

# 影響高績效人力資源管理系統實施之因素：組織學習觀點

## Factors Associated with Implementation of High Performance Work Systems: Organizational Learning Perspective

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## 摘要

過去研究普遍認為高績效人力資源管理系統與組織績效之間存在正向關係，本研究採用組織學習觀點，探討為何公認成效優良的高績效人力資源管理系統卻未普遍被採用。根據 147 筆配對樣本工廠資料，本研究發現先進技術導入與管理支持和高績效人力資源管理系統呈現正向關係，但產業競爭與工會的推論未獲支持，本研究以組織學習觀點協助企業了解實施高績效人力資源管理系統之必要性，試圖提供經理人更多相關決策資訊。

**關鍵字：**高績效人力資源管理系統、組織學習、先進技術和管理支持

## ABSTRACT

There is a consensus that a positive relationship exists between high performance work systems (HPWSs) and performance. This study adopts the perspective of organizational learning to examine why some organizations implement HPWS but some do not. The results showed that advanced technology and management support are positively related to the implementation of HPWS significantly which is based on multiple-informant data of 147 manufacturing plants. Although industry competitiveness and union presence are not significantly associated with HPWS, the both negative relationships are as expected. This study introduces organizational learning perspective to assists organizations in estimating whether they need HPWS and how to implement it. We attempted to help managers make more informed decisions regarding implementation of HPWS.

**Keywords:** High performance work system (HPWS), Organizational learning, Advanced technology, Management support