

壹、請對下列論文加以評述並討論 (50分)

討論問題：

- (1) 請說明本論文研究主題為何？(15分)
- (2) 請評論本論文所使用的研究方法？(15分)
- (3) 本論文的研究結果為何？您對此結果有何評論？(20分)

ALTERNATIVE HUMAN RESOURCE MANAGEMENT SYSTEMS IN KOREA AND TAIWAN

Many researchers have observed the trend toward workplace transformation in the US and other countries (Appelbaum & Batt, 1994; Kochan, Katz, & McKersie, 1986). Such "high performance work systems" (HPWS) typically involve greater worker autonomy and participation. Since workplace transformation has also taken place in Asian countries (Bae, in press), we can compare the HPWSs of both indigenous firms and MNC subsidiaries. This study provides a comparative empirical analysis of HRM strategies and systems in two very significant countries in East Asia which have not been extensively researched in this regard: Taiwan and Korea. It seeks to discern the role of factors such as a firm's country-of-origin and organizational culture might have in influencing such practices.

THEORY AND HYPOTHESES

Following Beer et al. (1985), we investigate four broad HRM policy areas: HR flow (recruitment, selection, training, and development), work systems (control, teamwork, job specificity), reward systems (wages and performance assessment), and employee influence (employee participation and ownership). Although conceptually distinct, research suggests that, in practice, they are interrelated and define a continuum of "bundles" of HRM practices. This continuum can be conceptualized as ranging from a "buy-bureaucratic" to a "make-organic" type of HRM system (Bae, 1997). The "buy-bureaucratic" type of HRM is roughly equivalent to "cost reduction" or "control" type of HRM systems, while "make-organic" type of HRM is equivalent to "commitment maximizing" or "high performance work systems" (Arthur, 1992; Pfeffer, 1994; Walton, 1985). Organizations with a "make" orientation place emphasis on the internal development of human resource competencies, while those with a "buy" orientation seek to acquire such competencies through the external market. The terms "organic" and "bureaucratic" are related to behavior management of employees (Wright & Snell, 1991) and are familiar to organizational theorists. "Bureaucratic" organizations achieve control and coordination via rules and procedures, while the internal culture and employee commitment to the organization are central to "organic" organizations.

What, then, might make for the differences of HRM policies of firms in cross-national settings? This convergence hypothesis implied that employment systems can and likely will converge across cultural and national boundaries through the impetus of market forces. However, comparative historical analyses of production and HRM/IR systems have questioned convergence theories (Dore, 1973; Taira, 1992). Thus national culture and its impact on organizational practices have been the focus of studies in several areas, such as organizational development (Jaeger, 1986), organizational control (Baliga & Jaeger, 1984), choice of entry mode (Kogut & Singh, 1986), strategic issues (Schneider & Meyer, 1991), recruitment and training (Lawler, 1994; Lawler, Atmiyanada, & Zaidi, 1992; Moore & IsHak, 1989), and personnel selection (Adler, 1987; Lawler & Bae, 1996).

Three basic determinants of the HRM practices in MNC subsidiaries may be the host country environment, the carry-over effects of the parent firm's home country environment, and organization-specific factors (Yuen & Kee, 1993). Although these factors may affect the HRM practices of subsidiaries, it is less obvious as to which factors and to what degrees they might impact HRM practices.

MNC Home-Country Effects. Lawler et al. (1992) found that an MNC's home country had effects on both employment practices and HRM professionalization. Their research suggested that Western firms operating in Thailand had more rationalized HRM systems when compared to Asian firms (Thai and Japanese). However, MNC subsidiaries often face structural and institutional barriers that could prevent the complete transferability of HRM systems to other

countries (Amante, 1993). In addition, many foreign subsidiaries in newly industrializing countries (NICs) have "ready-to-leave mind sets" under hostile investment (Bae, in press). The "make-organic" HRM system suggests a long-term perspective and orientation on the part of management with respect to its employees. Consequently, we would expect indigenous firms to utilize, in general, such an approach to a greater extent than MNCs subsidiaries (*Hypothesis 1*). However, among MNC subsidiaries, Japanese firms are expected to have a greater propensity to utilize a "make-organic" type of HRM systems than Western subsidiaries due to cultural and physical proximity (*Hypothesis 2*).

