Relationship Between Administrators’ Cognition of Organization Change and Organization Commitment in Reformed Private Technology Colleges

Li-Mei Hung*

Dayeh University PHD Program in Management / Hotel and Restaurant Management
Department of Huangkuang University

Received 31 March 2008; accepted 21 April 2008

Abstract

The aim of this study is to investigate the relationship among reformed organization, job stress and organization commitment that administration staff should face when vocational and technological colleges have been reformed. The target population was 1000 administrators from 12 private technology colleges. There are 596 valid questionnaires from administrators in reformed vocational and technological colleges, and we use factor analysis, reliability analysis and stepwise regression to verify the influential correlation. The results of the study indicated that in the recognition of reformed organization the administrators showed high recognition for the necessity and the benefits of college reformation, and has medium recognition that their rights are neglected by the colleges and there was a lack of communication between them; but they didn’t face any work and position problems after college reformation. In regards of job stress, the administrators in the reformed colleges indicated that their pressure was mainly caused by dealing with the emergences and urgent matters in the limited time. In the part of organization commitment, the administrators is chary of the college promise and do not show stabilized and strong commitment. Association analysis showed that although the administrators’ recognition of the reformed organization is helpful to the organizational commitment (especially the reformed benefit recognition and reformed necessity), the right lost recognition after the reformed organization is harmful to the organization commitment. In addition, the higher recognition to the reformed organization the heavier job stress the administrators had. And the job stress coming from the unsuitable work and poor welfare can cause some negative effects on the organizational commitment.

Keywords: private technology college, cognition of organization change, job stress, organizational commitment
1. Introduction

Since Taiwan has joined WTO, the crush to the education industry, manufacture industry, finance industry and service industry is drastic. The acceleration of the globalization makes the Taiwan society, economy, labor situation change dramatically, the same as the college, the main cradle of knowledge creation which faces the tremendous challenge. In 1990s, under the policy of advance technical and vocational education diversity and refinement, many good technical colleges became science and technology universities, and good technological schools became the affiliated technological department of technical colleges, two years technical department that the universities affiliated, nursing high-schools became colleges, high schools became comprehensive high schools and make the high schools are near to the community, the course in the college becomes a series curriculum in technological and vocational education. Through the past decade s effort, there are some specific performances produced, get society acknowledgement, and make contribution to the economy. But at the same time, during 10 year; reformation and development, there are some problems and controversies. Facing the rapid society changing, Technological and Vocational Education Department stress that we should carry out technical and vocational education administration management and college management policy to face the new challenge.

The environment is very important for college operation orientation and strategy selection. When the operation environment changes, how to adjust the operation strategy to adapt to the college environment is the key to help the college keep the successful advantage. Now, the high education faces the difficulty of demand and supply disruption. The factors which includes: The number of colleges is increased for the open of the education policy, the outside pressure is heavier after joining the WTO, the reduction of college age population for the low fertility rate forces the high education system to face the radically environment changing. In the future, the college operation crush can not be avoided.

Facing a series of technical and vocational education system reformation, the inside of private technology colleges should take measures to adapt to the environment change which depends on restructuring the inner administration, and the core of restructure include educational system, course, teaching, tutor, administration support system and so on. Generally speaking, college reformation is the big event to college organization. So in order to keep colleges survive and develop, all of them change their strategies to suit the environment (Jianhongjiang, 2000). Based on enhancing colleges success and performance, they must adjust the whole operation situation and organization frame, even cut down manpower. Therefore, the study of probing to whether staff has any job stress and any negative effect after the reformation is more important if the college can not maintains the human resource, which can influence the college operation, manpower cost and financial resource to recruit and train new employees.

Although there are many factors influencing the success of college reformation, we can not deny that whether the staff know about organization reformation, whether they have any
confidence, and whether they are willing to support the reformation affect the reformed organization operation. And organization reformation can demoralize the employees, add their job stress, reduce work efficient, and collapse the loyalty to the organization (Yingxiaoying, 1994). To the colleges, if they want to keep their competitive advantage, besides excellent teachers and advanced hardware facilities, administration staff is another crucial factor.

