these expectations, in the current research the correlation between the two variables was negative. Also, the regression results showed that an increase in neuroticism is associated with a decrease in continuance commitment. Therefore, Chinese employees who score high in neuroticism also displayed decreased continuance commitment.

To explain this, it requires us to think conversely when interpreting neurotic nature. Because neuroticism represents poor emotional adjustment and experience of negative affects such as anxiety, insecurity, and hostility (Boudreau, et al., 2001), it has been found to be positively correlated with turnover (Hough, Eaton, Dunnette, Kamp, & McCloy, 1990; Salgado, 2002) and job search behaviour (Boudreau, et al., 2001) in some empirical studies, suggesting that more neurotic employees will leave and search for a new job more frequently. Under such conditions, those employees will be urged to actively explore other employment alternatives. As mentioned earlier,

if employees believe that greater viable alternatives are available, their continuance commitment will be weaker to their organization. These findings are meaningful for Chinese managers, leading them to focus on reducing neurotic employees' stress level in order to decrease their turnover rates.

In relation to the other two factors, this study posited that continuance commitment will be positively related to conscientiousness and negatively associated with openness. In this sample of Chinese employees, nevertheless, both factors were non-significantly correlated to continuance commitment and their relative contributions were not salient. This implies that these two personality factors will not be the determinants of Chinese employees' continuance commitment to their organizations. Although employees may score low on conscientiousness, or high on openness, their perceptions of the cost associated with leaving the organizations are unlikely to change.

Based on past research findings (Meyer & Allen, 1991; Meyer, et al., 2002), no hypotheses were proposed on the relationship between the five job characteristics and continuance commitment. As expected, none of job characteristics was correlated with Chinese employees' continuance commitment in present study. The relative contribution of each characteristic was also non-significant in regression analyses.

In summary, the results above found no relationships between continuance

commitment and two personality factors (conscientiousness and openness). In regression analyses, agreeableness and neuroticism were predictors of continuance commitment. Although extraversion was significantly associated with continuance commitment, when job design characteristics are included, its contribution to the prediction of continuance commitment was non-significant. No correlations between the five job characteristics and continuance commitment were found which are congruent with past evidence.

4.1.3 Relationship between Major and Demographic Variables

Although unhypothesized, this study also looked at the correlation of major variables with demographic characteristics (job title, job tenure, organization tenure, age, gender, and education). Nevertheless, no additional analyses were conducted to validate these relationships. Therefore, caution must be taken in interpreting these results. Although some relationships seem to be suspicious, this directs future research to explore more in depth these links.

In terms of job title, the results indicated that Chinese management employees had higher levels of continuance commitment and the five job characteristics than non-management. Regarding the difference in continuance commitment, this could be explained by the fact that when employees enter management level, they receive more material benefits (e.g. remuneration, specificity of skills, pension plan) provided by the organization. As a result of these rewards and inducements (side bets), employees'

costs of leaving the current organization increase. So, it is likely that management employees remain with the organization because they feel they need to do so for material benefits.

On the other hand, Chinese management experienced greater levels of job enrichment than non-management. Given the vital role of executive leadership in strategy formation and organizational effectiveness (e.g. Finkelstein & Hambrick, 1990; Hambrick & Mason, 1984), Chinese organizations are more willing to improve organizational performance by enriching a manager's job. This management philosophy could explain the difference in the five job enrichment areas between management and non-management employees.

Significant differences in agreeableness and task identity variables were also identified between males and females. In psychological studies of masculine stereotypes, the findings clearly show that men are more aggressive and extreme than women in aggression-related variables such as competitiveness and assertiveness (e.g. Broverman, Vogel, Broverman, Carlson, & Rosenkrantz, 1972; Rubinstein, 2005). The results of this study further confirmed this line of reasoning, showing that Chinese female employees were more agreeable than male employees. Although there is a significant difference in task identity between the two genders, this study cannot explain why female employees perceived higher levels of task identity than did males.

Future research could look at this difference, to determine whether females are more inclined to have increased task identity compared to males.

My findings also showed a relationship between Chinese employees' age, tenure in job and organization, and major variables. More particularly, employees became more affectively committed to the organization as their age increased and continuance commitment increased as tenure in their job and organization increased. These findings are consistent with previous evidence associating age and tenure with organizational commitment (e.g. Allen & Meyer, 1993; Mathieu & Zajac, 1990; Meyer, et al., 2002).

