

題目	人資人員在組織實施精簡時角色與情緒衝突之研究
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摘要	組織縮編精簡對大多數的企業來說是複雜的過程，面對被裁或留下的員工都是挑戰，而其中人資更扮演過程中關鍵的角色，因此本研究訪問了二十二位有精簡經驗的人資，探討他們在精簡過程中可能產生的角色與心理衝突。結果顯示，受訪人資都希望在挑戰的任務中保持冷靜和專業。但在需要消弭謠言安撫員工的同時，因沒有參加決策不明白資遣策略與標準，內心仍有許多不安和質疑。證據也顯示，資遣過程與人資助人的精神大相逕庭，造成許多心理衝突。精簡後，還必須努力提高組織認同的同時，也還可能因之前為組織說話，而背負被誤解的罪名。結果可以看出，人資在本身就是多重角色的工作下，角色衝突和心理上的拉扯都產生情緒上的負擔與衝突，進而可能影響其對組織的信任和認同。
關鍵字	組織精簡；人力資源角色；角色衝突
Title	The Role and Emotional Tension of Human Resource Personnel in the Process of Downsizing
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Abstract	Organizational downsizing is a complicated process for most companies. It is a challenge for employees who are laid off or stay. In addition, human resource is playing a key role in the process. Therefore, this study has visited 22 HR who has downsizing experience to explore the roles and psychological conflicts they may have in the process. The results show that the HR hope to remain calm and professional in this challenging task. However, while they try to eliminate rumors and appease employees, there are still many uneasiness and doubts in their heart because they do not participate in the decision-making process of downsizing. The evidence also shows that the downsizing process is very different from the spirit of the HR-helping people. After downsizing, when they work hard to improve people's commitment to the organization, they may also be accused of speaking for the leaders. The results show that under the work of human resources, the role conflict and psychological tension can result in emotional labor which affects their trust and commitment towards their organizations.
Keywords	organizational Downsizing; The Role of Human Resource; Role Conflict