

Different Recruitment Policies In Three Kinds Of Organization Structures (Taiwanese Experience)

Yu-Chieh Su, Master of Arts Candidate

Human Dimensions of Organizations, The University of Texas at Austin

Introduction

What are the differences between the following types of organizations?
How do the organizational structures affect staffing policies?

Bureaucratic Organizations	Half-Bureaucratic Organizations	Flexible Organizations
<ul style="list-style-type: none">A formal hierarchical structureManagement by rulesPurposely impersonalEmployment based on technical qualificationsVertical organization	<ul style="list-style-type: none">Formal hierarchical structure, but some middle-level managers are authorized in recruitment issuesManagement by rules and leaders' management styleEmployment not only based on technical qualifications, but also personality	<ul style="list-style-type: none">No formal hierarchical structureManagement by leaders' management styleEmployment based on personalityHorizontal organization

Methods

INTERVIEWS	8 managers were interviewed to collect their opinions towards the staffing policies of their organizations. 2 of them are from bureaucratic organizations. 6 of them come from half-bureaucratic organizations (three different background enterprises). 2 of them are from flexible organizations.
ONLINE SURVEY	A survey was carefully designed and passed to participants via e-mail and social media. 96 participants took the survey. 90 valid responses were collected.

Results



Bureaucratic Organizations

Recruiting approach : Writing test, no interview, no personality test.
Power distance: High

Institutions are more important than individuals.

Case:
Taiwanese Government



Half-Bureaucratic Organizations

Recruiting approach : Writing test + interview, multi-stage interview (decided by the backgrounds of organizations)
Power distance: Middle high

Institutions have interactions with human factors

Case:
CHT
TSMC
Uniqlo



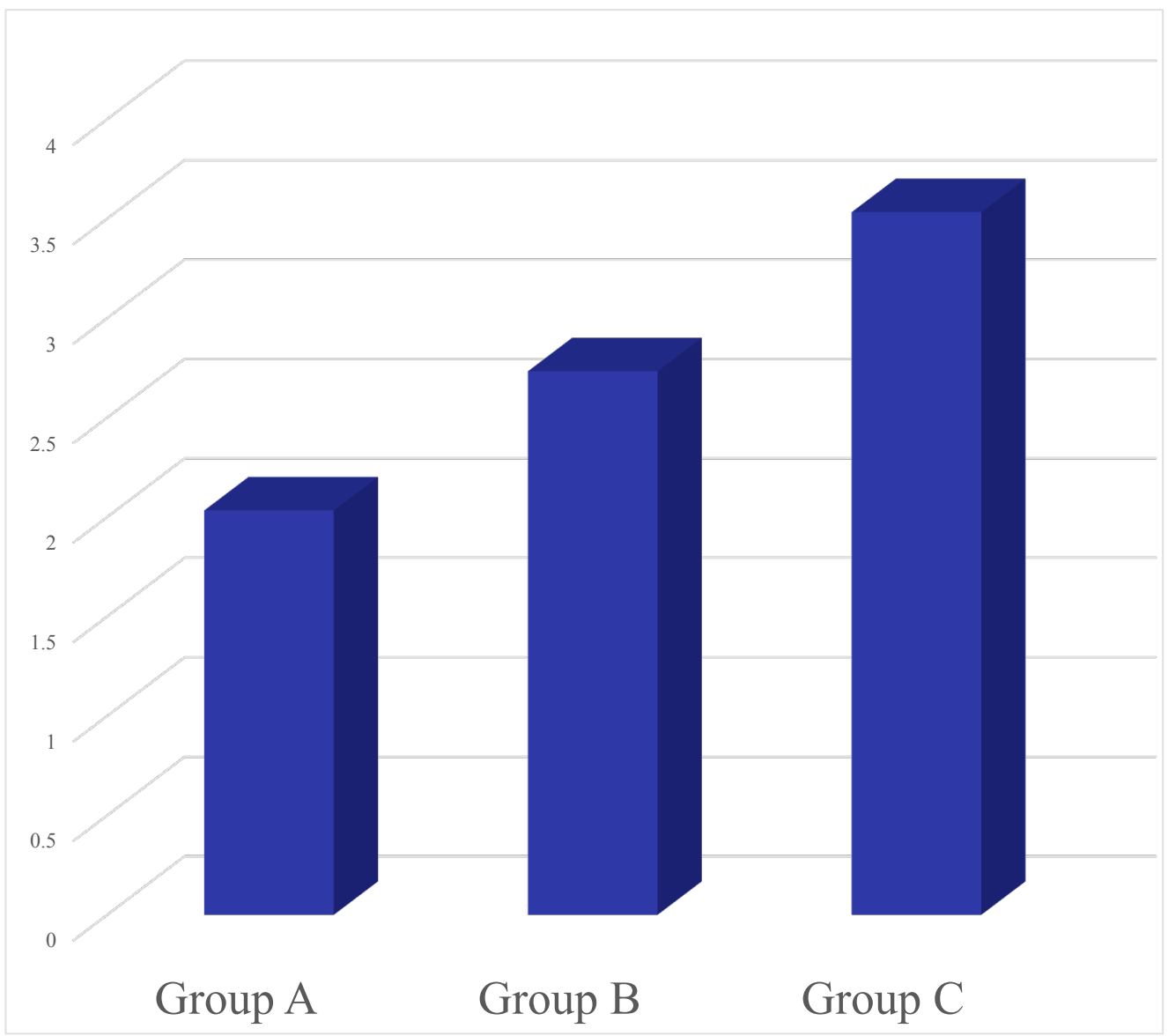
Flexible Organizations

Recruiting approach: Interview
Power distance: Low

Emphasize human factors

Case:
Gogoro

#	Option	Bureaucratic Orgs	Half-bureaucratic Orgs	Flexible Orgs	Total Responses
1	Leaders' management style	1	5	13	19
2	Organization climate	3	4	7	14
3	The institutions of organizations	12	11	6	29
4	The structure of organizations	15	10	4	29



Conclusions

Conclusions

Organizational structures affects the staffing policies.

If an organization is more flexible, the employees of this organization s will pay more attention to human issues.

Suggestion

Bureaucratic organizations should pay more attention to employees' personality traits and human issues

Acknowledgments

Dr. John Traphagan (my advisor), Dr. Tze-Min ,Lin (my second reader)

Support from numerous friends and interviewees are gratefully acknowledged.

Literature Cited

- Barber, A. E., 1998, Recruiting Employees: Individual and Organizational Perspectives, CA: SAGE.
- Bowin, R. B., & Harvey, D., 2001, Human Resource Management (2nd ed), NJ: Prentice Hall Inc.
- Breaugh, J. A., 1981,"Relationships between recruiting sources and employee performance, absenteeism, and work attitudes", Academy of Management Journal, Vol. 24.
- Breaugh, J. A., & Mann, R. B., 1984, "Recruiting source effect: A test of two alternative explanations", Journal of Occupational Psychology, Vol. 57.
- Breaugh, J. A., 1992, Recruitment: Science and Practice, Boston: PWSKENT Inc. 1
- 河野豐弘 (1992) 改造企業文化,彭德中譯,台北:遠流出版社
- 呂勝瑛 (1997) 企業文化對員工工作態度的影響-海峽兩岸的比較研究,人力資源管理學報, 8, 101~119
- 林慶棟 (2000) 企業策略、企業文化、人力資源策略與組織績效關係之研究-以國內資訊電子業上市、上櫃公司為例, 中山大學人力資源管理研究所碩士論文

Further information

Yu-Chieh Su

512-596-9795

suyuchieh1118@utexas.edu