Surprisingly, a significant and negative link was uncovered between educational level and task identity. In other words, Chinese employees who had higher qualifications perceived lower task identity. This finding seems to be in conflict with the underlying reasoning for job characteristics model that if employees are more educated, they may have more stimulating and challenging jobs, then have increased task identity. Thus, it requires future research to explore more in depth the relationship between the two variables.

4.2 Strengths and Limitations

The current study had a number of strengths. First, it was done in China and with a Chinese sample, therefore it offers an opportunity to broaden the knowledge of

Chinese organizations on organizational commitment by taking personality factors, job design characteristics and demographic variables into account.

An additional strength of this study was to build upon previous knowledge of what could lead to employees' affective commitment or continuance commitment to their organizations in a Chinese context. Thus, the findings of this research can be borrowed by other organizations in the design of managerial strategies aiming to gain competitive advantages in today's knowledge-based economy. Most importantly, this study explored the direct effects of personality traits, job design characteristics and demographic variables that had not been investigated together in the past.

This study also had a number of limitations. One limitation is that the data were collected by self-report, thus common method variance may have impacted on the responses. Avolio, Yammarino and Bass (1991, p. 572) defined common method variance as the "overlap in variance between two variables attributable to the type of measurement instrument used rather than due to a relationship between the underlying constructs". Accordingly, the relationships resulting from this study may have been influenced by the type of instrument adopted. Nonetheless, the nature of the variables in this study requires self-report measures, since the primary interests were focused on employees' perceptions.

Another limitation is that the research was from only five organizations in Beijing hence the findings are only specific for these organizations and cannot be generalized to other regions and organizations. For the most part, however, the results should be pertinent to other similar Chinese organizations.

The present study was designed to be cross-sectional and therefore it does not allow conclusions about causality (Davis, 1985). Further studies, thus, should apply longitudinal research designs to overcome problems caused by the cross-sectional method and to give a better understanding of organizational commitment.

Finally, the research was adopted with a small sample (N = 142) that may be not representative. Therefore, care should be taken in making generalizations to other populations. A larger sample size would help in the robustness of the findings, particularly if the sample's variability is large (e.g. various organization types).

4.3 Practical Implications and Future Research

This study has several practical implications for organizational psychologists, human resource managers, and organizations. As mentioned in the introduction, contemporary organizations face the double challenge of the need for better trained employees and a scarcity of qualified labour. The need to sustain and motivate the commitment of the current workforce is, therefore, becoming increasingly important for the success of an organization. The emphasis of the present study was to

investigate organizational commitment within Chinese organizations. The practical implications of these findings are discussed below.

4.3.1 Affective Commitment

The finding that job design characteristics were related to the affective commitment of Chinese organizations has relevance for understanding how to strengthen employee organization linkages. If organizations are aiming to enhance employees' affective commitment, they should primarily focus on enriching employee's job content. These findings are in line with key propositions of the past evidence (Humphrey, et al., 2007; Pearson & Chong, 1997; Ramaswami, et al., 1993), which encourage restructuring of the workplace to give employees greater levels of skill variety, task identity, task significance, task autonomy and task feedback as strategies to improve the performance of the workforce. Based on these findings, O'Driscoll and Randall (1999) further concluded that employees' satisfaction with intrinsic rewards (e.g. job scope, challenge and the five job enrichment areas) has a much stronger impact on affective commitment than their satisfaction with extrinsic rewards (e.g. pay and fringe benefits). In addition to the five job characteristics, Chinese organizations could focus more on improving intrinsic rewards, in order to enhance employees' affective commitment levels.

This study also found a positive association between agreeableness and affective commitment. To some extent, organizations should consider recruiting and selecting

some employees who score moderate to high levels of agreeableness because they are more likely to have affective commitment than those employees with low score on this personality factor. Moreover, Chinese employees become less affectively committed to the organization as their openness increases, thus this research suggests that the organizational managers need to focus on enhancing open employees' affective commitment as an important organizational goal.

