

摘要

本研究目的在於探究組織面對外在壓力下所形塑的組織變革能耐內涵，以及智慧資本觀點 HRD 實務在組織變革過程中所扮演的角色與實質內涵。研究個案來自於 1994-2005 年天下雜誌所選出的標竿企業，包括 9 家個案公司與 21 項變革事件，透過深度訪談與次級資料進行資料蒐集，並採用紮根理論進行資料分析。

研究結果發現，有二種路徑影響個案公司形塑或強化組織變革能耐，不同路徑的走向來自於在組織變革過程中遭遇變革阻力的類型。當個案公司未遭遇變革困境或員工心態衝擊程度小時，採行第一種路徑，即企業平時透過智慧資本觀點之 HRD 實務扮演的策略性角色所累積的智慧資本，有助於在變革當下轉化為組織變革能耐，並順利推展變革活動。另一方面，若遭遇內外部衝擊的交互作用，產生變革困境，原有的組織能力無法因應時，個案公司會採行第二種路徑自主性的調整與學習，透過促進性角色的智慧資本觀點之 HRD 實務，持續強化與形塑組織變革能耐，以克服組織困境，並有助於成功推行變革。

二種路徑所形成組織變革能耐內涵包括：穩固人心的企業文化價值、領導者的信任式領導能力、領導者持續性的執行力、專業導向的員工賦權、參與式的變革承諾、管理制度系統化、跨越邊界的系統化溝通、以及開放式的組織學習能力。外在環境壓力僅是引起組織改變的導火線，因為影響組織變革能耐內涵的差異化，同時包括了幾項連結性因素：變革驅動因子、變革行動類型、變革阻力的類型、與組織變革能耐的發展路徑，而外部環境壓力僅是變革驅動因子中的起始點。

在以上二種組織變革能耐發展路徑中，智慧資本觀點的 HRD 實務扮演了策略性或促進性的角色，有助於培植組織變革能耐，或強化組織變革能耐促使變革成功。除了策略性與促進性角色，智慧資本觀點之 HRD 實務在變革過程中也扮演維持性的角色，產生作業性能耐協助組織維持每天正常運作的績效。這些作業性能耐包括：員工的工作職能、員工的工作績效、組織成員平時的互動等等。

無論是扮演維持性、策略性、或促進性角色，智慧資本觀點 HRD 實務的組成內涵包括發展型、建構型與合作型的 HRD 構形，但是不同角色的 HRD 實務具有差異化的組成要素。透過發展型、建構型與合作型 HRD 構形，得以發展人力資本，建構組織資本，培養社會資本，而經由長時間所蓄積的智慧資本，有助於形成組織變革能耐或作業性能耐。本研究依據研究結果推展出 10 項研究命題，建構形塑組織變革能耐的變革模式，並提出相關的管理意涵。

關鍵字：人力資源發展實務、組織變革能耐、智慧資本

Abstract

This study aims to explore the organizational capacity for change (OCC) under external pressures facing firms and the roles of intellectual-capital HRD practice in the organizational change process. Cases were obtained from benchmarking enterprises selected by Commonwealth Magazine from 1994 to 2005, including nine cases and twenty-one change events. In-depth interviews and secondary data were collected and analyzed by grounded theory procedures.

The research findings show that the target companies adopted two paths to develop and shape OCC. Change resistance is obvious to be the influential factor. First, under low-degree of employee resistance, the intellectual-capital HRD practice plays the strategic role to accumulate intellectual capital, which is transformed into OCC during the organizational change. Second, change difficulties are generated from both external and internal shocks during transformation, then the target cases develop or strengthen new OCC to solve problems. And intellectual-capital HRD practice plays the facilitating role in the second path.

Eight dimensions forming OCC are derived from the above two paths, including company culture value, trustworthy leadership, continuous execution, employee empowerment based on expertise, participative change commitment, systems management, systems communication across boundaries, and open organizational learning. External environmental pressure only is the fuse in change drivers, and the sequential process of change drivers, change types, change resistance, and the OCC path determine the differential OCC.

Intellectual-capital HRD practice plays the strategic or facilitating role in different OCC development path to make change implementation successful. Besides, it is a maintaining role to generate operational capability, including employee competence, employee job performance, and employee interaction, to sustain operational performance.

The components of intellectual-capital HRD practice are developmental, constructive, and collaborative HRD configuration, which yield human capital, organizational capital, and social capital, respectively. The long-term intellectual capital accumulation facilitates to shape OCC or operational capacity. Finally, the research proposes ten propositions to construct the change model shaping OCC and derived managerial implications.

Keywords: Human Resource Development Practice (HRD Practice), Organizational Capacity for Change (OCC), Intellectual Capital

