Part 1

一、試回答下列問題：

（一）試就工作觀念、工作倫理及工作個性說明傳統勞工與現代勞工的特質(10%)

（二）試就策略觀點說明組織為達其目標，人力資源管理的基本理論及其運用的策略(10%)

（三）試解釋下列人力資源管理用語的意義：(10%)

　　　1.工作評價(job evaluation)

　　　2.暈輪效果(halo effect)

　　　3.燙爐法則(hot stove rule)

　　　4.評價中心(assessment center)

　　　5.人力資源審計(human resource auditing)

二、政府近兩年來力倡「人事減肥」、「行政革新」，導致政府部門的組織及制度產生一些變革。若您身為某公司的高階主管，貴公司總經理深感於公司內部的組織及制度需要做一些變革，同時也需要引進一些新技術與制度，因此他希望由您來負責此一專案，而您也知道，在進行此項工作時會引發支持變革的「變革力量」（Change force）和反對變革的「抗拒力量」（Resistance force）。試由組織變革的觀點來看，請問：

（1）您將如何進行此一變革計劃？（10%）

（2）公司內部將會有那些各種不同的「變革情境」出現，而您面對不同的「變革情境」，會採取何種因應措施？（10%）

Part 2: Answer the following two questions (50%).

1. The structuring of internal labor markets and personnel management systems has been analyzed from a number of conceptual perspectives (e.g., institutionalism, neoclassical economics, and human resource management). Compare any two perspectives in terms of models and underlying assumptions. Also discuss any important organizational and/or public policy implications which derive from the approaches you consider. (25%)

2. Provide a critical review and analysis of theory and research in performance evaluation, and draw conclusions from your analysis concerning the needed directions for future research. (25%)

壹　請針對下列某篇論文之實證研究設計加以評述（共 50 分）

一、研究假設與架構

　　本研究根據上述相關文獻之探討與十家個案公司之訪談而建立研究命題，以下將以臺商在大陸子公司為實證研究對象，檢定下列研究假設。
　　　假設一：子公司「與母公司相依」對其「選用管制」有正向的影響。
　　　假設二：子公司的「與本土機構相依」對「當地任用」有正向影響。
　　　假設三：子公司的「低成本策略」對「選用管制」有正向的影響。
　　　假設四：子公司「低成本策略」對其「當地任用」有正向的影響。
　　　假設五：子公司的「差異化創新」策略對「當地任用」有正向的影響。
　　　假設六：子公司「文化差異」對其「當地任用」有正向影響。

二、操作性定義與測量

　　將上述各項變項之操作性定義與測量方法說明如下：

　　（一）子公司的任用管理
　　本部份之變項的測量可分為「當地任用」與「選用管制」兩部份，其中各變項之量表內容如下：
　　　1.「選用管制」：參考 Snell（1992）選用管制的量表。以 7 分尺度測量「接受母公司任用程序和標準」、「母公司任用 決策」、「嚴格甄選」與「經理人與母公司價值觀一致」等四個項目。
　　　2.當地任用：依據 Heenan & Perlmutter(1979)和 Pucik（1984）的定義，由作者編製之量表，共含三個項目。前兩者分別為重用本土技術與管理人才程度，以 7 分尺度測量；後者為本土人員擔任一級主管比例。

　　（二）組織間相依性：
　　　1.與母公司相依：以 7 分尺度測量與台商總公司之間在原料採購、技術、管理制度與國外市場等方面的關聯程度，本量表參照 Martinez & Ricks (1989)的文獻部份訂立。
　　　2.與本土機構相依：以 7 分尺度測量與國內競爭者、合資夥伴、下游廠商、政府的關聯程度。本量表參考 Ghoshal & Bartlett (1990)的與國內機構關係訂立。

　　（三）競爭策略：
　　　1.低成本策略：以 7 分尺度測量。共有五項題目分別測量子公司競爭能力的重點：降低生產成本，品質管制、改善作業流程、穩定原

料人力供應、提供較低價格產品。這些項目乃根據 Schuler & Jackson (1989) 對低成本策略的定義而成的。

2.差異化創新：以七分尺度策量，共有四項題目，分別測量子公司競爭能力的重點：修改台商產品或服務以適應大陸本土、本土化行銷方式、開發本土化新產品、本土化通路政策。這些項目乃根據 Kim & Mauborgne (1992) 的定義本土差異化策略而成。

