

摘 要

政府採購法於民國 88 年 5 月 27 日施行後，使政府的採購作業走向專業化，其中對採購的組織結構及作業流程產生很大的變化。採購人員除對採購過程之招標、決標、訂約、執行、驗收、付款、保固責任等複雜程序須相當瞭解外，也須對採購的內容、規格、物品等有深刻的認識，才能成爲稱職的採購人員。所以，採購人員須長期培養，才能達到各機關期望的效果。但研究結果發現，目前採購人員之流動率頗高，尤其是女性的採購工作者，離職率更居高不下，其主要跟採購組織及工作滿足有相當大的關係，進而影響採購效率。

因此本研究希望藉由人的面向去探討政府採購法實施後採購組織對人員之工作滿足及採購效率之影響，並以中央機關、地方機關以及國營事業等之採購人員爲研究對象，運用問卷調查、訪談等研究方法進行實證研究，嘗試發覺現行採購組織及人員面臨之問題及可能解決之建議。經實證研究結果，本研究發現如下：

- 一、女性較不願意或較不適合擔任採購職務。
- 二、採購人員學歷普遍偏高，且男性高於女性、新加入者高於現任者。
- 三、採購人員之離職率頗高。
- 四、採購人員對「採購組織」有正面認同，對「工作滿足」爲負面認同，對「採購效率」居中而較無意見。
- 五、「採購組織」與「工作滿足」之間有「中度之正相關」，也就是採購組織的改善，可能增加採購人員的工作滿足。

- 六、「採購組織」與「採購效率」之間有「較低度之正相關」，也就是採購組織的改善，可能提升採購效率。
- 七、「工作滿足」與「採購效率」之間有「中低度之正相關」，也就是工作滿足的提升，亦可能提升採購效率。
- 八、年齡、職務身分、官等等各組別，對「工作滿足」有顯著差異；也就是較高年齡、主管身分及較高官等之採購人員，其工作滿足感較高。
- 九、年齡、職務身分等各組別，對「採購效率」有顯著差異；也就是較高年齡及主管身分之採購人員，認為較能提升「採購效率」。

經由研究發現，擬提供幾項看法，作為機關改善採購組織之建議

- 一、採購組織應朝向「多半有機式組織」¹改善，除可重視採購工作的專業性質外，組織運作亦可適度由權威式的集權管理加以節制。
- 二、加強採購人員的「工作滿足」因素：（一）採購人員專業加給之給與，（二）增加升遷項目並對升遷方式提出具體作法。
- 三、加強採購專業人員的在職訓練以提高採購效率。
- 四、建立獎勵制度、工作豐富化以及輪調制度，以降低採購人員流動率。
- 五、女性在採購工作中，應給予較寬廣的發揮空間及升遷機會。

關鍵字：政府採購法、採購人員、採購組織、工作滿足、採購效率

¹ 有關「多半有機式組織」之解釋，於第二章第二節部門（採購組織）設計之內文說明。

Abstract

Since the Government Procurement Law was administered on May 27, 1999, the procurement transaction has been professionalized, the organizational structure and the implementing process have also been changed dramatically. In addition to the complicated procedures of tendering, award of contracts, administration of contract performance, implementation, inspection and acceptance, paying the account and the responsibility of maintaining a product's original function, procurement personnel also need to have deep understanding of the content, specification and the product itself, so that they may become competent procurement personnel. Therefore, in order to meet the anticipated effect of all entities, a long time is needed to cultivate procurement personnel. However, a research finds out that procurement personnel change jobs frequently, especially female employees. It is mainly because procurement organization and their job fulfillment, thus, procurement efficiency is (greatly) influenced.

Accordingly, the purpose of this study is to find out how procurement personnel's job fulfillment and procurement efficiency are influenced by procurement organization after the Government Procurement Law was administered from the humanity's perspective. The research is conducted by means of questionnaires, interview on government procurement personnel of central and local government agencies as well as government-owned enterprise. We try to find out problems faced by procurement organization and personnel and suggestions of possible solutions. By means of practical-proved research, we have the following conclusion:

1. Females are more unwilling or not suitable for the job of procurement.
2. In general, procurement personnel have received relatively high education. Generally speaking, Males higher than female, and new comers higher than incumbent staffs.
3. Procurement personnel's resignation rate is relatively high.
4. Procurement personnel have positive recognition on procurement organization; they have negative recognition on job fulfillment; they have no opinion about procurement efficiency.
5. Procurement organization is in direct proportion to job fulfillment at an intermediate degree. In other words, the improvement of procurement organization may add the job fulfillment of procurement personnel.

6. Procurement organization is in direct proportion to procurement efficiency at a lower degree. In other words, the improvement of procurement organization may promote the procurement efficiency.
7. Job fulfillment is in direct proportion to procurement efficiency at a lower-intermediate degree. In other words, the promotion of job fulfillment may also raise the procurement efficiency.
8. Different groups in age, official position and official title show significant difference in job fulfillment, that is, procurement personnel will have more job fulfillment if they have higher status, being the chief or senior in age.
9. Different groups in age and position in an office show significant difference in procurement efficiency, that is, procurement personnel have more confidence in raising the procurement efficiency if they are older or being the chief in the office.

I would like to offer the following viewpoint as the suggestions for entities to improve their procurement organization:

1. We can improve the procurement organization towards “Most organic organization”. In addition to paying much attention to the professional quality of procurement, the operation of the organization could appropriately be controlled by means of authoritative management of power concentration.
2. Strengthen factors of procurement personnel’s job fulfillment:
 - (1) Offer professional bonus for procurement personnel.
 - (2) Increase promoting items and develops concrete measures for promotion.
3. Intensify professional procurement personnel’s training on the job so that the procurement efficiency can be promoted.
4. Establish systems such as encourage by rewards, transfer by turns and make the procurement job plentiful. As a result, a lower rate of job changing can be expected from procurement personnel.
5. Female procurement personnel should be given more chances to bring their skills into fully play and more opportunities for promotion.

Key word: the Government Procurement Law, procurement personnel, procurement organization, job fulfillment, procurement efficiency.