Host-Country Effects. As studies in comparative have shown, HRM systems differ across countries. Although Korea and Taiwan have many common features in economic development and share cultural roots, many organizational, structural, and institutional features are quite different. In Taiwan, firms tend to be smaller and family operated, whereas Korean firms tend to be larger and associated with *chaebols* or Korean conglomerates. Thus, we would expect Korean firms to be more likely to pursue "buy-bureaucratic" approaches than Taiwanese firms (*Hypothesis 3*). However, this might be attributed mainly to size rather than cultural differences, so the impact may not exist after controlling for organizational size. Such effects could also carry over to MNC subsidiaries that operate in these countries through a process of diffusion.

Organization-specific Factors. Beyond national cultural and institutional variations, we expect that there would be between-company variations in HRM practices. Factors that could affect HRM strategy of individual firms include organizational strategy, firm size, management values regarding human resources, and technology. Here, we take HRM as a possible influence on HRM strategy. It is suggested that the values of top management are an important in shaping organizational structure and culture, as well as HRM strategy (Burton, 1995). This suggestion has been a critical issue from McGregor's (1960) argument for the importance of the assumptions we make about people, through more recent assertion for the importance of core values and cultures for effective organizations (Peters & Waterman, 1982), up to the recent writings on HRM strategy and high involvement management, which emphasizes the significance HRM and people as a source of competitive advantages (Barney, 1991; Lawler, 1991; Pfeffer, 1994; Snell et al., 1996). All these arguments emphasize adequate management values. Lewin and Yang (1992) found that HRM values affected various HRM policies. The HRM values of senior executives in Japanese and U.S. firms operating in the U.S. were positively related to the presence of written human resource plans, employee training programs, flexible work rules, and non-financial and financial participation programs. Thus we would expect that organizations with management that strongly values the role of HRM and people in the organization are more likely to have "make-organic" HRM strategies (*Hypothesis 4*).

RESEARCH METHODS

A questionnaire was developed for this survey to assess the various components of a firm's HRM system. The questions focused on HRM practices with respect only to non-managerial employees. The questionnaire also assessed factors such as the size and industry of the firm. The questionnaire, which had been translated into both Korean and Chinese, were administered to individuals with principal responsibility for HRM in a random sample of firms in both countries. The sample consists of a total of 188 firms, of which 66 were indigenous. The MNC subsidiaries represented American, Japanese, and European firms.

Dependent variables for this study include HR flow, work systems, reward systems, employee influence, and a composite measure of the HRM system as a whole. Independent variables include unionization, industry, firm size, ownership type, the values of management regarding HRM, and country dummy for both home and host countries.

A total of 37 Likert-items were used to measure HRM practices, which capture the aspects of most HRM practices mentioned above. The derivation of these scales is discussed in greater detail elsewhere (Bae, Chen, and Lawler, forthcoming). Firms that are high on the *HR flow scale* utilize extensive selection and training procedures and have relatively high job security. The *work systems scale* covers job design and control types. Firms at the upper end of this scale tend to use broadly defined jobs with enriched designs, team-based work organization, and so forth. Narrowly defined jobs and a greater presence of rules and formal controls characterize firms at the lower end of the scale. The *reward system scale* reflects the degree of the linkage of performance and pay level and the presence of employee ownership programs. Firms at the high end of the scale emphasize pay for performance, gain sharing, and/or profit sharing. The *employee influence scale* measures the extent to which employees as stakeholders are involved in decision making in job-related and organizational issues. High values represent high employee involvement and autonomy.