（四）文化差異：

比較母公司文化與本國文化在個人主義或集體主義、權力差距（平等）認知、風險規避、性別觀念 (Hofstede， 1983) 等方面的差異程度（以 7 分尺度測量），每一構面有兩題，共有八題。

三、 研究對象與抽樣方法

為探討台商大陸子公司的策略性人力資源管理的控制理論，作者曾於 1995 年 7 月前往大陸訪談深圳臺商聯誼會、永豐餘製紙和數家電子廠商。本來擬在大陸發放問卷，然因當時兩岸關係緊張，大陸相關人士不敢進行。因此，本研究乃以工業總會已建立資料之台商聯誼會的 712 家廠商中抽取 356 家為調查對象。本研究於民國 84 年 7 月首次對各公司總經理寄出問卷，委請該公司主管大陸投資之經理或人事經理，或是大陸公司的總經理填答問卷，結果第一個月只回收 36 份。結果於再以電話催收，並對 150 個公司人事主管發出第二次問卷，結果於 9 月 31 日前，共回收 105 份問卷，有效問卷為 100 份，有效回收率為 28% 。各有效樣本公司的基本資料如表一所示。

表 一　 本研究樣本資料

公司特徵	分類標準	公司數(n=100)
子公司省別	廣東	38
	福建	10
	江蘇 上海	30
	北平 天津	15
	其他	7
產業別	製造業	76
	服務業	24

註：有效回收率 28%

四、資料分析方法

本研究以下列之統計方法，進行分析，並驗證各假設。
（一）因素分析法：分別用以分類台商在大陸任用管理的兩個構
　　　面：「當地任用」和「選用管制」；競爭策略的「低成本策
　　　略與「差異化創新」兩個構面；以及組織相依性的「與母公
　　　司相依」、「與本土機構相依」等二個構面。
（二）變異數分析法：本研究將用以探討各變項之間的影響關係。

五、信度與效度分析

　　由於本研究的構念都已由理論探討中明確定義，且引用或修改學者
的量表以測量。因此，本研究將以因素分析來確認各量表的構面數目和
內容是否和操作性定義的構面數目和內容一致。並藉此由各構面的信度
分析來輔助效度分析 (Schwab, 1980)。

　　本研究各相關變數的基本統計值如表二所示。其中各變數的平均數乃
直接由問卷中各量表的相關項目中加總其七分尺度中得分而成。（請參
考操作性定義與測量）。

表　二　各變項之基本統計值

變　數	平　均　數	標　準　差	Alpha
本土差異化	18.94	7.20	0.93
低成本策略	23.87	3.64	0.71
與本土機構相依	23.26	5.39	0.67
與母公司相依	20.98	4.19	0.60
文化差異	24.72	10.73	0.43
甄選控制	21.65	4.29	0.80
本土人員重用程度	12.38	3.94	0.58

問題討論：

1. 本研究採用的是歸納法或演繹法？請說明之（10 分）。
2. 科學理論包含哪些基本元素，請用本篇論文舉例說明（10
　　分）。
3. 請問命題（propositions）與假設（hypothesis）有何關係
　　（5 分）？概念(concept)與變數(variable)有何關係（5 分）？
4. 試評述本研究之分析方法（5 分）與信、效度分析（5 分）。
5. 試評述本研究之抽樣設計（10 分）。

武、請針對下列論文,予以討論,並評述之.（50分）。

For almost a decade reviewers of the performance appraisal literature have demonstrated a great deal of interrater reliability in their assessment of the strengths and weaknesses of research. Landy and Farr (1980, 1983) presented a model of the rating process that included four antecedent variables: the characteristics (roles) of the rater and ratee, the rating instrument, the context of the rating and the rating process. Their review concluded that much of the prior research had focused on the former two, and that additional research in these areas would not significantly advance the state of knowledge. They suggested that the greatest need for future research on performance appraisal was on

contextual factors and on the rating process. Several researchers have made similar arguments in support of the need to study cognitive processes involved in performance appraisal (Feldman, 1981; Ilgen & Feldman, 1983; DeNisi, Cafferty & Meglino, 1984).

