組織變革認知與組織承諾關係之研究—

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A Study of the Relationships between Employees' Cognition of Organization Change and Organizational Commitment: The Case of Consolidation between two Veterans Hospitals

中文摘要

由於醫療環境迅速變遷，爲改善並強化公立醫院的功能及競爭力，策略聯盟或整併已成爲主要的思考方向。立法院暨監察院於審查榮民醫院經營績效時認爲某兩家榮民醫院，同質性頗高，有重疊與浪費之疑慮，而建議就整合予以規劃，以達提昇服務績效、精簡人事與節約經費之目標，實際整合運作於九十四年六月正式展開。

組織變革認知是否影響組織承諾的態度進而使得整合案順利達成預期之目標在實務上是一個重要的議題，管理者需建立流暢的溝通管道，瞭解並重視員工的想法。本研究目的在檢視不同屬性員工於合併過程中對組織變革認知與組織承諾之關聯性，以提供管理階層作日後加強溝通與後續文化整合議題之建議與應用參考。

在完成信效度檢驗後，以普查方式發出之 638 份問卷，回收有效問卷共計 523 份，結果發現，原依文獻探討設計之組織變革認知的三個構面，在因素分析後，調整爲兩個構面，分別命名爲「營運效益認知」以及「員工權益與組織溝通認知」。研究結果發現，其中以「員工權益與組織溝通認知」構面與組織承諾之正相關性最高，對組織承諾在兩家醫院都有很好之預測力。「營運效益認知」構面、部分的員工個人屬性以及組織屬性與組織承諾亦有關聯，研究假說獲得驗證。然而員工個人屬性中有預測力的變項在兩家醫院卻有明顯差異，這或許與兩家醫院有不同的組織文化，員工工作滿意度以及主管部屬關係等問題相關，未來可設計更深入之研究計劃加以探討。

有關填答結果在變革認知上已見對整併的茫然與恐懼，管理階層應引以爲鑑。問卷分析後發現需進行更深入及廣泛的說服與溝通，讓員工了解醫療環境的巨幅變遷以及醫院對組織變革的完善規劃。在追求組織永續經營的目標下，亦能兼顧所有爲醫院出生入死辛苦打拼的員工穩定的工作保障與優質福利，這樣才能提升員工更高的組織承諾。善用人力資源管理，提升士氣，加強競爭力，以達成組織與員工雙贏之目的。

英文摘要

As the external environment changed rapidly,, the integration or alliance has become the main thinking direction in order to improve and increase the function and competitiveness of public hospitals. The officials of the Legislative Yuan and the Control Yuan suggested to integrate two highly homogeneous veteran hospitals after examining their performance of management. They aimed to diminish the waste, promote serve performance, reduce personnel expenses and economize on the funds of hospitals. Practical integration was initiated in June of 2005.

In order to follow the time table of consolidation, it is important to handle the employees' cognition of organizational change which might influence the attitude of organizational commitment. The administrator needs to set up a smooth channel for communication, understand the need of employees and pay attention to the staff's ideas. The purpose of this research is to understand , during the integrating process, the employees' cognition of organizational change and how organizational commitment is related. The result can prompt the administrator to strengthen communication and to find the direction of culture integration in the future.

After completing reliability and validity analysis, 638 questionnaires were sent out, and 523 effective questionnaires were collected. Three compositions of organizational change were designed in accordance with literature review and , after the factor analysis, two factors were left. They were named "the cognition of effective management" and "the cognition of employees' rights and organizational communication" respectively. The result of this study showed that the construct of "the cognition of employees' rights and organizational communication" had the most highly positive relationship with organizational commitment. The construct had very good prediction to organizational commitment. The construct of "the cognition of effective management", under some staff's personal characteristic and organizational attribute, was also related to organizational commitment. The hypothesis was proved. There was the different effective attribute of personal characteristic to predict employees' organizational commitment between two hospitals. This research would suggest the major key determinants such as coganizational culture, employees' job satisfaction and leader-member exchange between the two hospitals for further exploration.

In this study, the ignorance and fear to organizational change among employees was found in the result. The superiors should take it seriously. This study disclosed that the administrator needs to carry on deeper and more extensive persuasion and communication to employees. Allow the staff know the status about the huge changes of the external environment and is familiar the perfect planning of consolidation between two hospitals. Under the goal of pursuing the eternality of the hospitals, the administrator should also take into account the steady work condition and the high quality welfare of employees who strive for the hospitals. In this way, organizational commitment can be improved. This study suggested to improve morale and increase the competitiveness can reach win-win situation between hospital and employees.