The data from Technological and Vocational Education Department (2003) shows that from 1995 to 2003, there are 20 technology universities, and 56 technical colleges developing from 7 colleges. After college reformation, it is stricter to administration staff's service value. When they do their work, they always should to meet superiors requirements, satisfy the need from colleagues, teachers, parents and all walks of life, which causes the role that administration staff are played is more complicated. Their work not only made the mind tried but also made their body (Jiyoutian, 2003). So it is valuable to know how about administration staff's cognition of organizational change, and what about their job stress.

Organizational commitment is one of the cores that many scholars pay close attention to. In recent years, the empirical study about colleges has been more and more (Liangruian, 1990; Liuchengrong, 1992; Qiuxingyi, 1995; Zhangruicun, 1998; Zhanghuiying, 2001; Linyuesheng, 2002). Organizational commitment not only influences employees' work distribution, but also shows employees' attitude and orientation to the relationship between themselves and organization (Meyer, Allen, & Smith, 1993; Shore, Barksdale, & Shore, 1995). The study of this aspect whether the reformation has influenced Administration staffs' centripetal force to colleges and whether organizational commitment has been affected by their cognition to the reformation and the job stress is worthy of researching through cognition of organization change and job stress and from these to know about their organization commitment. We think it is helpful for college to know how to built practice communities for administration staff. Only through this, the staff can show their own value and sustainable competition.

The object of this research is administration in private technical and vocational colleges. Following is the aim of this paper.

1. Discuss the relationship among cognition of organization change, job stress, and organizational commitment.
2. Test whether cognition of organizational change influence organizational commitment through job stress.

2. Related Literature

2.1 Cognition of organization change

In order to adapt to the environment change, any organization must take reformed measures and adjust inner relationship to survive and develop themselves. Yangwenxiong(1990) thought college organization is one kind of open system and its environment is changed every time. In order to survive, the organization must keep the inner stabilized and persistence; in order to develop, it must adapt to the environment change. Zhangminghui(2003) thought the college owns
four traits bureaucracy, loosely coupled system, double system, informal organization. All these characteristics affect college organization change and administration operation innovation for pursuing organization surviving and improving organization competence. It is unavoidable for reformattting the organization.

From scholars view (Huangyingzhong, 1988; Xianantian, 1985), we can give the definition of organizational change one process that for adapting to the environment change and meeting environment requirement, the organization must adjust the inner operation, the staff and work skills. The aim is to change staff s behaviors to make the organization effectively to fit to environment change and maintain normal operation by enhancing organization culture and staff s ability, and through these to improve organization performance and then get the goal of surviving and developing the organization. Cognition of organizational change means the numbers attitude to organization change progress and its aim. Loumeixing(2003) used the organization competition and right cognition as the research frame to study cognition of organization change which was divided into three factors cognition of organization change performance, cognition of adaptation to organization change, the communication and guarantee. This paper also uses these to probe to the administration staff s cognition of organization change in reformed technical and vocational colleges.

2.2 Job Stress

There are some versions about the meaning of job stress. Commings & Cooper(1979) thought job stress can cause some symptoms which the workers can not suit to the environment for some factors related to the work. The symptoms contain insomnia, nervousness, anxiety, nervosity, gloom, discontent, low self-esteem and so on. Guoyingqing(2000) pointed out the meaning of job stress is some negative influence on workers mind for the work characteristics formed in work situation; Zhoujiaming(2001) thought job stress is one of workers reaction to work environment change, people s different abilities. To sum up, job stress is caused of workers own. Since they can not be meet environment requirements, can not be suitable for environment change, when they meet some threaten work, they can not give right reaction immediately and finally cause mental and physiological unbalance which make individual can not work as usual.

Labor department in the executive has given 20 testing items about national people s job stress. All the testing items were divided to four factors by Huangcailing(2003),which includes low self development,role crush,low welfare,working load . The paper also uses these items to test college administration staff job stress level.

2.3 The Organizational Commitment

The conception of the commitment was introduced and used in social publication by Becker in 1960,and Whyte is the first person that put forwarded the phrases of organizational commitment in the book named organization man (Dupeilan, 1999). According to Wiener 's definition(1982) of the commitment, the commitment means internalize the pressure
from the norm and display some behaviors that is correspond with organization aim and benefit. Buchanan(1974) pointed out the conception of organization commitment should include five aspects. 1. employees hoping to do their best for the organization; 2. employees strongly wanting to stay in their own organization; 3. the level of employees sense of belonging and loyalty to the organization; 4. employees acceptance of organization main aim and value; 5. employees positive comment to the organization.

