

出國報告(出國類別:國際會議)

參加 2013 商管資訊國際研討會

(BAI 2013 International Conference on Business and Information)

服務機關：國立暨南國際大學國際企業學系

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派赴國家：印尼·峇里島

出國期間：102年7月6日至7月10日

報告日期：102年7月22日

摘要

本次 2013 商管資訊國際研討會(BAI 2013 International Conference on Business and Information)在印尼峇里島舉辦，會議時間從 102 年 7 月 7 日至 102 年 7 月 9 日共三天的時間，這也是 BAI 國際會議第十屆的舉辦。每年的 BAI 國際學術研討會吸引了數以百計的研究人員一同參與，研究主題涵蓋企業與資訊相關領域包括會計、企業管理、經濟、財務金融、人力資源、資訊系統與科技、國際企業、行銷等學術領域，今年共收到來自澳洲、奧地利、巴西、加拿大、中國大陸、捷克、芬蘭、德國、希臘、印度、印尼、義大利、日本、南韓、馬來西亞、墨西哥、紐西蘭、新加坡、台灣、泰國、英國及美國等 38 個國家共 716 篇研究論文的投稿，在經過至少兩位研究學者匿名審查後，共有 490 篇論文接受發表。本次會議論文議程共分為 60 場主題論文發表、4 場現場海報論文發表及海報論文。筆者所發表的研究論文為人力資源領域，主題為“DOES THE PERSONALITY MODERATING THE RELATIONSHIP BETWEEN HIGH-PERFORMANCE WORK SYSTEMS AND JOB PERFORMANCE?”(人格特質是否對高績效工作系統與工作績效間之關係有調節效果?)。

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壹、目的

- 一、 藉由參加 BAI 2013 International Conference on Business and Information 國際研討會，並且發表主題為 “DOES THE PERSONALITY MODERATING THE RELATIONSHIP BETWEEN HIGH-PERFORMANCE WORK SYSTEMS AND JOB PERFORMANCE?” (人格特質是否對高績效工作系統與工作績效間之關係有調節效果?)的研究論文，並與在場參加研討會的研究學者交換意見。

- 二、 藉由參加 BAI 2013 International Conference on Business and Information 國際研討會中與筆者研究專長有關之人力資源領域及國際企業領域相關論文發表場次，聆聽來自世界各國在這些學術領域的最新專業學術論文發表，以瞭解相關領域目前的研究趨勢並交換意見。

- 三、 藉由參加 BAI 2013 International Conference on Business and Information 國際研討會，可與來自不同國家的相同及不同研究領域的研究學者進行國際交流，除了介紹彼此的研究領域外，也對彼此的國家文化進行交流，有助於進行跨國跨領域的學術交流。

貳、出國行程及議程

一、出國行程

7月6日:

早上 9:15 搭乘華航 CI771 班機前往印尼峇里島，於當地時間下午 14:20 抵達，並搭車前往下榻飯店。

7月7日:

由於研討會的報到時間為下午 17:00 開始，下午即前往這次國際研討會舉辦地點 Grand Hyatt Bali1 辦理報到手續。

7月8日:

今天一共有 32 個主題論文發表場次及 2 個現場海報論文發表的場次，早上筆者參加了 Strategy(策略)與 Organization Behavior and Human Resource Management(組織行為與人力資源管理)的兩場主題論文發表場次，聆聽了來自各國在此領域的專家學者所發表的研究論文，並於 Q&A 的時間與論文發表者交換意見；中午餐敘時間同時舉辦了開幕儀式及最佳論文的頒獎，並與同桌的與會學者交流。