4.3.2 Continuance Commitment

The research provided evidence that two personality factors (agreeableness and neuroticism) have a much stronger influence on continuance commitment of Chinese employee than the five job enrichment areas. Managers of organizations need to keep in mind the links between these personality factors and continuance commitment. Although agreeable employees have a tendency to develop more alternate employment opportunities at other organizations, their desire to stay in the organization is unlikely to change. This implies that those employees remain with the organization because they want to (affective commitment), rather than that they need to do so for material benefits (continuance commitment). Thus, this study provides valuable information to be considered by organizations when designing recruitment programs and when rewarding potential incumbents. On the other hand, Chinese management needs to be aware whether the material benefits provided by the organization are enough to meet neurotic employees' expectations, since this research found that those employees are more likely to have decreased continuance

commitment. Also, organizations should pay more attention to reducing neurotic employees' stress level in order to decrease their turnover rates.

4.3.3 Future Research

This study contributed to the area of organizational commitment, building a knowledge base and testing a comprehensive model with a Chinese sample. In reviewing the literature pertaining to organizational commitment, most studies were conducted in western contexts, in particular US and Canada, and the number of studies from other countries is still relatively small (Meyer & Allen, 1997; Meyer, et al., 2002). Therefore, a systematic investigation of organizational commitment across cultures is needed for future research in order to assess the generalizability of research findings.

Moreover, deeper investigation is needed of personality factors and job design characteristics after taking cultural influences into account. Chueng and his colleagues (2001) found that the original five factors are less well defined when the Chinese tradition scales are included. Therefore, future research could further explore the indigenous constructs within Chinese personality and job design characteristics. By learning these, local organizations could better understand their employees' behaviour and design more effective human resource management practices.

As mentioned previously, future research could also examine the relationship among personality traits, job design characteristics and demographic variables. Future research in this field would benefit personnel recruitment and selection decisions, as they could form part of their recruitment and selection criteria on validation.

Finally, it would be beneficial to conduct longitudinal research to overcome the limitations mentioned earlier. Longitudinal research will give data that could offer useful insights into organizational commitment. It would allow stronger causal assumptions to be made in the antecedents of organizational commitment.

4.4 Conclusions

The present research found that job design characteristics have a much stronger impact on affective commitment than personality factors which is in line with prior findings. Only agreeableness and openness have been found to be predictive of affective commitment, whereas the other factors were shown to be non-significant. By contrast, some personality factors have a greater influence on continuance commitment than job design characteristics. In the present sample, agreeableness and neuroticism become the salient predictors of continuance commitment, while the other factors were non-significant. Congruent with previous findings, none of the job characteristics was correlated with continuance commitment. These findings indicate that Chinese organizations can take positive actions that would promote employees' organizational commitment. To be specific, organizations need to focus more on

enriching job content to enhance affective commitment as well as recognizing the impact of personality factors to maintain continuance commitment. The findings of this research provide information that will be useful to management practitioners, behavioural scientists, and organizations.

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APPENDIX A

Letter to Organizations' (English Version)

Mr Chu CUI
Psychology Department
University of Waikato
Hamilton, NZ
Telephone: 0212696086
Email: cc88@waikato.ac.nz
23 November, 2009
Name of Organization
Contact address

I am current a Masters student at the Waikato University in New Zealand and undertaking research for the completion of my Master in Applied Psychology supervised by Professor Michael O'Driscoll and Dr. Donald Cable.

I would like to invite your organization to participate in a study which focuses on finding the factors that might be related to employees' organizational commitment. More specifically, it is suggested that an employee's personality traits (e.g. open to experience, agreeableness) and job design characteristics (e.g. task autonomy, skill variety) significantly correlate with organizational commitment. Thus, understanding employees' personality trait and job design characteristics will help your organization in making decisions on how to increase loyalty and performance of current workforce.

Staff member of your organization will be invited to fill out a survey that will take 10-15 minutes to complete. A summary report will be available on completion of the study. If desired, a presentation of the findings also could be offered.

If you are interested to discuss this project, I will be happy to meet with you, and to provide further information on the logistics and methodology of this study. I will call you in a few days to further discuss the possibility of conducting my research in your organization.

Thank you for your kind attention to this matter.