Meyer, Allen, & Smith (1993) thought organizational commitment was one kind of emotion and obligation made the employees want to stay in the organization. This kind of emotion was a state of mind, which not only was affected by the value between individuals and the organization, but also influenced by different employees' desire, need and obligation.

In Porter, Steers, Mowday & Boulian (1974) view, the organizational commitment is the individuals' identification and involvement level to one organization. There are three traits of organizational commitment: 1. deeply believe and accept organization aim and value (value commitment); 2. be willing to devote themselves to the organization; 3. desire to stay in the organization continually.

Mathews & Shepherd (2002) study pointed out organizational commitment indicated the relationship between people's attitudes and behaviors in work, and between individuals and organizations.

Yinhuijun (2002) thought organizational commitment can test employees' degree of organization recognition, wishes of putting the extra effort into the organization and assisting the organization to get the aim. Hunafangqian thought organizational commitment makes employees believe and accept organization aim, belief and value, and have strong sense of belonging and loyalty, and be willing to take more effort for the organization and keep work in the organization.

Concluding from several scholars' view, the definition of organizational commitment is: the numbers of the organization identify with organization aim, value, and belief; and have strong sense of belonging, honor, identity and loyalty, and be willing to take more effort and keep work in the organization.

2.4 The relationship among cognition of organization change, job stress and organizational commitment

From Wangtaishan's study, we found the correlation among organization change, job stress ($r=-0.132, p<0.05$) and work attitude and mental stress ($r=-0.128, p<0.05$) is negative, and other aspects not have remarkable correlation through analyzing the relationship among cognition of organization change, job stress and organizational commitment. Guoyuxiu (2003) found there have remarkable correlation between employees' cognition of organization change and job stress.

Quit a lot of study in the word, the relationship between job stress and organizational commitment is negative Morris & Sherman, 1981; Williams Hazer, 1986; Zhengnairen, 1992; Linshaolong, 1995; Yeyaqian, 1996; Chenzhiwei, 1997; Yangzhihong, 1998; Wengjunming, 2002;
Diguibing, 2005; Shimingni, 2006; Zhunagweiren, 2006). For example, in Linhuaying’s study, she used 695 first-line police as the object and found the relationship between job stress and organizational commitment is negative on the whole, which is the same as Jamal’s (1990) showing there are negative correlation between job stress (the symptom including fatigue, gloom, and low self-esteem) and organization commitment (value commitment, effort commitment, keeping commitment). Other scholars’ result of the study including Shimingni’s (2006), Zhunagweiren’s (2006), Diguibing’s (2005) is the same.

The study result shows organization change and organizational commitment have some relation in years’ researches. Yingyanliang (1989) found there is cause-effect relationship for the conformity between the cognition of inner environment and organizational commitment. The study from Liaoguofeng, Fanmiao, and Wuzhenchang shows that the cognition about uncertainty of expected organization change is lower, and the employees organizational commitment is higher. Cordey, Sevastors, Mueller & Parker (1993) pointed out the employee having higher organizational commitment would give up their positive attitude to organization reformation. Some scholars in home have the same result (the scholar including Lihanying, 1994; Chengtongbo, 1996; Diguibing, 2005; Xumingli, 2001; Zhangguoqin, 2005; Youfengzhu, 2005; Linzaizheng, 2005; Wukai, 2002).

To sum up, the essay assumes, on the whole, after private technical and vocational colleges reformed, the administration staff’s cognition of organization change has positive influence to organizational commitment and has negative influence to job stress, but job stress has negative influence to organizational commitment. That is to say, after private technical and vocational colleges reformed, administration staff’s cognition of organization change is positively helpful for organizational commitment directly, but through job stress, cognition of organization change is harmful for organizational commitment.

3. Research design and method

3.1 Research frame and hypotheses

Based on the study motivation, study aim and combining the analysis of some related literatures, finally give the research frame as picture one. In this study, cognition of organization change is independent variable, job stress is intermediate variable, and then use these two to study the influence of cognition of organization change to organizational commitment.