Contextual Factors in Performance Appraisal

Landy and Farr (1980) reviewed several studies that examined the effect of the stated purpose of the evaluation on actual ratings. They concluded that when performance appraisals were conducted for administrative purposes (their most common use), the ratings tended to be more lenient than when the ratings were to be used for research purposes only. A second type of contextual factor is the organizational or job characteristics. Although the research in this area is sparse, there is some evidence that job characteristics (Klores, 1966) and job level (Myers, 1965) do have an effect on performance appraisal ratings. A third area of interest is the general domain of motivational biases that are included by the context. Researchers in decision making (e.g., Hogarth, 1987) have shown that responsibility for prior decisions, accountability, the framing of problems, and the perceived relationship among event can lead to biases in judgments. Many of these antecedents of the biases are controlled by the organizational context.

The Rating Process

The rating process includes a wide range of issues which often encompass the other three variables in the Landy and Farr (1980) model. However, the most general question of interest in this area concerns the cognitive processes that raters go through in making judgments about ratees (Feldman, 1981; DeNisi, Cafferty & Meglino, 1984). One aspect of the cognitive process is the mechanisms by which raters process information about the ratees that vary in terms of their relevance to the ratees' jobs. Issues regarding the combination and use of both relevant and irrelevant information are examined in this research.

Types of Information

In order to appraise the performance of an employee, a rater must acquire relevant information about the ratees' behavior. Thus the information processing cycle includes the seeking, recognizing, processing, organizing, storing and recalling of information which is then integrated into a summary judgment (Feldman, 1981). According to Feldman (1981), the information received by the rater is categorized according to the rater's schemata, either consciously or subconsciously. While the precise process of categorization depends on the type of information received (DeNisi, Cafferty & Meglino, 1984), the rater would assign each piece of information to a category (e.g., correct or incorrect, hard working or lazy, careful or careless). As more pieces of information are categorized the rater begins to form a general impression about the ratee and the ratee is then assigned to a particular category.

The information received by the rater may include actual behaviors that the ratee displays on the job, as well as outcomes (consequences) of the ratee's behaviors (Ilgen & Favero, 1985). Both the behaviors and the outcomes are likely to affect the rater's impression. For example, Wood and Mitchell (1981) report that nurses' evaluation about the behavior of leaving the bed rail down on the bed of a very ill patient, depend on whether or not the patient actually fell out

of bed.

Conceptually, differences between actual behaviors (e.g., salesperson helping customers) and job outcomes (e.g., sales of the product) should be identified and probably evaluated differently, but often raters do not keep them separate (Ilgen & Favero, 1985). This problem is further complicated if some of the ratee's actual behaviors observed by the rater are not related to the job outcomes. For example, an employee may stay at work an hour after the scheduled end of the work day to avoid a rush hour traffic. Observing these behaviors, there is a probability that this piece of information would be categorized as evidence of a hard working and highly committed employee.

Behaviors that are not related to work outcomes may be expected by a rater if those behaviors conform to the norms of the organization. For examples, employees in organizations with high prestige, or organizations paying higher than market wage may be expected to stay one or two hours after the regular schedule even when there is no work to do; lower rank managers may be expected to attend social events organized by the company or any senior executive; subordinates may be expected not to discuss problems about their personal lives with their boss, or there may be a strict dress code that should be followed. If the rater has a set of expectations about these behaviors, it is very likely that not meeting those expectations would affect the rater's impression. Unfortunately, research has not focused on the impact of these behaviors that are irrelevant to work outcomes but required by the norms of the organization on the rater's impression and subsequent performance evaluation.

Depending on the types of jobs and the definition of performance of the organization, the conformity to norms may be regarded as relevant to performance. However, this is clearly not an universal case. In the context of the present research, conformity data is manipulated to be irrelevant to the job performance of the incumbent. The subjects (raters) in this research are provided with both types of information: information directly relevant to job performance, and information not relevant to job performance (conformity behaviors).

Potential Effects of Raters' Values Towards Irrelevant Information

Apart from the extent of relevance to performance, the raters' work-related value or attitude may affect his/her judgment on the importance of the irrelevant information. For examples, raters who regard loyalty and commitment to their works as fundamental and important work ethics may be more impressed by an employee who stay at work an hour after the scheduled end of the work day; raters who value harmonious relationships with supervisors, co-workers and other colleagues may be more impressed by an employee who attend and behave properly in social events of the company, and other conformity behaviors.

To explore the potential effects of the raters' values towards their evaluation of irrelevant information, this study compares the differences between American and Hong Kong Chinese subjects. Past research in identifying differences in work-related values and attitudes has concluded that Chinese had stronger values towards the conformity of the group norms and beliefs. Hofstede (1980, 1983) labeled this value dimension as "collectivism" and the Chinese Culture Connection (a team of 24 researchers, 1987) labeled this as "Integration".

