

## 摘要

「中華人民共和國勞動合同法」於 2008 年 1 月 1 日施行，導致企業用人成本提高，於是企業開始採取一些變革策略，這些策略包括 1.全盤接受 2.廠區內遷 3.招聘退休人員 4.自動化及工作外包 5.遇缺不補或凍結人事 6.要求員工辭職 7.裁員 8.勞動契約到期不續簽 9.提前簽定勞動契約 10.轉移員工至派遣公司 11.歇業 12.關廠 13.外移 14.棄廠潛逃等。本研究依照「接受法令」的程度，將 14 項變革策略分為『接受法令』、『接受但有措施因應』、『閃躲法令規定』及『不接受規定』等四類，總計收集大陸台商及員工有效樣本 168 份，並進行這四類在員工心理契約、組織承諾、組織核心競爭力、及組織績效量表上的信效度分析、變異數分析、及事後考驗，希冀可以作為政策發展者及企業決策者之重要參考。

本研究結果顯示：1.各量表之信效度頗高，在心理契約、組織核心競爭力、與組織績效方面，『接受法令』組顯著地優於『閃躲法令規定』組。2.在心理契約及組織績效方面，『接受法令』組的分數也顯著地比『接受但有措施因應』組及『不接受規定』組為佳。3.若將『接受法令』、『接受但有措施因應』歸為接受組，『閃躲法令規定』及『不接受規定』歸為拒絕組時，接受與拒絕組在員工心理契約、組織核心競爭力、及組織績效皆有顯著的差異。最後，研究者嘗試提出「變革策略之競爭力模式」。

總而言之，本研究結果支持心理契約、組織承諾對組織核心競爭力、及組織績效的影響，且亦支持組織核心競爭力對組織績效的影響。另外，建議後續研究者或可配合人力銀行或中國學術研究單位，再進一步進行縱貫性研究。最後本研究提出後續學術研究與實務應用之建議。

**關鍵字：**勞動合同法、變革策略、心理契約、組織承諾、核心競爭力、組織績效。

## Abstract

"Labor Contract Law" in People's Republic of China was implemented on January 1, 2008. Since this Law, the corporate was increased personnel costs and started taking some change strategies. These change strategies including: 1. Entirely accept 2. Moving the factories to inland 3. Recruiting retirees 4. Automation and job-outsourcing 5. Recruiting freeze 6. Asking Staff for resignation 7. Layoff 8. Contract un-renewed 9. Signing contracts before the Law was implemented 10. Transferring staffs to temporary worker services 11. Shutting down the business 12. Closing factories 13. Relocation 14. Abandoning factories and absconding. According to the degrees of "acceptance of the Law", this study divided these change strategies into four categories, including "Accept", "Accept, but taking actions", "Dodging the Law by taking actions", and "Un-accept".

This study collected 168 samples, and used ANOVA and post-tests to know how these strategies can influence on employees' psychological contract, employees' organizational commitment, organizational core competitiveness and organizational performance.

According to the results of this study: 1. the reliability and validity of the scales were high, and the scores of "Accept" in employees' psychological contract, organizational core competitiveness, and organizational performance were significantly higher than the scores of "Dodging the Law by taking actions"; 2. the scores of "Accept" in employees' psychological contract and organizational performance were significantly higher than the scores of "Accept, but taking actions" and "Un-accept"; 3. when author divided these four categories into accept group and refuse group, there are significant difference between the scores of employees' psychological contract, organizational core competitiveness, and organizational performance. Finally, "Organization change of competitiveness model" was proposed.

In summary, this study showed that employees' psychological contract and organizational commitment do have the influence to organizational core competitiveness and organizational performance. It also showed that the organizational core competitiveness can influence the organizational performance. In conclusion, the model of this study and substantial suggestions were proposed for follow-up academic studies and practical applications.

Keywords: Labor Contract Law, change strategies, psychological contract, organizational commitment, core competitiveness, organizational performance.