The purpose of using the administration staff in reformed private science and technology colleges as the object is to discuss administration staff’s cognition state of organization change, agreement degree of organizational commitment, and the response to job stress when the reformed private science and technology colleges face the furious competition in education market, and at the same time discuss influence of the cognition and job stress to organizational commitment. Therefore, use organizational commitment as dependent variable and job stress as intermediate variable to probe to the influence that cognition of organization affects organizational commitment. Figure 1 is the basic research frame. In addition, demographic
profile of respondents from administration staff including the age, gender, work seniority, marital status, education degree, work unit becomes one of the aspect of the study to discuss what differences would be about cognition of organization, job stress, and organizational commitment for profile variable, which is helpful to study whether there is notable discrepancy influence among cognition of organization change, job stress and organizational commitment.

<table>
<thead>
<tr>
<th>Cognition of Organization Change</th>
<th>Job Stress</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maladjustment cognition of organization change.</td>
<td>Maladjustment cognition of organization change.</td>
<td></td>
</tr>
<tr>
<td>Right sacrifice cognition of organization change.</td>
<td>Right sacrifice cognition of organization change.</td>
<td></td>
</tr>
<tr>
<td>Performance cognition of organization change.</td>
<td>Performance cognition of organization change.</td>
<td></td>
</tr>
<tr>
<td>Necessary cognition of organization change.</td>
<td>Necessary cognition of organization change.</td>
<td></td>
</tr>
</tbody>
</table>

Figure 1: Conceptual research framework

There are 1171 administration workers in this study who come from 12 reformed private colleges which was approved to reform. The colleges are Ronghua college, Qingyun college, Wanneng college, Hongguang college, Nantai college, Kunshan college, Jiayao college, Fuying college, Caoyang college, Mingxin college, Shude college. There 1171 questionnaires, 711 regaining questionnaires, 596 effective questionnaires, which is 50.8 percent of the total research objects. From the statistics of profile variable characteristic in effective samples, the number of female is more than male, and the ratio of female and male is 2:1; the number of people whose age is from 26-35 is the most and has 50.8%; unmarried person is more than married and has 54.4 percent; the ratio of work seniority from 1-6 years is highest having 52.0 percent; the majority is technical and vocational colleges and universities education in highest education aspect about having 59.6 percent.

According to the research framework and literature analysis, the study puts forward four hypotheses.

Hypotheses one: private science and technology colleges administration staff's cognition of organization change has negative influence on organizational commitment.

Hypotheses two: private science and technology colleges administration staff's job stress has negative influence on organizational
commitment.

Hypotheses three: private science and technology colleges administration staff's cognition of organization change has positive influence on job stress.

Hypotheses four: private science and technology colleges administration staff's cognition of organization change has negative influence on organizational commitment through job stress.

3.2 The research questionnaire

(1) The questionnaire about cognition of organizational change

The questionnaires in this paper come from Loumeixing's attitude scale of organization change. There are 18 questions after amending. The study just gets the factor that the eigenvalue is greater than one through the way of principal component, and then through rotation of varimax, the study can get four factors. The question reliability in these four factors is not bad. The reliability $\alpha$ is between 6906-.8777. Based on the conception of every four factor, the four factors are named by maladjustment cognition of organization change, right sacrifice cognition of organization change, performance cognition of organization change, necessary cognition of organization change.

(2) The questionnaire of job stress

The fourteenth's reliability is not very high ($\alpha$ if deleted=.7573), but if deleting this, the questions about this factor is less, so keep it. Based on the conception of every factor, the four factors are respectively named low welfare, unsuitable work, emergency work, and work place movement. If $\alpha$ is between 6042-.7403, the reliability can be accepted.

(3) The questionnaire of organizational commitment

The questionnaire is the modified from Chenruihui's (2002). There are 11 questions in the modified questionnaire. The study just gets the factor that the eigenvalue is greater than one through the way of principal component, and then through rotation of varimax, the study gets one factor. The question reliability in the factor is well. The $\alpha$ is .9241 on the whole, which is pretty good.

The answers can be divided five levels: strongly agreement which is 5 points, agreement which is 4 points, unqualified opinion which is 3 points; disagreement which is 2 points, strongly disagreement which is 1 point.