Some recent studies have confirmed this value differences in more specific contexts of managerial values and behaviors.

For example, when comparing Taiwanese managers with American expatriates, Chang (1985) found that: "Chinese people especially value interpersonal relations and 'saving face' within their groups; an individual is greatly admired in traditional Chinese culture for the human-relations skill to maneuver in a complicated situation without upsetting anyone at all." (p. 148)

McEvoy and Cascio (1989) found that Taiwanese students were more likely than the American students to prefer a group orientation. They also expressed a much greater willingness to consider non-performance related factors, such as off-the-job behaviors, attitudes toward supervisors, age, and so forth, as criteria in performance appraisals.

In investigating the differences in leader's behaviors among samples from Britain, U.S.A., Japan, and Hong Kong, Smith et al. (1989) found that some of the Hong Kong supervisors' distinctive behaviors included spending time together socially both at work and after hours, talking about work problems, having more frequent meetings with subordinates, and encouraging communication with other work groups.

Hypotheses

If raters indeed combined both the performance (relevant) and conformity (irrelevant) information about the ratees to form an overall judgment, then the following hypothesis should be true:

Hypothesis 1: Both the performance (relevant) and conformity (irrelevant) information about the ratee will affect the ratings of the performance appraisal.

If stronger values of the Chinese people towards conformity would affect their evaluation of their subordinates, then the following hypothesis should be true:

Hypothesis 2: The effect of conformity (irrelevant) information on the performance appraisal ratings will be greater for the Chinese than the Americans.

Method

Subjects

Subjects were full time undergraduate business majors. The first sample consisted of 152 American students (46.1% male) from an U.S. mid-western university. The Hong Kong sample consisted of 200 students (42% female) of the Chinese University of Hong Kong. Most of the subjects were in their second or third year of study taking a required management course. They were invited to participate in a management exercise and earned extra credit for their course.

Design

Procedure. The experimental design of the study was a 2x2x2 factorial design. Given the fact the Country factor (i.e., American vs. Hong Kong) could not be randomly assigned, students were randomly assigned into one of the four, rather than eight, experimental conditions. A modified version of the Heeley Specialty Stores case used by Bazerman, Beekun and Schoorman (1982), was used to simulate a performance appraisal context. The exercise asked subjects to assume the role of the vice-president of a retail corporation.

Each subject was presented with information about a regional director of the company over a two year period and asked to evaluate his performance. After the evaluation, subjects were asked to complete eight post-experimental items in order to check their perception on the exercise and the conformity factor manipulated.

Performance information. Two levels (positive versus negative) of performance information were used. Subjects were presented with sales and return figures both for the national average of the company and the region performance (eight quarters) that the director was responsible. In the positive condition, the regional sales and return figures were about 20% above the national average while in the negative condition, they were 20% below the average. The Appendix contains the information for the positive condition.

Conformity information. Two levels (positive versus negative) of conformity information were used. Subjects were presented with information about some of the regional director's specific behaviors in the past two years. In the positive condition, the regional director's behaviors conformed to the norms of the organization and were well received by other employees. In the negative condition, the regional director's behaviors created dissatisfaction and conflicts among other employees of the organization. The Appendix contains both the positive and negative conformity information.

Dependent variables. DeNisi, Cafferty and Meglino (1984) have pointed out that the appraisal instrument may guide the rater to look for certain dimensions or aspects of ratee performance, and not for others. To avoid this problem, subjects were asked to make decisions about a wide range of issues involving rewards and punishments. They were asked to set the percentage pay increase (company average = 10%), amount of bonus (range from 0 to 2000) and number of bonus vacation (range from 0 to 6). Promotion/demotion potential were measured by three 7-point Likert type items that assessed the regional director's promotability, current appropriateness for demotion and layoff if 15% of the company's managerial positions were to be eliminated. Finally, subjects were asked to provide an overall performance rating on a 7-point scale.