In all of these scales, high values represent "make-organic" type of HRM system; while low values means "buy-bureaucratic" type of HRM system. Not surprisingly, then, scales are highly intercorrelated. Thus, we have also generated a composite index of the HRM system as a whole that is constructed by summing all four HRM policy area scales. This index ranges along a continuum from "buy-bureaucratic" at the lower end to "make-organic" at the higher end.

Independent variables include dummy variables indicating a firm's country or region of origin (USA, Europe, Japan, or indigenous, with indigenous firms as the reference (excluded) category) and host county (Taiwan or Korea, with Taiwan as the reference (excluded) category). Following Bae (1997), the management *HRM values scale* is assessed using six items that were adapted from Lewin and Yang (1992). Questions about management's prioritization of human resource issues in the firm, management's valuation of human resources in relation to financial resources, and management's beliefs about the contribution of HRM policies and practices to firm performance are used to construct this scale. The items also measure the significance of people vis-à-vis the firm's profits and the belief of management that people and human resource practices are sources of a firm's competitive advantage. Therefore, firms scoring high on this scale tend to assign high priority to HRM concerns. Firm size is defined as the number of full-time employees. It is measured as the natural logarithm of the number of full-time employees (Blau & Schoenherr, 1971; Snell, 1992).

Several control variables not intended to test specific hypotheses are also included: union status (a dummy variable that is coded 1 when the firm is unionized, 0 otherwise), industry (a dummy variable coded as 1 for manufacturing firms, 0 otherwise), and ownership type (a dummy variable coded as 1 for joint ventures, other wise).

RESULTS

All of the scales constructed had reliabilities (Coefficient α) of over .80, which is indicative of high reliability. We did separate regression analysis (ordinary least squares) on the four specific HRM scales defined above (HR flow, work systems, reward systems, employee influence) and the composite scale. The results are reported in Table 1.

F-tests show that all five regressions are significant at .01 level. As for the control variables, unionization has no significant effects at all. Industry (manufacturing) has a positive effect on employee influence, and larger firms are more likely to have extensive selection and training. Joint ventures vis-à-vis wholly owned firms are negatively related to the work system and reward system scales.

The HRM values scale is significant in all five analyses. The results are also consistent with Hypothesis 4 in that a higher score on this scale is associated with a "make-organic" rather than a "buy-bureaucratic" HRM strategy. In the case of home-country effects, Western firms

(both American and European firms) are more likely, when compared to indigenous, firms to have performance-based pay, higher level pay, and extensive performance appraisals. However, both Japanese and European firms have negative coefficients for employee influence, indicating that these firms provide less autonomy to their employees compared to indigenous firms. When the composite scale is considered, it seems that American firms are more likely to utilize "make-organic" HRM strategies than indigenous firms (which are not significantly different in this respect than the European firms) and, ironically, that Japanese firms are the least likely of all to utilize "make-organic" systems. Thus, Hypothesis 1 would seem to be rejected, as indigenous firms do not show much proclivity to employ "make-organic" approaches to a greater extent than foreign firms (at least Western firms). Moreover, Hypothesis 2 is clearly rejected, as Japanese firms are the least likely to utilize "make-organic" systems.

In the case of host-country differences, firms situated in Korea (regardless of country of origin) have significant positive coefficients for work system, indicating that Korean firms have broader and team based job designs when compared to firms operating in Taiwan. The Korean coefficient for employee influence is negative, showing that Korean firms provide less autonomy and participation opportunities to their employees compared to Taiwanese firms. And for the composite scale, firms operating in Korea clearly are less likely to pursue "make-organic" strategies than firms operating in Taiwan, which supports Hypothesis 3.

