

# 行政法人改制過程組織認同重要性之研究

## Research on the Importance of Organizational Identification of the Transformation Process of NTPBs

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## 摘要

行政法人是我國政府推動組織改造的重要政策工具。因此，公部門行政法人化也成為政府組織改造的一個重要選項，然而公部門法人化還必須面臨人員權利的轉變及組織的質變，甚而影響整個組織中個人認知、團隊特性及組織特性的改變，對於一個組織該如何因應，值得深入探討。本研究目的是希望透過法人化改制的歷程中，確認組織認同的重要性，也讓組織認同的解釋因子成為欲改制行政法人的機關參考的重點。本研究以深度訪談和問卷調查收集資料，並以內容分析法與層級分析法分析資料。資料的收集採取參與觀察法並配合深度訪談的方式進行。問卷的調查訪談過去及現在仍服務於行政法人組織之成員共 30 人，並進行 AHP 法的測試，再依研究結果嘗試提出相關建議。

**關鍵字：**行政法人、組織變革、組織認同

## ABSTRACT

Non-Departmental Public Bodies (NDPBs) is an important policy for the government to promote the transformation for certain types of organization. Therefore, NDPBs transformation has also become an important issue. However, the transformation has to encounter the changes of employee's benefits and the organizational structure. Furthermore, it would affect the changes in employee's perception, team dynamics and organization characteristics. Thus, it is worth while to discuss in-depth how the organization should respond to these changes. The purpose of this study is to verify the importance of the organizational identification through the examples of the NDPBs transformation. It makes the driving factors of the organizational identification become the good references for the institutions, which like to reform. This study through collecting the data in-depth interviews and analyzes the data by content analysis and hierarchical analysis. The survey was conducted by means of participation observation, in-depth interviews and questionnaire. The interviewee include 30 people who worked before these organization was transformed into NDPBs, and are still working in the NDPBs. The results of our AHP analysis in this study allow us to make relevant recommendation for other organizations planning for the transformation into NDPBs.

**Keywords:** Non-departmental public bodies (NDPBs), Organizational change, Organizational identification