Analysis

Four post-experimental items were designed to check the manipulation of the performance and conformity factors. Seven-point Likert type scale was provided for these items. For the performance factor, the two items were: 1. "Compared to other Regions, performance of the Region under Davis' (the name of the Regional Director) is:" (response ranged from "significantly below average" to "significantly above average"); 2. Which would most accurately describe your view of Davis' performance over the two year period? (response ranged from "failing" to "improving"). For the conformity factors, the two items were: 1. "How well does Davis conform to the norms of the company?" (response ranged from "not conform at all" to "highly conform"); 2. "How popular is Davis likely to be among his co-workers?" (response ranged from "very unpopular" to "very popular"). Mean ratings on these

four items were compared. T-tests for the two experimental factors showed that the manipulations were successful because significant differences (p<.05) in the right directions were found. These effects were similar for both American and Hong Kong subjects because no significant difference was found between the two country groups for all the two experimental factors.

An examination of the intercorrelations among the dependent variables revealed a high degree of agreement across the dimensions and a factor analysis confirmed this with a single factor that accounted for nearly two-thirds of the variance. Based on this result scores of the seven dependent variables were standardized and a composite evaluation score was created by averaging all these seven standardized scores. The two hypotheses were tested by MANOVA of the seven dependent variables and ANOVA of the composite score.

Results

Results of the MANOVA analysis is shown in Table 1. Results showed statistically significant main effects for Performance ($F = 63.24, p < .01$), Conformity ($F = 20.81, p < .01$), and Country ($F = 12.79, p < .01$). The interaction effect between Country and Conformity was also significant ($F = 3.93, p < .01$). Results of the ANOVA analysis on the composite score was consistent with this analysis.

In examining the mean scores for the seven dependent variables and the composite scores in the eight experimental conditions, we found out that hypothesis 1 is supported because the effects are in the correct directions (i.e., those positive conditions have better performance ratings). However, the interaction effect between Country and Conformity is in the opposite direction as predicted by hypothesis 2 (i.e., the effect of Conformity information is greater for the American rather than for the Hong Kong subjects). Figure 1 illustrates this interaction effect graphically.
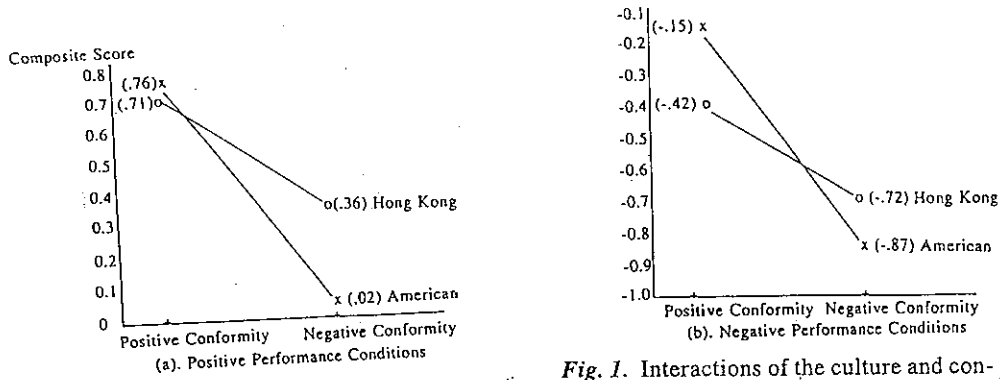
Table 1
Results of MANOVA analysis

	Interaction Effects					Main Effects	
	A×C×P	A×C	A×P	C×P	C	P	A
Hotellings F Approximation	1.60	3.93**	1.13	1.01	20.81**	63.24**	12.79**
1. Overall Performance	.82	4.94*	1.76	.58	35.16**	183.7**	1.50
2. Pay	.30	3.64	.03	1.30	20.14**	30.26**	7.23**
3. Bonus	2.32	.38	.64	.92	10.71**	2614.**	6.81**
4. Vacation	.85	11.46**	3.46	.70	29.28**	128.4**	.19
5. Promotion	.22	14.86**	.20	1.51	101.4**	105.4**	2.84
6. Demotion	5.45*	4.71*	.02	.04	34.44**	72.18**	4.87*
7. Layoff	.16	4.75*	.53	1.62	25.71**	82.68**	56.89**

Notes: (1) A = Country; C = Conformity; P = Performance; (2) *p < .05; **p < .01; (3) numbers reported are *F*-values

(a). Positive Performance Conditions

(b). Negative Performance Conditions

Fig. 1. Interactions of the culture and conformity information

Appendix

Positive Performance Information

The following information is available concerning the aggregated and average sales information for the 35 stores in the whole U.S.A.