Kind regards
Chu CUI

APPENDIX B

Letter to Organizations' (Chinese Version)

崔矗
心理学系
怀卡托大学
汉密尔顿, 新西兰
电话: +64 212696086
电子邮件: cc88@waikato.ac.nz
2009年11月23
公司名称
联系地址

本人崔矗, 是新西兰怀卡托大学的在读研究生。为了完成我的应用心理学硕士学位, 目前正在展开一项调查。我的导师是迈克尔, 奥'德瑞斯科教授和唐纳德, 凯布尔博士。

在此, 我诚意的邀请贵公司参与到这个调查中。这个研究的目的是找出一些能影响中国员工组织承诺的因素。具体来讲, 员工的性格特点(例如: 创造性, 宜人性)和工作特性(例如: 任务自由度, 技能的多样性)在很大程度上与员工的组织承诺相关联。所以, 理解员工的性格特点和工作特性会帮助贵公司更好制定决策, 从而提高目前员工的忠诚度和工作表现。

您公司的员工会被邀请参与到这个调查中。整个调查会占用大约 10-15 分钟的时间。研究结束后, 我会为贵公司提供一份研究结果的摘要。如有需要, 我也可以准备一个演讲报告。

如果您对这个课题感兴趣, 我很乐意与您会面, 并提供一些关于这个调查整体思路和方法的信息。我会在最近几天与您联系, 探讨在贵公司展开调查的具体步骤。

感谢您对本次调查的帮助

此致敬礼
崔矗

APPENDIX C

Employee Survey Cover Letter (English Version)

Survey of employees' organizational commitment

Dear Staff Member,

I am current a Masters student at the Waikato University in New Zealand and undertaking research for the completion of my Master in Applied Psychology supervised by Professor Michael O'Driscoll and Dr. Donald Cable. The organization where you work for has approved the research, which has also received ethical approval from the Research and Ethics Committee, Department of Psychology, University of Waikato. This research is about finding the factors that might be related to employees' organizational commitment within Chinese organizations. The findings could help these organizations in making decisions on how to increase commitment of current workforce.

The questions in this survey focus on a variety of issues relating to *your personality, job and organization*. There are no 'right' or 'wrong' answers to these questions. Instead, each question asks you to express YOUR personal experiences, opinions, and feelings. Please answer all questions to the best of your ability so this survey can be used for this research. The survey only will take approximately 10-15 minutes to complete.

Your participation in this study is voluntary and is important for the success of this study. Please place your completed questionnaire in the stamped addressed envelope provided. *I will be the only one who will see your responses and your confidentiality is assured.* You have the right to withdraw from this research at any stage without penalty or loss of benefits. No individual will be identified in my thesis or any other publication arising from this research.

In return for your help, *I will be very happy to make available a brief summary of the overall findings when the project is completed.* You can contact me by the address and phone number which is listed below or email me at: cc88@waikato.ac.nz

Mr Chu CUI
Psychology Department
University of Waikato
Hamilton, NZ
Ph. 0212696086

Thank you for taking the time to fill out this survey

Kind regards
Chu,CUI

APPENDIX D

Employee Survey Cover Letter (Chinese Version)

关于员工组织承诺的问卷调查

尊敬的先生/女士：

本人崔矗，是新西兰怀卡托大学的在读研究生。为了完成我的应用心理学硕士学位，目前正在展开一个关于员工组织承诺的问卷调查。我的导师是迈克尔，奥’德瑞斯科教授和唐纳德，凯布尔博士。您所在的公司已经批准我进行调查。并且它已经获得怀卡托大学，心理学系，研究道德规范委员会所批准。这个研究的目的是找出一些能影响中国员工组织承诺的因素。研究结果能够帮助中国企业提高目前员工的组织承诺。

在这个调查中，所有的问题将围绕着您的 *性格特点，工作特性以及您所在的公司* 展开。您的回答没有‘对’与‘错’之分。请结合您的实际经验，个人看法和自身感受去回答每一道问题。为了给这次调查提供更有利的数据支持，请您认真的回答每一道问题。这个调查会占用您 10-15 分钟的时间。

在这个调查中，您的参与是自愿的，并且对整个研究起着至关重要作用。请把您填好的问卷放进随附的信封里。所有的调查结果只有我能查阅，您的隐私会得到充分得保护。您有权利在任何时间退出这个调查而不会受到追究。您的姓名不会出现在我的论文里，也不会出现在任何与本研究有关的刊物上。

为了感谢您的帮助，*我会在研究结束之后，为您提供一份研究结果的摘要。*如果您有任何疑问，欢迎来电询问或发电子邮件到：cc88@waikato.ac.nz

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再次谢谢您的参与

此致敬礼
崔矗

APPENDIX E
Employee Survey (English Version)

Survey of employees' organizational commitment

This survey is to find the factors that might be related to employees' organizational commitment within Chinese organizations. This survey has four sections and relates to areas of your personality traits, job characteristics and organization. Please complete all the following items as carefully as possible using the rating scales provided.