DISCUSSION

The research reported in this study examines HRM practices in two leading Asian countries-Korea and Taiwan. It involves a quantitative assessment of the similarities and differences in HRM practices in these two countries. A priori, we might have expected Japanese firms are most likely to pursue "make-organic" HRM strategies as they seem to be at home. Yet probably the most interesting result of this study is that firms leading the way in this direction today are, in fact, American firms. One reason for this might be that American firms, pressed by the demands of globalization, have seemingly been the most active in recent years in introducing HRM systems that support greater organizational flexibility. Indeed, managers in Asia seem to talk increasingly of the "Americanization" of management systems-at all levels, not just in the HRM area. Thus, our research is clearly reflective of this trend. However, another finding seems to be that host-country and home-country national cultures, while important in influencing HRM practices, may be less significant than the dominant corporate culture of the firm (as evidenced by the strong linkage between HRM strategy and the HRM values of management).

TABLE 1
REGRESSION RESULTS

	HR Flow	Work Systems	Reward Systems	Employee Influence	Composite Scale
Constant	1.076***	2.304***	2.177***	1.849***	1.851***
Labor Union	.022	-.155	-.039	-.051	-.056
Industry	-.034	.040	.134	.181*	.080
Log of Size	.124***	-.012	.005	.037	.039
Joint Venture	.107	-.254**	-.266**	.078	-.084
Home Country:					
USA	.088	.196	.586***	-.071	.200**
Japan	-.144	-.241	-.249	-.409*	-.261*
Europe	-.022	.034	.280**	-.348**	-.014
Korea as Host Country	-.051	.209*	-.129	-.655***	-.156**
HRM Values	.526***	.310***	.366***	.468***	.418***
R ²	.534	.260	.415	.492	.542
F Values	22.880***	7.042***	14.180***	19.343***	23.694***

* p < .10

** p < .05

*** p < .01

貳、以下是某論文之研究設計與電腦分析結果，請細讀後回答下列各問題（共 50 分）

- 一、何謂概念、變數、假設、定律與理論？在一個實證研究過程中，概念如何轉換成電腦分析資料？統計工具又如何連結與檢驗理論？請以本論文為例說明之。（15 分）
- 二、請就本論文之研究設計與電腦分析結果，說明本研究之可能旨趣及其分析結果大要。（15 分）
- 三、您對本研究之設計與統計分析方法有何評論？如果由您執行本研究，您有何進一步之改善措施？（20 分）

壹、分析架構

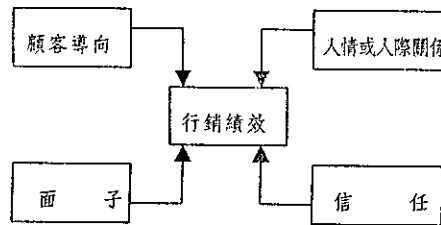


圖 1、壽險業關係行銷策略與行銷績效分析架構

貳、研究方法

為了有系統地探討臺灣壽險業目前運用關係行銷之情形及其與行銷績效之關係，本研究採問卷調查方式。有關問卷設計與抽樣方法詳述如下。

一、問卷設計

(一)關係行銷問題

由本文的文獻探討中可知：有關關係行銷之研究中，顧客導向作法的顧客資訊蒐集、瞭解與員工服務能力提昇及信任構面是西方學者探討關係行銷成敗與否的關鍵要素。相對地，有關中國社會研究的相關文獻則顯示：為達與對方維持長久關係，人情（或人際關係）與面子等構面不容忽視。

為了對這些構面在臺灣壽險業實際應用情形有進一步瞭解，作者與研究助理乃以這些關係行銷要素為主要問題，針對二十七位壽險公司高、中階與基層主管及一般業務員進行深度訪談。訪談內容顯示，這些構面在瞭解臺灣壽險業關係行銷的完整性上頗稱適當。換言之，其表面效度令人滿意。不過由於學術上的措辭有時不易為業界所瞭解（譬如，「顧客導向」的實際內涵為何？），因此，作者乃根據受訪者之建議，在設計問卷之題目時，盡量將關係行銷要素之措辭簡單化。根據這些構面與深度訪談中各壽險公司對關係行銷之觀點與作法，本研究設計出關係行銷問題 20 題。這些問題最後以李克特七點尺度方式呈現，並衡量受測者的實際關係行銷作法。

