

**The Influence of Cross-cultural Communications on
Affective Commitment of Migrant Workers**

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ABSTRACT

In this globalized world, it is usual for workers to be employed overseas. Labor market no longer refers to domestic manpower; it represents the whole global labor market instead. This indicates people from different culture must work together, and the issue of cross-cultural communications is becoming one of the key issues in management. However, cross-cultural communications in Taiwan has not been paid much of attention.

Because of the increase number of migrant workers, this study investigates the relationships between HR practices and affective commitment of migrant workers through cross-cultural communication effectiveness. The results show that:

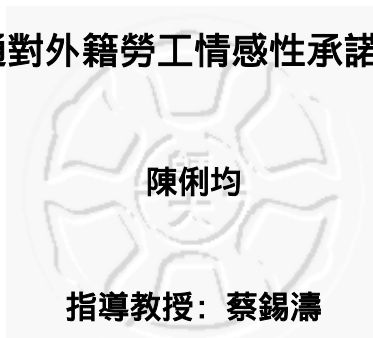
1. The relationships among HR practices (training, performance appraisal, rewards, and benefit), ECCC and affective commitment are all positive.

2. Only ECCC and one of the HR practices – training could explain the variance in affective commitment of migrant workers, while performance appraisal, rewards and benefit have no significant influence. Besides, both training and ECCC influence affective commitment significantly. This implies that the better migrant workers' perception of training and ECCC in the organization, the higher their affective commitment.

3. ECCC will moderate the relationship between training and affective commitment. The negative effect of ECCC on affective commitment shows training can compensate the deficiency of communications.

Keywords: cross-cultural communications, effectiveness of cross-cultural communications (ECCC), HR practices, affective commitment, migrant workers

跨文化溝通對外籍勞工情感性承諾影響之研究



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中文摘要

在這全球化的時代，受雇於海外工作是普遍而常見的。當提到勞動市場時，指的不再限於國內人力，而是指全球勞動市場。這表示不同文化的工作者必須一同工作，也因而讓跨文化溝通成為重要管理議題之一。然而，跨文化溝通在台灣到目前為止並未受到太多注意。

由於在台外籍勞工人數的增加，本研究透過跨文化溝通的觀點，調查人力資源實務與外籍勞工情感性承諾之間的關係。研究結果顯示：

一、人力資源實務(包括訓練、績效評估、獎酬系統與福利制度)、有效跨文化溝通及情感性承諾之間的關係均為正向相關。

二、只有訓練及有效跨文化溝通能解釋外籍勞工情感性承諾的變異；而績效評估、獎酬系統與福利制度並無顯著影響。此外，訓練及有效跨文化溝通對情感性承諾有正向顯著影響，表示當外籍勞工到組織中受到的訓練越好，知覺跨文化溝通越有效時，其對組織的情感性承諾也越高。

三、有效跨文化溝通會干擾訓練與情感性承諾之間的關係。其干擾效果顯示訓練能補償溝通的不足。

關鍵字：跨文化溝通、有效跨文化溝通、人力資源實務、情感性承諾、外籍勞工