4. Research results and discussion

4.1 The analysis of the present situation about cognition of organizational change, job stress and organizational commitment

(1) The analysis of the present situation about cognition of organizational change

From the Table 1, cognition of necessary of organization change is the highest in administration staff's cognition of organizational change belonging to the level of agreement. The following order is cognition of performance of organization change, cognition of rights sacrifice of organization change, which is between the level of unqualified opinion and agreement, and cognition of maladjustment of organization change, which is between disagreement and unqualified opinion.
From the results, we can find the cognition of necessary of colleges change is clearest. And the employees know about the performance of organization reformation, and find their own rights ignored by colleges, but they can not be suitable for work and do not have any problems about post after organization change.

| Table 1 the average order of cognition factor organization change and test of difference of the average (N=596) |
|---|---|---|---|
| Factor | Average | Standard Deviation | test of difference of the average |
| 1 | (1) cognition of necessary of organization change | 4.07 | .53 |
| 2 | (2) cognition of performance of organization change | 3.46 | .73 |
| 3 | (3) cognition of rights sacrifice of organization change | 3.16 | .84 |
| 4 | (4) cognition of maladjustment of organization change | 2.29 | .69 |
| The total points | 3.24 | .35 | *p<0.001 |

(2) The analysis of the present situation about job stress

From the Table 2, the pressure from the urgent work is the main reason in private technical and vocational college administration staffs job stress being the level between agreement and unqualified opinion. The following is low welfare, and unsuitable work. The factor of change of work place is minimal being low-mid level. So administration staffs job stress mainly caused by emergencies and urgent work, for its responsibility is great and the time is not enough.

| Table 2 the average order of cognition factor job stress and test of difference of the average (N=596) |
|---|---|---|---|
| Factor | Average | Standard Deviation | test of difference of the average |
| 1 | (1) urgent work | 3.25 | .71 |
| 2 | (2) low welfare | 2.74 | .66 |
| 3 | (3) unsuitable work | 2.50 | .72 |
| 4 | (4) change of work place | 2.16 | .70 |
| The total points | 2.66 | .50 | *p<0.001 |
(3). The analysis of the present situation about organizational commitment

From the Table 2, the degree of private technical and vocational college administration staff s organizational commitment is between the level agreement and unqualified opinion. We can find after reforming the college, the administration staff do not have stabilized and strong commitment to the organization, and most people do not give any suggestion about this part.

Table 2 the average order of cognition factor job stress and test of difference of the average (N=596)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Average</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (1) urgent work</td>
<td>3.25</td>
<td>.71</td>
</tr>
<tr>
<td>2 (2) low welfare</td>
<td>2.74</td>
<td>.66</td>
</tr>
<tr>
<td>3 (3) unsuitable work</td>
<td>2.50</td>
<td>.72</td>
</tr>
<tr>
<td>4 (4) change of work place</td>
<td>2.16</td>
<td>.70</td>
</tr>
<tr>
<td>The total points</td>
<td>2.66</td>
<td>.50</td>
</tr>
</tbody>
</table>

(1)> (2) > (3) > (4)

4.2 Correlation analysis between cognition of organization change, job stress and organizational commitment

(1) The multiple regression analysis of cognition of organization change, job stress and organizational commitment

From the Table 4 and Table 5, we can see in reformed private technical and vocational colleges, administration staffs cognition of organization change positively affects organizational commitment (Beta = .166, P < .001), and job stress negatively affects organizational commitment (Beta = -.477, P < .001) while cognition of organization change can positively affects job stress (Beta = .320, P < .001). So cognition of organization change still negatively affects organizational commitment through job stress (.320 (-.477) = -.1526). Table 4 is its presentation. Therefore, although employees cognition of organization change is helpful to organizational commitment, through job stress it also has negative effect to it. So the hypothesis is proved right.

Table 4 organizational commitment multiple regression-coefficient table through the prediction of cognition of organization and job stress

<table>
<thead>
<tr>
<th>Prediction mode</th>
<th>non-standardization regression-coefficient</th>
<th>standardization regression-coefficient</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognition of organization change</td>
<td>.295</td>
<td>.069</td>
<td>.166</td>
</tr>
<tr>
<td>Job stress</td>
<td>-.587</td>
<td>.048</td>
<td>-.477</td>
</tr>
</tbody>
</table>

Notes: 1. Organization commitment is the dependent. 2. **P < .001
The stepwise regression analysis of cognition of organization change, work job and organizational commitment

