

Chapter 1 Introduction

1. Introduction

The Republic of China's (R.O.C) civil service system has been reformed several times after the government moved into Taiwan in 1949. During the latest reformation, the civil service system has been amended several times to meet the requirements of national development, Changes in government, and social and political environment. As the system has been enforced for more than 40 years, The Performance-Oriented Policy is the basic of personnel management. It represents that ¹Performance Management is the main object of Governmental Reform. Since reasonable and fair Evaluation System is the core of Civil Service, the new trend of Governmental Reform and Organization Reform will influence Evaluation System and it will be the key attribute to the career development of Civil Servant and work morale; we have to establish a new Evaluation System standard according to performance in the public sectors in order to be in the leading position in the competitive environment. To construct Evaluation System, we have to not only be responsible for a new Public Management, but also consider the motivation of civil servants in public sectors in Taiwan.

Although Hong Kong was returned China, Hong Kong still continue to have an advanced personnel management under the “²fifty-years no change” principle. The Hong Kong Police is one of the best-trained, most highly motivated and dedicated

¹ Pin-Yu Chu and Hsuan-Jung Wang, “Benefits, Critical Process Factors, and Optimum Strategic Successful ISO9000 Implementation in the Public Sector Examination of Public Sector Services in Taiwan” *Public Performance & Management Review*, Vol. 25, No. 1 (Sep., 2001), pp. 105-121

² Grace O.M. Lee and Ahmed Shafiqul Huque (1996), “Hong Kong: Administrative Reform and Recent Public Sector Changes — The Institutionalization of New Values” *Australian Journal of Public Administration*, Vol. 55, No.4 (Dec, 1996), pp.13-21,

police forces in the world. International law enforcement bodies rank it among the most professional of its kind. It has also, to an almost unprecedented extent in Asia, won the trust and faith of the people it was created to serve.

Modernizing the personnel system through the creation of a professionally competent administrative corps has become one of the major components of the government's administrative reform efforts. The adoption of the civil service system is the most comprehensive reform of the personnel system in the history of the P.R.C. Establishing a Chinese civil service system requires both the adoption of new rules, and the adjustment and displacement of old practices. A quick review will show that the Chinese reformers have several main objectives. They wish to establish a highly qualified and professional administrative corps that can successfully lead the country toward modernization; a merit-based performance evaluation system that rewards good employees and punishes poor ones; open and fair competition in recruitment and promotion to assure the quality of government officials, which in turn will improve the quality of government decisions; and a system based on the “³rule of law” rather than the “rule of man” that is blamed for widespread abuse of power and corruption among government officials. Following the advanced management system of the western country, China’s police personnel management has been improved since the mid 1980s.

The purpose of this study is to measure satisfaction with evaluation system in the Taipei, Hong Kong and Shanghai City Police Department as a motivational concept. It would also look to provide some opinions and suggestions for improvement among these departments.

³ W. Pan, “Toward a Consultative Rule of Law Regime in China” *Journal of Contemporary China*, Vol. 12, No. 34, (Jan 2003), pp.3-43(41).

In conclusion, it was established that the motivational strategies adopted by management in the police's evaluation system has a significant effect in enhancing employee efficiency.

1.1. Research Motive

The concept of motivation is derived from the Latin word “movers” which means, “to move”, therefore one can say literally that motivation is the process of awaking movement in the organism. Taylor (1905)⁴, was the first management theorist to concern himself with motivation. People only respond if given financial reward and supervised. This idea was also supported by Adam Smith ⁵and Porter and Lawler in their respected books. Vroom⁶, (1982) using money as a motivator to motivate behavior, said employees must both desire it and believe that it will be forthcoming if they behave in the manner prescribed.

A reward is presented after the occurrence of an action (i.e. behavior) with the intent to cause the behavior to occur again. This is done by associating positive meaning to the behavior. Rewards can also be organized as extrinsic or intrinsic. Extrinsic rewards are external to the person; for example, praise or money. Intrinsic rewards are internal to the person; for example, satisfaction or accomplishment.

We read from newspapers ⁷or magazines that the police force is involved in

⁴ L.T. Higgins ;C. H. Sun, “The development of psychological testing in China” *International Journal of Psychology*, Vol. 37, No 4, (Aug 2002) pp. 246-54(9).