下午 14:30 至海報論文會場展示筆者所發表之論文，並於 15:00-15:30 的 On-Site Poster[P2]的 Strategy & Organization Behavior and Human Resource Management(策略及組織行為與人力資源管理)場次中與前來觀看筆者所發表之論文的與會學者交流，除了介紹筆者的研究內容外，也獲得了不少的意見回饋，對於增進論文的品質有很大的助益；在此論文發表的場次中，可與來自不同國家的相同及不同研究領域的研究學者進行國際交流，除了介紹彼此的研究領域外，也對彼此的國家文化進行交流，有助於進行跨國跨領域的學術交流。

7月9日:

今天一共有 28 個主題論文發表場次及 2 個現場海報論文發表的場次，今天筆者分別參加了 Organization Behavior and Human Resource Management(組織行為與人力資源管理)與 Strategy(策略)的主題論文發表場次，聆聽來自世界各國在這些學

術領域的最新專業學術論文發表，以瞭解相關領域目前的研究趨勢，並於 Q&A 及中場茶敘的時間與論文發表者交換意見。

7月10日:

中午用完餐後，即搭車前往印尼峇里島的國際機場，並搭乘當地時間下午 15:30 出發的華航 CI772 班機返回台北，並於台北時間晚上 21:00 抵達桃園國際機場，結束了印尼峇里島五天四夜的國際研討會行程。

二、研討會議程

7月7日: 研討會報到

7月8日:

8:30-10:00 A1-A8 場次

10:00-10:30 On-Site Poster [P1] 場次

10:30-12:00 B1-B8 場次

12:00-13:30 開幕儀式及最佳論文頒獎

13:30-15:00 C1-C8 場次

15:00-15:30 On-Site Poster [P2] 場次

15:30-17:00 D1-D8 場次

7月9日:

8:30-10:00 E1-E7 場次

10:00-10:30 On-Site Poster [P3] 場次

10:30-12:00 F1-F7 場次

12:00-13:30 餐會

13:30-15:00 G1-G2 場次

15:00-15:30 On-Site Poster [P4] 場次

15:30-17:00 H1-H7 場次

參、心得及建議

一、參加國際研討會之心得

感謝國立暨南國際大學能給予參加國際研討會機票費用的部分補助，藉由參加 BAI 2013 International Conference on Business and Information 國際研討會，不管是發表自己的研究論文或是聆聽其他學者的論文發表都覺得獲益匪淺，因為與在場參加研討會的來自世界各地相同及不同研究領域的研究學者交換意見，在論文的嚴謹度上的增進獲得不少的靈感與啟示，對於研究論文的精進上有很大的助益；另外聆聽其他專家學者的論文發表也能增廣見聞，例如在聆聽了來自印度 Majan College 亞太管理學院助理教授 Tewari 針對印度航空業的 FDI 對印度經濟的影響所發表的論文後，瞭解 FDI 對印度的國家經濟、社會發展、基礎建設發展、技術轉移、排擠效應等各方面所造成的影響有更進一步的認識，進而對於印度政府在接受 FDI 的政策面上又有怎樣的最新發展等有了更進一步的瞭解，對於目前國際經濟環境尤其是發展潛力十分被看好的金磚四國其中一員的印度能有更深入的認識，對於筆者日後在企業海外直接投資領域的相關研究主題之構思與發展，相信將會有很實質的助益。另外也聆聽了來自馬來西亞 Curtin University Sarawak Malaysia 商學院的 Lew Tek Yew 博士所發表 “THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES ON ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION OF ACADEMICS IN MALAYSIA: THE ORGANIZATIONAL SUPPORT PERSPECTIVE” (人力資源管理實務對馬來西亞學術界組織承諾與流動率的影響) 的研究論文，探討薪資水準滿意度、生涯發展機會及工作家庭支持度對馬來西亞私立大學教職員在組織情感承諾與流動率的影響，除了對馬來西亞高等教育的概況有所瞭解外，對於以往在組織管理與人力資源領域之探討有了新的思維，亦即員工所接收到的人力資源管理實務是否真能轉化成為其所認知的組織支持度，再者，組織管理問題是各行各業各個部門都會遇到的挑戰，可以進一步以此研究概念為基礎進一步對於文獻中較少涉略的產業結合其產業特性進一步做深入研究與探討，相信對於組織行為與人力資源管理領域之學術發展及對實務界當有一番貢獻。