From the table 6, cognition of right sacrifice after organization reformation, reformation performance cognition and reformation necessary cognition in the aspect of cognition of organization change have remarkable predicting effect ($P < .001$), when the factors influencing administration staff’s cognition of organization change and job stress are the independent and organizational commitment is the independent, but the cognition of right sacrifice after organization reformation is the minus prediction ($Beta = -.247$) and the reformation performance cognition and reformation necessary cognition are normal prediction ($Beta = .250$; $.208$). In the part of job stress, unfit work, low welfare and change of workplace have remarkable prediction effect ($P < .001$), but the two former are minus predication ($Beta = -.179 = -.183$), and the latter is normal prediction ($Beta = .088$). From the above results, the study proves that if the staff who are influenced by reformation necessary cognition, reformation performance cognition and workplace movement greatly, their organizational commitment are higher, while if the staff who has the stronger sense of right sacrifice, and feel the work do not suitable for him and the welfare is low, the organizational commitment is lower. Through
analyzing the above situation, the study finds that urgent work is really the biggest factor to job stress, but from the stepwise regression analysis, it do not has notable influence on organizational commitment. Maybe college administration staff is accustomed to this kind of work job and also has been accepted it.

<table>
<thead>
<tr>
<th>Prediction mode</th>
<th>non-standardization regression-coefficient</th>
<th>standardization regression-coefficient</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Standard error</td>
<td>Beta</td>
</tr>
<tr>
<td>1 Constant</td>
<td>4.810</td>
<td>.086</td>
<td>- .487</td>
</tr>
<tr>
<td>Rights sacrifice cognition of the reformation</td>
<td>-.357</td>
<td>.026</td>
<td>-.487</td>
</tr>
<tr>
<td>2 Constant</td>
<td>3.497</td>
<td>.150</td>
<td>-.371</td>
</tr>
<tr>
<td>Rights sacrifice cognition of the reformation</td>
<td>-.272</td>
<td>.026</td>
<td>-.487</td>
</tr>
<tr>
<td>Reformation performance cognition</td>
<td>.302</td>
<td>.029</td>
<td>.360</td>
</tr>
<tr>
<td>3 Constant</td>
<td>3.890</td>
<td>.152</td>
<td>-.289</td>
</tr>
<tr>
<td>Rights sacrifice cognition of the reformation</td>
<td>-.212</td>
<td>.026</td>
<td>-.289</td>
</tr>
<tr>
<td>Reformation performance cognition</td>
<td>.293</td>
<td>.028</td>
<td>.349</td>
</tr>
<tr>
<td>Unfit to work</td>
<td>-.220</td>
<td>.028</td>
<td>-.258</td>
</tr>
<tr>
<td>4 Constant</td>
<td>3.135</td>
<td>.199</td>
<td>-.299</td>
</tr>
<tr>
<td>Rights sacrifice cognition of the reformation</td>
<td>-.219</td>
<td>.025</td>
<td>-.299</td>
</tr>
<tr>
<td>Reformation performance cognition</td>
<td>.233</td>
<td>.029</td>
<td>.277</td>
</tr>
<tr>
<td>Unfit to work</td>
<td>-.192</td>
<td>.028</td>
<td>-.225</td>
</tr>
<tr>
<td>Reformation necessary cognition</td>
<td>.225</td>
<td>.039</td>
<td>.192</td>
</tr>
</tbody>
</table>
5. Conclusion and suggestion

The paper uses more than one thousand administration staff who are in 12 technical and vocational colleges as the study object and have random sample of 596 workers to survey the situation of cognition of organization change, job stress, and organizational commitment, and their relationship. Through analyzing the factors and the reliability, there are four factors for the cognition of organization change. Based on the staff's cognition strength, the order is cognition of necessary of organization change, cognition of performance of organization change, cognition of rights sacrifice of organization change, cognition of maladjustment of organization change from high level to low level. From the data, the staff has mid-high cognition to the necessary of college change and the performance of college and has mid recognition that their rights are ignored by the college, but that they do not feel that they are not
suitable for work and there is not some problems post after organization change.

On the aspect of job stress, through the factor and reliability analysis, the study gets four factors and based on the staff’s suggestion, the factors order that can cause job stress is urgent work, low welfare, unsuitable work, change of work place. From the study, we find administration staff’s job stress mainly caused by emergencies and urgent work, for its responsibility is great and the time is not enough. In the part of organizational commitment, the study just concludes one factor which is different with the former studies that have multiple factors. According to the research, the staff is chary of college commitment and do not have stabilized and strong commitment.