⁵ Thomas G. Rawski, “Implications of China's Reform Experience” *The China Quarterly*, No. 144, Special Issue: China's Transitional Economy (Dec 1995), pp. 1150-73.

⁶ Roger Gill, *Theory and Practice of Leadership* (N.Y. Sage Publication Ltd, 2006), pp. 408.

⁷ Cited at FTV, “1 年 2 百萬嘉獎 警敘獎被批浮濫” from <http://news.ftv.com.tw>(2007/04/08 07:09)

corruption or violate regulations and citizens feel that the police force should be strictly and has impartial discipline. We also learned that the police force should have a higher standard of discipline than ordinary civil servants, and should be praised and encouraged more.

The police force in Taiwan is often accused of the current performance evaluation system is not very fair, just and open, the rewards are much more than punishments, and the rewards go to top level officials and the punishments go to the low level staffs. It is in view of the above that motivated the study of this research. For example, the police force has to be motivated if an organization's goal is to increase morale.

The major problems are that the police in Taiwan are poorly motivated by management on the job and they react negatively by not improving on job.

Satisfaction measured in terms of employees output can affect any organization in two ways. It is either negative or positive. This is because output is linked in a direct way to capital accumulation. Thus when motivation is on the increase, it affects the organization positively, since it will not only be able to meet overhead commitment, but also be able to declare some profits. In a situation where morale is on the low side, it has a negative impact on the organization. The employment and sustenance of a well-motivated workforce is from the foregoing not debatable.

Personnel evaluation is not a new concept in China's personnel management practices. In the old cadre system; however, the overriding criteria were political loyalty and social class background. The new civil service system favors merit and performance instead. The Provisional Regulations state that civil servants⁸ will be comprehensively

⁸ Bill K. P. Chou, "Civil Service Reform in China, 1993-2001: A Case of Implementation Failure China" *An International Journal* , Vol. 2, No 2, (Sep 2004) pp. 210-34.

evaluated (through self-evaluation, peer assessment and appraised by superiors) for "moral integrity, ability, attendance and achievements, and concentration on actual work performance". There are no standard definitions for these criteria, but most descriptions include the following indicators: moral integrity (political attitude, moral character, professional ethics, an obedience to law); ability (professional and management skills); attendance (number of days worked and diligence); and achievement (the quality, quantity and outcome of the work). Unfortunately, the definition of these subdivisions lacks enough meaningful information to evaluate performance. Establishing professional administration is a major challenge to the existing cadre system for China's personnel reform.⁹

Many police forces today are motivated by many different intentions. Some of these causes are considered as a needed entity or as a desired. Many department's all over the globe throughout the past hundred years have focused on theories that motivates the police forces to be the best they can be. Many of the theories of motivation have proven to be true. In this day of age most police forces are well educated to a very high standard and for that they demand a reasonable salary and good working conditions. Each individual is unique in which each individual have different needs and wants. What needs and wants of motivation do the police forces in these police departments require?

1.2. Research Question and Range

1. What kinds of motivation are more effective for evaluation system among these city police departments?
2. How to measure performance, eliminate corruption, and attract qualified personnel

⁹ Zhang Wei Ying, "Plan for Reforming Beijing University's Engagements and Promotions System", *Chinese Education & Society*, Vol. 38, No 2, (Mar-Apr 2005) pp.7-61.

when economic development offers better employment opportunities in non-government sectors, are all major challenges of the reforms of evaluation system now under way in these city.

1.3 Research Structures

This study contains five chapters and description in brief in each section as shown below:

1. Chapter one outlines the research backgrounds and motivations, objectives, procedures and the structure of this study.
2. Chapter two describes and reviews the previous literature related to the current civil servant evaluation system, reward-punishment system and practice in Taipei, Hong Kong and Shanghai, and theories of above system.
3. Chapter three presents the research hypotheses, research methods of participants, in-depth interviews and data analysis.
4. Chapter four presents sample and data collection, data aggregation analysis, the basic characteristics of respondents, descriptive statistics of research items, factor analysis, and chi square test.
5. Chapter five emphasizes on findings, suggestions and limitations in the Taipei, Hong Kong and Shanghai City Police Department.

1.4 .Research Steps

