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人力資源管理效能對組織內部行銷之影響研究

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摘要

組織內部行銷主要內涵為把員工當顧客，重視、激勵員工，進而促進跨部門的整合，減少變革上的抗拒。且實證研究發現：組織內部行銷與員工工作滿足、組織承諾、顧客導向、組織績效等均有正向關係，且對員工離職傾向有負向的影響。故此一管理哲學近來已受到企業經營管理者的重視。另一方面，現今人力資源管理在組織的角色與地位不斷的提升，因此，促成本研究欲探討人力資源管理效能對組織內部行銷影響之研究目的。研究資料來源為對台灣中部八家製造業之員工所作的問卷調查。共寄發問卷 310 份，回收 266 份問卷，在剔除無效問卷後，有效問卷為 231 份，有效問卷回收率為 74.52%。資料分析方法採階層多元迴歸法，資料分析結果顯示：服務年資、教育程度、報酬與發展效能、人力維持效能、人力確保效能及整體人力資源管理效能對組織內部行銷均達到顯著性的差異水準，且以報酬與發展效能之影響為最大。從研究結果我們作出以下結論：人力資源管理效能對組織內部行銷有非常顯著且正向的影響。組織應致力提升其人力資源

管理的報酬與發展效能。

關鍵字：人力資源管理效能；組織內部行銷

The Impact of Human Resource Management Effectiveness on Organizational Internal Marketing

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Abstract

Organizational internal marketing views employees as customers, values them and motivates them. Furthermore, it increases the cross-functional integration and reduces the resistance to change. After many empirical researches, it is found that organizational internal marketing has the positive relationship with job satisfaction, organizational commitment, customer orientation, and organizational performance. Besides, it has a negative relationship with employee's turnover intention. On the other hand, human resource management becomes more important than ever. Thus, we explore the impact of human resource management effectiveness on organizational internal marketing. We collected the data from questionnaires toward employees of eight manufacturing companies in central Taiwan. Three hundred and ten questionnaires were sent out, and 266 responses were received, of which 231 were valid. The effective response rate is 74.52%. Employed hierarchical multiple regression to analyze our data, we found: tenure, educational level, compensational and developmental effectiveness, human maintaining effectiveness, human ensuring effectiveness, and the whole human resource management effectiveness have the significant effect on organizational internal marketing. Among them, compensational and developmental effectiveness have the largest influence. Hence we made the conclusion that human resource management effectiveness has a very significant and positive impact on organizational internal marketing. We recommended organizations should pay more attention to increase their effectiveness of human resource management, especially to the compensational and developmental effectiveness.

Key words: Human resource management effectiveness;
Organizational internal marketing