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公務人員職務輪調制度之影響評估*

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摘要

現代政府再造的基本精神在於一方面精簡公共組織使用的財務資源，另一方面同時追求公共管理者管理能量的強化，以提昇政府機關（構）的競爭力與生產力。職務輪調在理論概念上是一種具有達成此一「不可能的目的」之潛力的管理改革，值得當代政府改革者賦予重視。

職務輪調為許多企業組織用以提升人力資源素質以及組織效能之員工生涯發展的新管理途徑。自一九八〇年代以來，許多研究已經指出職務輪調的正面效應，然而在公部門中職務輪調仍停留於實驗以及模型建構的階段。本研究為對此一公部門新研究領域提供論的基礎，以我國中央以及縣、市政府之公務人員為對象，實證職務輪調的決定因素與可能的影響。研究結果發現，職務輪調對於公務人員各種具體或心理的影響的確相當顯著，本研究並發現幾個與職務輪調互動關係明顯的因素。

關鍵詞：職務輪調、人力資源發展、訓練、影響評估

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Evaluation of Job Rotation in Public Service

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Abstract

Governments in the "reinventing government" movement are looking for ways, on one hand, to economize the usage of organizational financial resources, and, on the other hand, to strengthen the management capacity of public managers. Job rotation, at least in theory, is a management tool that has great potential to achieve the seemingly unachievable dual-objectives at the same time.

Job rotation has been widely practiced in the corporate world especially since the 1980's. Research in many areas attests to the values of job rotation for career development. Proponents of job rotation argue that it will improve people's work experience, career motivation, job specialties, and organizational performance in general. Nevertheless, while public managers are eager to implement this new technique, there is little evaluation research done in the public sector to show the effects of job rotation. This paper is intended to provide some preliminary findings on the influence of job rotation in public organizations by surveying the perceptions of the public managers who had experience in job rotation in Taiwan. The results show that job rotation does have significant effects on many personal and interpersonal variables as indicated in the management literature. Further discussion is then pursued to analyze the research findings.

Key Words: Job rotation, human resource development, career development, training, impact evaluation