Further correlation analysis finds the hypothesis of this study can get support. On the whole, the reformed private technical and vocational college administration staff’s cognition of organization change has directly positive influence on organizational commitment, but through the job stress, it has negative influence on organizational commitment.

To detail, although administration staff’s cognition of organizational change (especially, cognition of necessary of organization change and cognition of performance of organization change) is helpful to improve organization commitment, cognition of rights sacrifice of organization change is harmful to organization commitment. In addition, the higher cognition of organization change the staff has, the heavier job stress the staff has. And it is taken for granted that job stress (especially coming from unsuitable work and low welfare) has been accepted by the staff, which have no affect to organizational commitment. So the result of correlation analysis shows administration staff’s cognition which is benefit for the organization is helpful to improve organizational commitment, and the cognition about individual’s right and job stress from unsuitable work and low welfare can be directly or indirectly reduce staff’s commitment to the organization.

According the research result, following is the suggestion that the paper puts forward.

(1) Private technology university authorities should communicate with the staff fluently about cognition of sacrificial rights after universities reformed which let employees know about it, accept it and promote it.

(2) If the college always give employees urgent work or give them to more, it displays that the college do not have any systematic solution to solve the problems. And the supervisors usually think if they can solve this situation, it just be fine and do not think about the fundamental way. Therefore, the study advises colleges to examine the outburst situation, urgent work, the responsibility and burden fully.

(3) In order to promote staff’s commitment and recognition besides the way that are mentioned above, staff’s workplace and post, and welfare system is much helpful to eliminate their hesitation to organizational commitment.
References