(二)人口統計變項

為了進一步瞭解受測者背景資料及其公司重視顧客滿意之程度，作者在問卷中同時也詢問受測者的性別、年齡、職位、工作性質、公司是否設有顧客抱怨處理制度、公司性質、每年的教育訓練經費佔營業額的比例與有系統地調查顧客滿意程度的情形。

(三)行銷績效

行銷績效之衡量標準，不一而足。採用營業額成長率者有之，以資產報酬率、相對於競爭者的新產

國立中山大學八十九學年度碩博士班招生考試試題

科目：人管所（論文評述）

共 7 頁 第 6 頁

品成功率、或受測者主觀的績效認定為行銷績效衡量標準者也不少。從壽險公司通常必須與顧客維持一段不算短的關係及永續經營的觀點來看，其營業額成長自然是重要的指標之一。又為了避免只用單一年度之營業額成長可能帶來的誤導，因此本研究以各壽險公司過去三年的平均營業額成長或下降比例作為行銷績效衡量指標之一。

關係行銷的目的既是與顧客維持長期關係、培養顧客忠誠，「既有顧客介紹新顧客之比例」自然也是關係行銷績效的重要指標。所以本研究另一項行銷績效指標設定為：「新顧客中來自老顧客介紹的比例」。

二、抽樣方法與對象

本研究以便利抽樣的方式，取得台灣 27 家壽險公司（當時台灣有 32 家壽險公司）的問卷填答資料。因為中、高階主管對該公司之關係行銷作法通常有較通盤瞭解，所以以之為主要調查對象。

參、電腦分析結果

表 1、受測者及其公司背景資料一覽表

		人數	百分比(%)
性別	男	21	77.8
	女	6	22.2
年齡	35 歲以下	7	25.9
	36-45 歲	13	48.1
	46-50 歲	3	11.1
	51 歲以上	4	14.8
職位	高階主管	10	37.0
	中階主管	14	51.9
	低階主管	3	11.1
新顧客來自老顧客介紹比例	33%以下	13	54.2
	34-67%	10	41.7
	68%以上	1	4.2
過去三年平均營業額情況	下降	1	3.8
	成長 5% 以內	1	3.8
	成長 5.1% 以上	24	92.3
是否設有顧客抱怨處理制度？	是	25	92.6
	否	2	7.4
公司性質	本土保險公司	17	65.4
	外商保險公司	9	34.6
教育訓練經費佔營業額比例	0.1%以下	1	4.0
	0.11-1%	10	40.0
	1.1% 以上	14	56.0
有系統地調查顧客滿意程度	從未調查	10	41.7
	每年一次	11	45.8
	每年兩次以上	3	12.5

* 由於各題目有缺失值，因此加總數可能不等於總樣本數 (N=27)。因為每家公司調查一位中階或高階主管，所以此處之人數為受測主管人數，亦為公司家數。

表 2、壽險業關係行銷策略因素分析結果

題 目	顧客導向	人情導向	面子與價格
本公司通常會透過各種方式關心顧客。	0.902		
本公司設有良好、迅速的顧客抱怨處理制度。	0.892		
本公司定期提昇員工的服務能力，並加以考核。	0.885		
公司以穩定的服務品質取得顧客信任。	0.873		
本公司平常常利用各種機會與顧客聯絡感情。	0.819		
本公司業務員及服務人員均能耐心傾聽顧客的需求。	0.785		
本公司具體要求員工對顧客要有同感心。	0.783		
本公司各級幹部與員工都會利用機會與顧客閒話家常。	0.767		
本公司在與顧客的交易條件中，通常會考慮個人交情。		0.894	
「人情」是本公司出擊致勝的重要關鍵。		0.892	
本公司通常會利用人際關係以取得顧客的信任。		0.477	
與顧客之交易活動中，本公司都會盡量讓對方有面子。			0.897
本公司提供合理的保費以維持顧客關係。			0.834
各因素之 Cronbach' α	0.950	0.800	0.730
全部題目之 Cronbach' $\alpha=0.89$			
各因素之解釋變異量	44.01%	16.37%	15.34%
累積解釋變異量=75.72%			