Section A: Feelings about your Organization

Questions in this section of the survey deal with your feelings about the company in which you work. Please enter the number that indicates your feelings to each question.

- | | |
|---------------------------------------|-----------------------------|
| 1 = strongly disagree | 5 = slightly agree |
| 2 = moderately disagree | 6 = moderately agree |
| 3 = slightly disagree | 7 = strongly agree |
| 4 = neither agree nor disagree | |

-
- | | | | | | | | | |
|-----|---|---|---|---|---|---|---|---|
| A1. | I do not feel a strong sense of belonging to my organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A2. | Right now, staying with this organization is a matter of necessity as much as desire. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A3. | I do not feel "emotionally attached" to this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A4. | One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice. Another organization may not match the overall benefits I have here. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A5. | This organization has a great deal of personal meaning for me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A6. | I feel I have too few options to consider leaving this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A7. | I do not feel "part of the family" in this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A8. | One of the few negative consequences of leaving this organization would be the scarcity of available alternatives. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A9. | I would be very happy to spend the rest of my career with this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Section A: Feelings about your Organization continued.....

- 1 = strongly disagree** **5 = slightly agree**
2 = moderately disagree **6 = moderately agree**
3 = slightly disagree **7 = strongly agree**
4 = neither agree nor disagree

-
- A10. It would be very hard for me to leave this organization right now, even if I wanted to.
1 2 3 4 5 6 7
- A11. I enjoy discussing my organization with people outside it.
1 2 3 4 5 6 7
- A12. Too much in my life would be disrupted if I decided I wanted to leave my organization now.
1 2 3 4 5 6 7
- A13. I really feel as if this organization's problems are my own.
1 2 3 4 5 6 7
- A14. It wouldn't be too costly for me to leave my organization in the near future.
1 2 3 4 5 6 7
- A15. I think I could easily become as attached to another organization as I am to this one.
1 2 3 4 5 6 7
- A16. I am afraid of what might happen if I quit my job without having another one lined up.
1 2 3 4 5 6 7

Section B: Feelings about yourself

The following items refer to your personality traits. Please enter the number in the space provided which best indicates how you feel about yourself.

- 1 = very inaccurate** **4 = moderately accurate**
2 = moderately inaccurate **5 = very accurate**
3 = neither accurate nor inaccurate

-
- B1. Am the life of the party.
1 2 3 4 5
- B2. Feel little concern for others.
1 2 3 4 5
- B3. Am always prepared.
1 2 3 4 5
- B4. Get stressed out easily.
1 2 3 4 5

Section C: Perceptions of your job continued.....

1 = strongly disagree

2 = moderately disagree

3 = slightly disagree

4 = neither agree nor disagree

5 = slightly agree

6 = moderately agree

7 = strongly agree

-
- C4. My job by itself provides feedback on how well I am performing as I am working.
1 2 3 4 5 6 7
- C5. While performing my job I get the opportunity to work on many interesting projects.
1 2 3 4 5 6 7
- C6. My job is arranged so that I have a chance and the ability to talk with customers/clients/end users.
1 2 3 4 5 6 7
- C7. My job has the ability to influence decisions that significantly affect the organization.
1 2 3 4 5 6 7
- C8. My job provides me flexibility in my work hours.
1 2 3 4 5 6 7
- C9. My job provides me with the opportunity to both communicate with my supervisor and to receive recognition from them as well.
1 2 3 4 5 6 7
- C10. My job gives me the opportunity to use many new technologies.
1 2 3 4 5 6 7
- C11. My job is arranged so that I have an understanding of how it relates to the business mission.
1 2 3 4 5 6 7
- C12. My job influences day-to-day company success.
1 2 3 4 5 6 7
- C13. I am able to act independently of my supervisor in performing my job function.
1 2 3 4 5 6 7
- C14. I receive feedback from my co-workers about my performance on the job.
1 2 3 4 5 6 7

Section D: Background Characteristics

Finally, I would like to get some details about yourself and your job. This information will be used only for this research and your individual details will not be identified in any report of the research results.