尹衍梁(1989)。組織變革策略對組織承諾之影響研究—以潤泰工業股份有限公司計算機化為例，台北市：台灣經濟能研究雜誌社。

陳彰儀(1995)。組織心理學，台北市：心理。

黃英忠(1988)。現代管理學，台北市：華泰。

謝安田(1985)。企業管理，台北市：五南。

尹曉穎(1994)。組織變革中人員精簡方案與被留任人員之組織行為的關係，國立台灣大學商學研究所碩士論文。

杜佩蘭(1999)。組織承諾、角色衝突與工作滿足及其相關原素之研究—以高雄市政府主計處外派人員為例，國立中山大學人力資源管理研究所碩士論文。

李漢盈(1994)。組織變革中員工態度之研究—我國國營電信事業員工的調查分析，國立政治大學公共行政研究所碩士論文。

吳鍇(2002)。變革知覺所生成的壓力回應對組織承諾影響之研究—以郵政總局民營化變革為例，國立中山大學人力資源管理研究所碩士論文。

林月盛(2002)。國民中學教改壓力、組織衝突、權力運用與組織承諾關係之研究，國立高雄師範大學教育研究所碩士論文。

林少龍(1995)。組織原素、工作壓力與組織承諾之相關研究，中國文化大學國際建築管理研究所碩士論文。

林贊正(2005)。台灣金控公司之組織變革、組織公平、員工作壓力與組織承諾關係之研究，東海大學建築管理研究所碩士論文。

邱馨儀(1995)。國民小學校組織文化與教師組織承諾關係之研究，南華大學管理研究所碩士論文。

施明妮(2006)。教育大學教師工作壓力與組織承諾之研究—以屏東教育大學為例，國立屏東教育大學教育研究所碩士論文。

翁俊明(2002)。華視工程製作中心人員工作滿足、工作壓力與組織承諾關聯性之研究，銘傳大學傳播管理研究所在職專班碩士論文。

徐敏莉(2001)。中華電信員工對民營化變革的態度與組織承諾之關聯性研究—以中區分公司為例，朝陽科技大學企管系碩士班未出版之碩士論文。

莊維仁(2006)。彰化縣國小教師工作壓力、組織公平與組織承諾之研究，大葉大學人力資源暨公共關係學系碩士在職專班碩士論文。

莊國欽(2005)。組織變革認知、心理契約與組織承諾關係之研究—以某軍事機關為例，開南管理學院企業管理系碩士論文。

梁瑞安(1990)。教師組織溝通、角色壓力與組織承諾關係之研究，國立高雄師範大學教育研究所碩士論文。

陳同柏(1996)。組織變革中員工態度之研究—乙中油公司民營化變革為例，國立中興大學企業管理研究所碩士論文。

陳志偉(1997)。工作特性、工作壓力與組織承諾之相關研究—以中部地區企業員工為例，東海大學工業工程研究所碩士論文。

葉雅倩(1996)。省營事業機構人員精簡方案對留任員工組織行為影響之研究，政治大學公共行政研究所碩士論文。

張惠英(2001)。國民小教師工作價值觀、工作生活質量與組織承諾關係之研究，屏東師範學院國民教育研究所碩士論文。

張瑞村(1998)。進階工業頭班學校校長領導行
為、教師組織承諾關係與學校效能關係之研究。國立政治大學教育研究所博士論文。

張瑞芬(1989)。特殊教育教師工作壓力及其因應模式之研究，國立台灣教育學院特殊教育研究所碩士論文。

郭振山(2003)。個人屬性、組織變格認知與工作壓力之關聯性研究，以中華電信國際電信分公司，國立交通大學經營管理研究所碩士論文。

黃彩臻(2003)。醫院行政人員的人格特質、工作壓力、工作投入、專業承諾及工作績效之相關性研究，南華大學管理研究所碩士論文。

遊鳳珠(2005)。探討組織變革認知、組織氣候、工作壓力及個人屬性與組織變格認知之關聯性研究，南華大學管理研究所碩士論文。

楊志弘(1998)。電視台業務部業務員工作壓力、工作滿足與組織承諾之關係性研究，銘傳大學傳播管理研究所碩士論文。

翟桂賓(2005)。組織變革下員工心理狀態與組織承諾之關聯性研究——前程發展與訓練之干擾效果，國防管理學院資源管理研究所碩士論文。

劉春榮(1992)。國民國小組織架構、組織承諾與學校組織效能關係研究，國立政治大學教育研究所博士論文。

樓欣美(2003)。員工變革認知、人格特質對工作態度之影響－－以教育訓練為干擾變項，國立中山大學人力資源管理研究所碩士論文。

鄭乃壬(1992)。國營事業人事制度與組織承諾關係之研究，國立中山大學企業管理研究所碩士論文。

簡宏江(2000)。論抗拒變革的原理，育達研究叢刊，1：35。

行政院勞工委員會(1995)。勞工安全衛生研究報告—國人工作壓力量表之建立，行政院勞工委員會勞工安全衛生研究所編印。

張明輝(1997)。學校組織的變革及其因應策略，教育研究集刊，38：2-21。

教育部技職司(2003)。技職教育的現況，問題與發展策略，技術與職業教育雙月刊，73：2-9。

楊文雄(1990)。教育組織革新策略與發展的方法，教育文粹，19：159-176。

廖國鋒、范淼、吳振昌(2001)。預測組織變革不確定性認知對員工工作回應影響之研究，大葉大學工業關係管理本質與趨勢學術研討會。


行政人員面對組織變革認知與組織承諾關係之研究

洪麗美
大葉大學管理學院博士班／弘光科技大學餐旅管理系

收到日期：97.3.31  修訂日期：97.4.17  接受日期：97.4.21

摘要

本研究以國內十二所私立技專校院改制為科技大學的一千多位學校行政人員為研究對象，其中596位行政人員為樣本，對其學校改制過程中的組織變革認知、工作壓力及組織承諾現況及其間之關係加以研究。結果發現，在組織變革認知方面，行政人員對於學校改制的必要性及改制效益有中高程度的認知，也中等程度地意識到自身權益被校方漠視且缺乏溝通，但較不會覺得學校改制後有工作、職位等各方面適應不良的問題。在工作壓力方面，改制後行政人員的工作壓力最主要還是來自於要應付突發狀況或緊急交辦事項，擔負責任重，但時間上卻應付不來的壓力情況。在組織承諾方面，改制後的學校行政人員，對於學校的承諾採取比較保留的態度，並未顯示出有穩定、堅強的承諾感。

進一步的關聯性分析發現，雖然學校行政人員的組織變革認知對於提高其組織承諾有所幫助（尤其是改制效益認知、改制必要性認知），但其中改制權益犧牲認知對於組織承諾卻是有害的；另外，伴隨著愈高的組織變革認知，也相對產生愈高的工作壓力，而工作壓力（尤其是來自於工作不適合、低福利制度的工作壓力）可進而對其組織承諾會產生相當大的負面傷害效果。

關鍵詞：私立科技大學、組織變革認知、工作壓力、組織承諾