表 3、行銷績效迴歸分析 (應變數:老顧客介紹新顧客之比例)

自變數	迴歸係數(t 值)
顧客導向	0.507 (2.722) **
人情導向	-0.423 (-2.753) **
面子與價格	0.130 (0.750)
教育訓練費用佔營業額比例	-0.269 (-2.007)*
每年有系統地調查顧客滿意次數	0.629 (2.349)**
Adj R ² = 0.43	F(5,21) = 3.29*

* 在 0.1 的水準下，達顯著結果 ** 在 0.05 的水準下，達顯著結果

※※※ 以「過去三年平均營業額」作為行銷績效衡量標準時，關係行銷策略及教育訓練費用比例與顧客滿意調查等五個自變數，均未與之達顯著相關。

※※※ 將受測者性別、職位、公司是否設有顧客抱怨處理制度與公司屬性等因素對關係行銷策略做單因子變異數分析，並進行 Scheffe 事後檢定。結果發現：性別在「人情導向」策略上達顯著差異；職位在「顧客導向」策略上達顯著差異；公司屬性則在「人情與面子」策略上達顯著差異。

表 4、性別在「人情導向」策略之 ANOVA 分析與 Scheffe' 事後檢定

策略	F 值	性別	平均數差	事後檢定
人情導向	4.57*	男	1.02	>女

* p < 0.05

表 5、職位在「顧客導向」策略之 ANOVA 分析與 Scheffe' 事後檢定

策略	F 值	職位	平均數差	事後檢定
顧客導向	3.98*	高階主管	1.60	>低階主管
		中階主管	1.46	>低階主管

* p < 0.05

表 6、公司屬性在「面子與價格」策略之 ANOVA 分析與 Scheffe' 事後檢定

策略	F 值	公司屬性	平均數差	事後檢定
面子與價格	5.14*	本土公司	0.87	>外商公司

* p < 0.05

國立中山大學八十九學年度碩博士班招生考試試題

科目：人管所（管理英文）

共一頁 第一頁

I. Please answer the following essay question in English (50%)

It has been said that a test of theory is how useful it is in practice.

- a. Cite two theories that in your opinion are useful in the practice of restructuring organizations.
- b. Identify and define the main concept that makes up both theories.
- c. Describe specific restructuring situations in which both of these theories have or could have practical application and describe what that application would be for both theories.

II. Please answer the following essay question in English (50%):

There are three central themes in HRM at the millennium around which HRM professionals need to gain increased understanding: **1. new organizational forms and new psychological contracts; 2. the need for partnership in the employment relationship; 3. the drive for multiple and parallel flexibilities within organizations.** Their corresponding questions are as follows:

1. **New organizational forms and new psychological contracts.** What are these changes? How should HRM professionals cope with the pressures created by these changes? (20%)
2. **The need for partnership in the employment relationship.** What types of new structures and mechanisms can we build to foster participation and involvement at work? Will these recent institutional developments within modern organizations enable us to create and sustain high levels of performance? Why and how? (15%)
3. **The drive for multiple and parallel flexibilities within organizations.** What are these employment flexibilities? Does flexibility mean an era of threat or promise? (15%)

Elaborate on each question related to these three themes. Keep your essay concise.