- D1. What is your current job (occupational) title? Please be specific

- D2. How long have you been employed in your present job?
_____years_____months
- D3. How long have you been employed by this organization?
_____years_____months
- D4. How old are you? _____
- D5. Are you male_____ or female_____
- D6. Your highest completed level of education (please tick)
- Elementary school
 - High school
 - University degree
 - Others (specify) _____

Please check to make sure you have answered all the questions.

Thank you for completing the survey!

APPENDIX F

Employee Survey (Chinese Version)

关于员工组织承诺的调查

这个研究的目的是找出一些能影响中国员工组织承诺的因素。本次调查总共有四个部分，分别涉及到您的性格特点，工作特性，所在公司以及个人背景。请您从给出的量表中选出您认为最符合您想法的选项。

A 部分：您对公司的感觉

这部分的问题涉及到您对您所在公司的感觉。请从下列量表中选出您认为最符合您想法的选项。

1	2	3	4	5	6	7
强烈反对	反对	有点反对	中立，不反对不支持	有点同意	同意	强烈同意

- | | | |
|------|--|--|
| A1. | 我对公司 <u>没有</u> 强烈的归属感。 | |
| | 1 2 3 4 5 6 7 | |
| A2. | 我目前留在这家公司是为了经济上的需要。 | |
| | 1 2 3 4 5 6 7 | |
| A3. | 我对公司里的人，事，物， <u>没有</u> 浓厚的感情。 | |
| | 1 2 3 4 5 6 7 | |
| A4. | 我目前留在这家公司的原因之一，是因为离开需要付出很大的代价，有可能其他公司整体的福利没有我现在的好。 | |
| | 1 2 3 4 5 6 7 | |
| A5. | 我觉得这家公司对我个人意义非凡。 | |
| | 1 2 3 4 5 6 7 | |
| A6. | 如果离开这家公司的话，我几乎没有别的退路。 | |
| | 1 2 3 4 5 6 7 | |
| A7. | 我在公司里， <u>没有</u> ‘大家庭里一份子’的感觉。 | |
| | 1 2 3 4 5 6 7 | |
| A8. | 离开这家公司的缺点之一，是几乎没有别的工作机会可供我选择。 | |
| | 1 2 3 4 5 6 7 | |
| A9. | 我很乐意在我目前的公司中长期工作，直到退休。 | |
| | 1 2 3 4 5 6 7 | |
| A10. | 我心里很想离开这家公司，但是实在不太容易走得掉。 | |
| | 1 2 3 4 5 6 7 | |
| A11. | 我喜欢与公司以外的人谈论我所在的公司。 | |
| | 1 2 3 4 5 6 7 | |
| A12. | 如果我现在离开这家公司，将会打乱我目前的生活。 | |
| | 1 2 3 4 5 6 7 | |
| A13. | 我从内心里感觉，公司的问题就是我个人的问题。 | |
| | 1 2 3 4 5 6 7 | |
| A14. | 如果我选择近期离开这家公司， <u>不需要</u> 付出很大的代价。 | |
| | 1 2 3 4 5 6 7 | |

A 部分：您对公司的感觉继续.....

