

競值途徑在組織研究上之應用*

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The Application of Competing Values Approach to Organizational Research

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摘要

理論建構，係組織研究的重要旨趣之一。組織論者泰半深受傳統科學理念影響，偏好「內部結構一致的理論」，排拒「斷續論證」或「互斥主題」，忽略組織現象中所蘊涵的緊張、對立、矛盾與弔詭，從而無法透視多元層面的組織形貌。

本文的目的，在借用競值途徑原理，建立較具涵攝性之後設理論架構，辯證不同學說之間的弔詭，以宏觀的視野，整合組織文化、組織效能、組織領導三個組織研究主題多元化的論證，借此闡明競值途徑的優越性，及其對組織管理的啟發。

關鍵詞：競值途徑，兼容並蓄式思考，後設理論，組織文化，組織效能，組織領導與權力，弔詭，涇渭分明式思考，理論建構。

ABSTRACT

In contemporary organizational research, most theory construction methodologies attempt to build internally consistent theories of limited scope. Relatively little attention has been paid to the opportunities offered by tensions, opposition, contradictions and paradoxes among explanations of the same phenomenon. The purpose of the paper, focusing attention on the application of *Competing Values Approach* (CVA), is to spell out a set of theories of theory-building strategies to help researchers take advantage of theoretical tensions. CVA is a metatheoretical framework in which the theorists can play theories off against another, gaining insights from multiple perspectives and comparative analyses, rather than regarding each theory as a self-encapsulating whole. In this view, theories are not treated as statements of some ultimate 'truth' but rather are alternative cuts of a multifaceted reality. Alternative theories give partial views, and the theorists task is to sort them out and work out their relationships. This paper based on CVA attempts to reconcile those partial viewpoints in the studies of organizational effectiveness, organizational leadership and power, and organizational culture.

Key words: Competing Values Approach (CVA), Janusian Thinking, Metatheory, Organizational Culture, Organizational Effectiveness, Organizational Leadership and Power, Schismogenic Thinking, Theory-building.

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