

# 應用模糊層級法分析人力資源職能模型指標與發展訓練課程體系之研究

## Research on the Application of Fuzzy Analytic Hierarchy Process to Analyze Human Resource Competency Model Indicators and Develop the Training Curriculum System

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## 摘要

面對外在環境的劇烈變遷、產業快速變動及全球化競爭的情勢下，人力資源專業人員所擔任的角色，逐漸地從傳統的行政輔佐管理角色，跨足至組織策略與創新變革的角色。本研究以知識密集型產業之人力資源專家及主管職為研究對象，模糊層級分析法為研究方法，分析 2016 年 Ulrich 人力資源職能模型之八項職能群組與 17 個指標向度。資料分析結果顯示，各群組間整體的權重表現及排序為：誠信的行動者 (0.247) > 策略的定位者 (0.190) > 文化與變革先行者 (0.135) > 人力資本策進者 (0.103) > 整體酬賞管理者 (0.103) > 數據分析設計與詮釋者 (0.079) > 法令遵循管理者 (0.074) > 科技與社群媒體整合者 (0.070)。最後，研究者依據研究結果提出人力資源職能模型訓練發展之實務課程建議。

**關鍵字：**知識密集型產業、人力資源職能模型、模糊層級分析法

## ABSTRACT

Faced with drastic changes in the external environment, rapidly changing industries, and global competition, human resource specialists have expanded their conventional roles of providing administrative management assistance to take part in devising organizational strategies and innovative reforms. The participants of this study were human resource specialists and supervisors in knowledge-intensive industries. The fuzzy analytic hierarchy process approach was employed to analyze the 8 competency groups and 17 indicator dimensions in the Human Resource Competency Model proposed by Ulrich in 2016. The results revealed the weights of the groups, which are presented in a descending order as follows: credible activists (0.247), strategic positioners (0.190), culture and change champions (0.135), human capital curators (0.103), total reward stewards (0.103), analytics designers and interpreters (0.079), compliance managers (0.074), and technology and media integrators (0.070). Finally, the present study provided recommendations on practical courses for training and developing personnel competencies using the Human Resource Competency Model based on the research results.

**Keywords:** Knowledge-intensive industry, Human resource competency model, Fuzzy analytic hierarchy process