1985-86

Total sales for all 35 stores -- 2 years	$ 1,029,999,600
Average sales for 3 month period	$ 128,749,950
Average sales per store for a 3 month period	$ 3,678,570
Average Return* per store for a 3 month period	$ 670,000

Davis' performance information for 1985-86 (his first and second year as Regional Director) is summarized as follows -- data are average per store for each 3 month period in Region 5. In evaluating this information, you should be aware of the fact that Region 5 had the same sales and return performances as the average for the company in the period between 1980 and 1984 (prior to Davis' promotion). The deviation index is a measure of the difference in earnings between Region 5 and the national average. Note that positive values indicate that Region 5 is doing better than the national average.

Time Period	Sales	Return*	Deviation
First Quarter, 1985	$4,150,000	$736,000	66,000
Second Quarter, 1985	$4,250,000	$710,000	40,000
Third Quarter, 1985	$4,570,000	$789,000	119,000
Fourth Quarter, 1985	$4,690,000	$766,000	96,000
First Quarter, 1986	$4,900,000	$840,000	170,000
Second Quarter, 1986	$5,250,000	$905,000	235,000
Third Quarter, 1986	$5,500,000	$925,000	255,000
Fourth Quarter, 1986	$5,830,000	$940,000	270,000

* Return = earnings before interest and taxes

Positive Conformity Information

Davis has seemed to fall in step with the norms of the company more quickly and readily than other regional directos. He is always smartly dressed and is often the center of attention. He delivered an eloquent speech on behalf of the employees at a recent banquet in honor of the President's 25 years with the company. Several other vice presidents remarked to you that they were impressed with Davis. He has been instrumental in making the quarterly meetings of the regional directors a "fun" event. When it was his turn to coordinate the meetings, he persuaded you and the other regional directors to schedule the meeting at a resort hotel away from the office and the constant distractions.

Due principally to his initiative the meetings are now a two-day "retreat" that includes social time as well as work time. He has been very involved in charitable activities in his region and has encouraged his employees to get involved as well. During the past Christmas season he authorized paid leave for employees who wanted to participate in fundraising. Appendix Continued telethon to raise money for two children's hospitals in the region. He has proposed to make this an annual activity for Heeley's employees in Region 5.

Negative Conformity Informaiton

Davis hasn't seemed to fall in step with the norms of the company as readily as other regional directors. He has continued to dress very casually; blue jeans and sneakers are his customary attire. You felt compelled to reprimand him after he attended a banquet in honor of the President's 25 years with the company, in an open neck shirt and no jacket (although he did change his jeans for dress pants). He appologized for any embarrassment he had caused you, and you felt that he really was sorry; although his attire at work did not change. He has stopped attending the quarterly meetings of the regional directors. He generally sends a written report but has insisted that pressing demands of the job do not allow him to attend meetings. You have heard that he feels that these meetings are a waste of his time. He caused quite a stir in his own region last year when he refued to authorize paid leave for the employees in his region to participate in a fundraising telthon to raise money for two children's hospitals in the region; a traditional Christmas season activity among Heeley's employees in Region 5. Davis argued that they should do charity on their own time.

A. Define each of the terms below in no more than 30 English words (50%):

1. apprenticeship training
2. campus recruiting
3. career plateau
4. collective bargaining
5. critical-incident appraisal
6. Delphi technique
7. halo effect
8. job enrichment
9. sexual harassment
10. Theory X

B. Answer the following questions in English (50%):

1. The head of the Human Resource Department has asked that a system of evaluation based on performance objectives be established for all positions. You have been designated as the individual to conceptualize and design such a system and to indicate the resources, procedures, and staff development activities necessary for implementation. Outline the essential elements of a proposal which will comply with the above.

2. State any three organization theories, which you feel, provide the most divergent perspectives for viewing organizational behavior. Define the concepts basic to each. Then (a) compare and contrast the three theories emphasizing those elements of each theory which make it significantly different from the others, (b) identify the elements of the three theories which are common, (c) project what would likely be the unique emphases or insights gained of organization and/or behavior through the application of each theory to any given situation.

一　バブル経済における日本産業の現状を述べ、また、日本政府側及び企業側の対応策について、どうすべきかを論じなさい。(30%)

二　日本の終身雇用制が変わりつつあるが、その背後にある原因を説明しなさい。(20%)

三　事業部制会計の前提条件と優劣を述べなさい。(20%)

四　業績評価について、日米企業の異同点を述べなさい。(30%)