二、參加國際研討會之建議

針對這次參加 BAI 2013 International Conference on Business and Information 國際研討會之經驗，著實收穫良多，因此筆者有以下幾點小小的建議：

- (一) 國際研討會是一個能集結來自世界各地專家學者齊聚一堂發表最新研究成果的場所，因此藉由這樣的機會可以讓學者們進行難得的國際學術及文化交流，因此建議國內學術界先進也能多舉辦國際學術研討會以吸引各國專家學者前來共襄盛舉。
- (二) 藉由在國際研討會親自發表研究論文，從投稿論文的撰稿開始一直到在研討會發表現場與參加研討會的專家學者們交流，可以讓學者將研究成果系統整理予以發表，並且獲得來自不同學術背景的專家學者給予的寶貴意見，對於論文品質的提升有實質的幫助，因此建議學者們可以多參與國際研討會發表論文。
- (三) 目前的學術發展已朝向跨領域整合的研究方向努力，因此如這次所參加的 BAI 2013 International Conference on Business and Information 國際研討會，包含了策略、行銷、財務金融、國際企業、組織行為與人力資源管理、管理資訊系統等各研究領域，讓不同研究領域的學者能互相交流，或許能帶動跨領域整合研究的合作，因此建議日後若有舉辦國際研討會也能朝此方向進行，相信應會有更實質的收穫。

肆、附錄

一、研討會詳細議程

7月7日: Registration

7月8日:

8:30-10:00 Session A1-A8

10:00-10:30 On-Site Poster [P1]

10:30-12:00 Session B1-B8

12:00-13:30 Opening Ceremony and Best Paper award Presentation

13:30-15:00 Session C1-C8

15:00-15:30 On-Site Poster [P2]

15:30-17:00 Session D1-D8

7月9日:

8:30-10:00 Session E1-E7

10:00-10:30 On-Site Poster [P3]

10:30-12:00 Session F1-F7

12:00-13:30 Lunch

13:30-15:00 Session G1-G2

15:00-15:30 On-Site Poster [P4]

15:30-17:00 Session H1-H7

International Conference on
Business And Information (BAI 2013)
Schedule

Sunday, July 07, 2013

[Pre-Conference Registration] 17:00~18:00

Monday, July 08, 2013

[Registration] 08:00~17:00

08:30~10:00 July 08, 2013

[A1] Strategy	Session A1	Klungkung I
[A2] Marketing	Session A2	Klungkung II
[A3] Accounting and Finance	Session A3	Gianyar I
[A4] Management Information Systems	Session A4	Gianyar II
[A5] Technology and Innovation Management	Session A5	Badung I
[A6] Operation Management and Industrial Engineering	Session A6	Badung II
[A7] Organization Behavior and Human Resource Management	Session A7	Singaraja I
[A8] Marketing	Session A8	Singaraja II

10:00~10:30 July 08, 2013

Tea Break & Poster 1

10:30~12:00 July 08, 2013

[B1] Strategy	Session B1	Klungkung I
[B2] Marketing	Session B2	Klungkung II

[B3] Accounting and Finance	Session B3	Gianyar I
[B4] Management Information Systems	Session B4	Gianyar II
[B5] Technology and Innovation Management	Session B5	Badung I
[B6] Operation Management and Industrial Engineering	Session B6	Badung II
[B7] Organization Behavior and Human Resource Management	Session B7	Singaraja I
[B8] Organization Behavior and Human Resource Management	Session B8	Singaraja II