1	2	3	4	5	6	7
强烈反对	反对	有点反对	中立，不反对不支持	有点同意	同意	强烈同意

A15. 我想我可以很容易的与其他任何一家公司搞好关系，就和现在一样。

1 2 3 4 5 6 7

A16. 如果没找到新公司前就离开现在的公司，我会感到很担忧。

1 2 3 4 5 6 7

B 部分：您对自己的感觉

这部分的问题涉及到您的性格特点。请从下列量表选出您认为最符合您想法的选项。

1	2	3	4	5
非常不正确	有点不正确	无意见	有点同意	非常同意

B1. 我是喜欢团体生活的人。

1 2 3 4 5

B2. 我是对其他人，事不太关心的人。

1 2 3 4 5

B3. 我是个总对事情都习惯事前准备好的人。

1 2 3 4 5

B4. 我是很容易紧张的人。

1 2 3 4 5

B5. 我是个有丰富词汇的人。

1 2 3 4 5

B6. 我是不常说话的人。

1 2 3 4 5

B7. 我是对接触人群有兴趣的人。

1 2 3 4 5

B8. 我是个会将东西随意散落一地的人。

1 2 3 4 5

B9. 我是个大多时候都能放松自在的人。

1 2 3 4 5

B10. 我是个对抽象观念难以理解的人。

1 2 3 4 5

B11. 我是个在人群中能感到自在的人。

1 2 3 4 5

B12. 我是个会辱骂他人的人。

1 2 3 4 5

B 部分：您对自己的感觉继续.....

	1	2	3	4	5
	非常不正确	有点不正确	无意见	有点同意	非常同意
B13.					
	1	2	3	4	5
B14.					
	1	2	3	4	5
B15.					
	1	2	3	4	5
B16.					
	1	2	3	4	5
B17.					
	1	2	3	4	5
B18.					
	1	2	3	4	5
B19.					
	1	2	3	4	5
B20.					
	1	2	3	4	5
B21.					
	1	2	3	4	5
B22.					
	1	2	3	4	5
B23.					
	1	2	3	4	5
B24.					
	1	2	3	4	5
B25.					
	1	2	3	4	5
B26.					
	1	2	3	4	5
B27.					
	1	2	3	4	5
B28.					
	1	2	3	4	5
B29.					
	1	2	3	4	5
B30.					
	1	2	3	4	5
B31.					
	1	2	3	4	5

B 部分：您对自己的感觉继续.....

	1	2	3	4	5
	非常不正确	有点不正确	无意见	有点同意	非常同意
B32.					
	1	2	3	4	5
B33.					
	1	2	3	4	5
B34.					
	1	2	3	4	5
B35.					
	1	2	3	4	5
B36.					
	1	2	3	4	5
B37.					
	1	2	3	4	5
B38.					
	1	2	3	4	5
B39.					
	1	2	3	4	5
B40.					
	1	2	3	4	5
B41.					
	1	2	3	4	5
B42.					
	1	2	3	4	5
B43.					
	1	2	3	4	5
B44.					
	1	2	3	4	5
B45.					
	1	2	3	4	5
B46.					
	1	2	3	4	5
B47.					
	1	2	3	4	5
B48.					
	1	2	3	4	5
B49.					
	1	2	3	4	5
B50.					
	1	2	3	4	5

C 部分：您对目前从事工作的看法

这部分的问题涉及到您对您目前所从事工作的看法。请从下列量表中选出您认为最符合您想法的选项。

	1	2	3	4	5	6	7
	强烈反对	反对	有点反对	中立，不反对不支持	有点同意	同意	强烈同意
C1.							
	1	2	3	4	5	6	7
C2.							
	1	2	3	4	5	6	7
C3.							
	1	2	3	4	5	6	7
C4.							
	1	2	3	4	5	6	7
C5.							
	1	2	3	4	5	6	7
C6.							
	1	2	3	4	5	6	7
C7.							
	1	2	3	4	5	6	7
C8.							
	1	2	3	4	5	6	7
C9.							
	1	2	3	4	5	6	7
C10.							
	1	2	3	4	5	6	7
C11.							
	1	2	3	4	5	6	7
C12.							
	1	2	3	4	5	6	7
C13.							
	1	2	3	4	5	6	7
C14.							
	1	2	3	4	5	6	7
C15.							
	1	2	3	4	5	6	7

D 部分：个人背景

最后，我想了解一下您和您的工作情况。这些信息只会用在本次调查中，并且您的个人资料不会出现在任何与本研究有关的报告中。

D1. 您目前的工作职位是？请具体指出

D2. 您受雇做这个工作有多久了？

_____年_____月

D3. 您受雇在这个公司有多久了？

_____年_____月

D4. 您的年龄是？ _____

D5. 您的性别是？ 男_____女_____

D6. 您完成的最高学历是（请勾出）

小学 高中 大学

其他（请指出） _____

请检查您是否回答了所有的问题。

感谢您的参与！