

摘要

本研究之主要目的在於探討「人力資源政策制定」對「組織競爭力與績效」之影響，並依此發展人力資源政策內涵與運作過程之評量工具。在透過對領導才能、組織使命、人力資源政策、組織文化、與組織競爭力、績效等變項關係探討後，進而運用結構方程模式之統計方法，嘗試發展「人力資源政策之競爭力模式」，以提供後續相關研究與實務應用之參考。

本研究透過嚴謹編製程序，針對研究變項編製相關量表，並進行專家會議與信效度及因素分析。此外，本研究採立意抽樣方式共蒐集 136 份樣本，經過統計分析後，結果顯示本研究所發展的「領導才能」、「組織使命」、「人力資源政策」與「組織文化」等量表的內部一致性信度皆在.90 以上，且在效標關聯效度(與組織績效之 r 值介於.59-.71 之間)檢驗上皆達顯著的效果。另外，本研究「人力資源政策量表」中的政策內涵部份，研究分析發現，此量表包含「執行型人力資源政策」及「策略型人力資源政策」兩個向度，其分量表之內部一致性信度分別為.96 與.93，而在效標關聯效度(與組織績效之 r 值分別為.62 與.60)檢驗上亦皆具有顯著效果。

最後，本研究之假設考驗及模式驗證之結果顯示：1.領導才能乃是透過組織使命影響人力資源之政策表現；2.在人力資源政策部份，政策內涵對組織文化具有正向顯著的效果，但政策運作過程與組織文化僅有正向顯著相關，政策運作過程無法預測組織文化；3.策略型人力資源政策並未比執行型人力資源政策對組織文化具有更正向的顯著效果；4.執行型人力資源政策與策略型人力資源政策，透過對組織文化強度的影響，提升組織之競爭力與績效表現。研究者最後針對研究結果及修改後的「人力資源政策之競爭力模式」，與對未來的學術研究及實務應用提出具體的建議。

關鍵詞：領導才能、組織使命、人力資源政策、政策運作過程、組織文化、組織競爭力、組織績效

Abstract

The main purpose of this study was to investigate the influence of organizational competitiveness and performance from the contents and processes of human resource policy (HR policy), and try to develop the questionnaires for evaluating HR policies. This study investigated the influence model through the variables, such as leadership competencies, organizational mission, HR policy, organizational culture, organizational competitiveness and organizational performance, to construct the model of how HR policies influence organizational competitiveness and performance.

This study adopted literature review and questionnaire survey to collect data. The sample of this study is 136. Through the empirical data analysis, it showed that the questionnaires of this study have high reliability (.93-.97) and significant validity (.59-.71).

According to the results of correlation and Structural Equation Modeling (SEM) analysis: 1. leadership competencies influence HR policy through organizational mission; 2. When author divided HR policy into contents and processes, the contents had significant and positive influence to organizational culture, and the processes had only positive correlation to organizational culture; 3. Compare to the administrative policy, the strategic policy doesn't have more significant and positive influence to organizational culture; 4. HR policy can influence organizational competitiveness and performance through organizational culture. In conclusion, the model of HR policies of competitiveness and substantial suggestions were proposed for follow-up academic studies and practical applications.

Keywords: leadership competencies, organizational mission, HR policy,

organizational culture, organizational competitiveness, organizational performance