12:00~13:30 July 08, 2013

Lunch

13:30~15:00 July 08, 2013

[C1] Strategy	Session C1	Klungkung I
[C2] Marketing	Session C2	Klungkung II
[C3] Accounting and Finance	Session C3	Gianyar I
[C4] Management Information Systems	Session C4	Gianyar II
[C5] Technology and Innovation Management	Session C5	Badung I
[C6] Operation Management and Industrial Engineering	Session C6	Badung II
[C7] Accounting and Finance	Session C7	Singaraja I
[C8] Marketing	Session C8	Singaraja II

15:00~15:30 July 08, 2013

Tea Break & Poster 2

15:30~17:00 July 08, 2013

[D1]	Session D1	Klungkung I
Organization Behavior and Human Resource Management		
[D2]	Session D2	Klungkung II
Marketing		
[D3]	Session D3	Gianyar I
Accounting and Finance		
[D4]	Session D4	Gianyar II
Management Information Systems		
[D5]	Session D5	Badung I
Technology and Innovation Management		
[D6]	Session D6	Badung II
Organization Behavior and Human Resource Management		
[D7]	Session D7	Singaraja I
Marketing		
[D8]	Session D8	Singaraja II
Organization Behavior and Human Resource Management		

Tuesday, July 09, 2013

[Registration] 08:00~17:00

08:30~10:00 July 09, 2013

[E1]	Session E1	Klungkung I
	Organization Behavior and Human Resource Management	
[E2]	Session E2	Klungkung II
	Organization Behavior and Human Resource Management	
[E3]	Session E3	Gianyar I
	Accounting and Finance	
[E4]	Session E4	Gianyar II
	Management Information Systems	
[E5]	Session E5	Badung I
	Technology and Innovation Management	
[E6]	Session E6	Badung II
	Operation Management and Industrial Engineering	
[E7]	Session E7	Singaraja I
	Marketing	

10:00~10:30 July 09, 2013

Tea Break & Poster 3

10:30~12:00 July 09, 2013

[F1]	Session F1	Klungkung I
	Strategy	
[F2]	Session F2	Klungkung II
	Marketing	
[F3]	Session F3	Gianyar I
	Accounting and Finance	
[F4]	Session F4	Gianyar II
	Management Information Systems	
[F5]	Session F5	Badung I
	Technology and Innovation Management	
[F6]	Session F6	Badung II
	Organization Behavior and Human Resource Management	
[F7]	Session F7	Singaraja I
	Accounting and Finance	

12:00~13:30 July 09, 2013

Lunch

13:30~15:00 July 09, 2013

[G1]	Session G1	Klungkung I
Organization Behavior and Human Resource Management		
[G2]	Session G2	Klungkung II
Marketing		
[G3]	Session G3	Gianyar I
Accounting and Finance		
[G4]	Session G4	Gianyar II
Management Information Systems		
[G5]	Session G5	Badung I
Technology and Innovation Management		
[G6]	Session G6	Badung II
Operation Management and Industrial Engineering		
[G7]	Session G7	Singaraja I
Marketing		

15:00~15:30 July 09, 2013

Tea Break & Poster 4

15:30~17:00 July 09, 2013

[H1]	Session H1	Klungkung I
Strategy		
[H2]	Session H2	Klungkung II
Marketing		
[H3]	Session H3	Gianyar I
Accounting and Finance		
[H4]	Session H4	Gianyar II
Management Information Systems		
[H5]	Session H5	Badung I
Management Information Systems		
[H6]	Session H6	Badung II
Accounting and Finance		
[H7]	Session H7	Singaraja I
Marketing		

[PO] Poster 2 15:00~15:30 July 08, 2013
Strategy and Organization Behavior and Human Resource Management

The Optimal Doctor Revisit Strategy for Hepatitis B Patients Using Markov Decision Processes

