高科技企業員工工作品質改善之研究——工作負荷觀點

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摘要

現今企業組織日益精簡、工作上需要更廣泛的技能，員工之工作時間、職責與日俱增，工作上之負荷越來越重，組織內部如何能夠在工作投入與績效產出之間作一整合與評估，以發揮人力資源管理最大之效能，為此本研究係以一高科技公司內部研發單位二十一名員工為受測對象，採用多指標 NASA-TLX (Task Load Index) 工作負荷評量指標，以問卷調查與主管績效考評之方式進行，回收之資料應用資料包絡分析法對員工進行工作負荷與績效水準之評估，研究結果如下：(1) 該公司員工工作負荷與績效水準分配適當，顯示出人力主管部門在員工作務分配之質與量以及績效標準之訂定合理。(2) 少數工作負荷過重與工作配置不佳之員工，公司依據其負荷較重之指標，給予適度之工作調整與協助。(3) 該公司員工其負荷指標排序為績效、技術感、努力程度、心智、體力與時間。最後，歸納研究結論提供作為改善員工工作負荷與調整其工作屬性之參考，以達到人才留任、工作品質改善與提升公司整體績效之目的。

關鍵詞：工作品質、工作負荷、人力資源管理、高科技企業

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Job Quality Improvement of a High-Tech Enterprise -- A Workload Perspective

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Abstract

Nowadays the organization size tends to be lean, employees are required more multiple job skills, working time and responsibility than before. Therefore the workload is getting heavier and how organizations can integrate and evaluate between job and performance to optimize the effectiveness of HRM. NASA-TLI (Task Load Index), a multi-dimensional scale, was used to measure workload of 21 employees as research subjects from a high-tech enterprise together with the performance appraisal from supervisors and the collected data were analyzed by Data Envelopment Analysis (DEA) to evaluate workload and the level of performance. The results are as follows: (1) HR managers set up reasonable performance standards with the quality and quantity of task assigned for employees; (2) a few employees with over workload and improper job deployment should be concerned and adjusted; (3) the criteria rankings for the workload of employees are performance, frustrations, effort level, mental demand, physical demand and temporal demand. Finally, this study discussed and proposed some suggestions on workload and job characteristic to achieve staff retention, manpower quality enhancement and overall organizational performance improvement.

Keywords: job quality, workload, human resources management, high-tech enterprise