國立中山大學八十九學年度碩博士班招生考試試題

科目：人管所（管理日文）

共 / 頁 第 / 頁

一、請提出你對表一內容的看法。（30%）

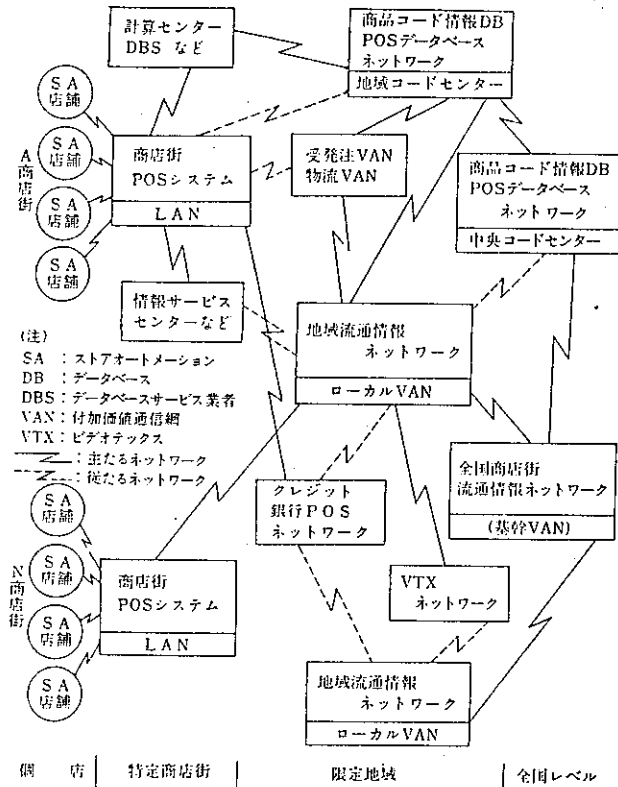
圖表一 企業觀の日米比較

	日 本	アメリカ
1. 資本主義觀	カンパニー・キャピタリズム	キャピタリスト・キャピタリズム
2. 企業の目的	永続性の追及	利潤追及
3. 誰のものか	企業員（経営陣+従業員）	株 主
4. 株式所有	持ち合い	株主・持ち株会社
5. 戦略・戦術	長 期	短 期
6. 社 長	社員の代表	株主が決定
7. 意思決定	ボトムアップ（集団責任）	トップダウン（個人責任）
8. 人 事	定期採用・年功序列・定着型	スカウト・抜擢・流動型
9. 不況対策	配当カット→資金カット →人員カット	人員カット（レイオフ） →配当カット
10. 労働組合	企業内組合	職能別組合
11. 生産システム	総合的（TOC・CIM）	分業的
12. 労働者観	多能工・成長する生産要素	単能工・成長しない生産要素
13. 利 益	投資指向・含み資産重視	配当優先・実現利益重視
14. 資金調達	間接金融→直接金融	自己資金→借入金依存
15. M & A	事業拡大動機（敵対的M&A反対）	利潤動機（敵対的M&A賛成）

二、試説明圖表二。（35%）

圖表二

未来型中小小売商業地域総合流通情報システム——ネットワーク概念図——



三、「産業活動のグローバル化の課題」について、
 事例を挙げなさい。（35%）

國立中山大學八十九學年度碩博士班招生考試試題

科目：人管所（人力資源管理）

共 / 頁 第 / 頁

一、Dastmalchian 與 Blyton (1998)認為彈性(flexibility)已成為近年來人力資源管理領域中最常使用到的專業用語之一，請從人力資源管理的觀點說明何謂彈性？可以有那些做法？(20%)

二、請從人力資源管理的觀點說明何謂多樣性(diversity)？可以有那些做法？(15%)

三、D. Hall(1996)提出 “The career is dead – Long live the career “，請說明此處 Hall 對 career 的看法？(15%)

四、試就情境的觀點，說明 21 世紀人力資源管理所面對的挑戰？(20%)

並就組織設計的觀點談其應用的措施？(15%)

五、試就方法論之原理，說明人力資源管理所應用的研究方法？並舉例說明(15%)