Hsueh-Yi Lu Taiwan National Yunlin University of Science and Technology

Taiwan-Keelung Port City of Unit and the Future Industrial Development Strategy

Chiang Po Shu Ching Kuo Institute of Management ang Health

The Effect of Ambidextrous Capability on Proficiency and New Product Performance

Yong-Hui Li National Pingtung Institute of Commerce

Jing-Wen Huang National Pingtung University of Education

Factors Influencing Partnerships of Property Management Industry

Ying-Hua Huang National Yunlin University of Science and Technology

Chia-Hsin Cheng National Yunlin University of Science and Technology

A Balance Sheet for Knowledge Evaluation

Ju-Chuan Wu National Penghu University of Science and Technology

Chih-Jou Chen National Penghu University of Science and Technology

Enhancing the Service Quality of Nursing Home by Using Kano Model

Tzu-An Chiang National Taipei College of Business

Zhi-Ping Lin National Taipei University of Technology

Han-Yuan Kuo National Taipei University of Technology

Zhen-Hua Che National Taipei University of Technology

Mothers' Behaviors Intergenerational Transmission and Its Implications

Po-Shu Chiang Ching Kuo Institute of Management ang Health

Design of A Knowledge Management Performance Index: The Use of A Balanced Scorecard Approach

Shu-Mei Tseng I-Shou University

Chun-I Wu National Formosa University

Using Analytic Hierarchy Process Approach to Identify and Rank Critical Factors of Head Nurse Evaluation

Zhen-Hua Che	National Taipei University of Technology
H. Y. Kuo	National Taipei University of Technology
S. H. Chiang	National Taipei University of Technology
J. C. Chen	National Taipei University of Technology
J. H. Chen	National Taipei University of Technology
M. C. Huang	National Taipei University of Technology

The Effect of Service Orientation on Employee Trust and Service Performance

Yu-Wei Chen	Kaohsiung Municipal Hsiaokang Hospital
Wen-Pin Tien	National Kaohsiung First University of Science of Technology
Fang-Pei Su	National Kaohsiung First University of Science of Technology

A Study of Applicant Faking Capacity, Opportunity to Fake and Faking Behavior

Hsu-Mei Lee	Da-Yeh University
Kuo-Feng Wu	National Central University

The Empirical Study in Small & Medium Firms in Taiwan Using Entrepreneurship, Core Competence and Market Performance

Kuo-Feng Wu	National Central University
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The Influence of Employee's Positive Affect and Fit Perception to Helping Behavior

Mei-Mei Lin	Tungana University
Ying-Ying Lin	Tungana University

The Relationship between Leader's Transactional Leadership and Employee's Job Performance

Mei-Mei Lin	Tungana University
Ying-Ying Lin	Tungana University

OCB and Turnover Intention: When Human Capital Meets Abusive Supervision

Yu-Chen Wei	National Taipei University of Education
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Executive Coaches' Career Development: Case of Coaches at INSEAD Global Leadership Center

Hyun Jung Kim	Soongsil University
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Dynamic Moral Hazard, Agency Problem and Corporate Philanthropy in an Emerging Country Context: Evidence from Taiwan

Cheng-Li Huang Tamkang University
Ju-Lan Tsai Tamkang University

Exploring the Relationships among Emotional Labor, Service Quality and Perceived Organizational Support of the Hospitality Front-Line Employees: A Conceptual Framework

Hsiao-Yi Tseng National Chiayi University

Effects of Job Characteristics and Job Stress on Job Burnout of Part Time Front-Line Workers

Hui-Ju Chen De Lin Institute of Technology

The Relationship of Organizational Commitments and Organizational Performance: The Perception of the Middle-Up Aged Employees

Ying-Ying Chang Yuanpei University
Feng-Chen Peng China University of Technology

Does the Personality Moderating the Relationship between High-Performance Work Systems and Job Performance?

Yin-Lin Tsai National Chi Nan University

From the Social-Technical System Viewpoint to Discuss about the Organizational Factors that Affect Individual E-Learning Effectiveness

Chieh-Ling Lo Mingdao University
Wan-Ling Chang Chaoyang University of Technology
Chih-Yung Tsai National Taipei Municipal University of Education

Perspective Taking and Task Conflict: How Does Psychological Safety Climate Works in an Organization?

Wan-Ni Hsieh National Changhua University of Education
Tsang-Kai Hung National Changhua University of Education

The Effect of Emotional Intelligence on Job Performance-Professional Commitment as A Moderator

Wan-Ling Nien National Changhua University of Education
Tsang-Kai Hung National Changhua University of Education

**The Relationships among Computer Self-Efficacy, E-Learning Involvement, Flow Experience,
and Individual E-Learning Effectiveness**

Chieh-Ling Lo

Mingdao University

Chih-Yung Tsai

National Taipei Municipal University of Education

Wan-Ling Chang

Chaoyang University of Technology

DOES THE PERSONALITY MODERATING THE RELATIONSHIP BETWEEN HIGH-PERFORMANCE WORK SYSTEMS AND JOB PERFORMANCE?

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ABSTRACT

According to past researches, organizations that introduce integrated high-performance work systems (HPWs) usually experience increases in productivity and long-term financial performance. The challenge that the manager facing today is how to let their organizations to adopt high-performance work systems, with the right combination of people, technology, and organizational structure to make full use of resources and opportunities in achieving their organizations' goals. There are several empirical researches concerning the effect of high-performance work systems on organization performance. However, it is still lack of concerning what kinds of people fit their needs. The purpose of this study is to explore what kind of personality will moderate the relationship between high-performance work systems and job performance.

We take organization employees in R&D department of Taiwanese IC design industry as our research sample. The questionnaires respondents include both of employees and their boss in the same department. All effective questionnaires are 72 copies. The dimensions of high-performance work systems include employee participation, enhancing the knowledge, skill and abilities (KSA) of employee, and employee incentives. Since the outcomes of each employee and work group contribute to the system's overall high performance in a high-performance work systems. Both of the individual performance and group performance are examined in the dimension of job performance in this study. According to the characteristic of R&D employees, the rigorous, openness to experience, and emotional stability are examined in the personality dimension. The main research findings of this empirical study are as follows: 1. the high-performance work systems affect both of individual

performance and group performance in R&D department of IC design industry; 2. the employees' personality in both of the rigorous and emotional stability all have moderating effects on the relationship between high-performance work systems and job performance. For managerial implications, the organization need to determine what kinds of people fit their needs, and then locate, train, and motivate those special people.

Keywords: High-Performance Work Systems (HPWs), Job Performance, Personality

INTRODUCTION

Human resource management has been identified as a potentially powerful strategic tool that helps firms formulate and implement their business strategies and further improve their performance (Taylor et al. 1996; Wright & MaMahan, 1992). Owing to increasing levels of competition resulting from the globalization of markets (Garten, 1998), transfer of innovation is thus a leading business challenge (Tornatzky & Fleischer, 1990). Thus, the cross-functional team is generally expected to do so efficiently in addition to developing innovative products. The cross-functional team brings together persons from different disciplines and functions who have pertinent expertise about the proposed innovation problem (Kanter, 1998). But team functional diversity does not always have positive effects on performance (Jehn, 1995, 1997; Simons, Pelled & Smith, 1999). When teams were unable to recognize and reconcile their different perspectives, they were unable to be successful. The challenge that the manager facing today is how to let their organizations to adopt high-performance work systems, with the right combination of people, technology, and organizational structure to make full use of resources and opportunities in achieving their organizations' goals. There are several empirical researches concerning the effect of high-performance work systems on organization performance. However, it is still lack of concerning what kinds of people fit their needs. The purpose of this study is to explore what kind of personality will moderate the relationship between high-performance work systems and job performance.

LITERATURE REVIEW

High-performance work systems (HPWs)

According to past researches, organizations that introduce integrated high-performance work systems usually experience increases in productivity

and long-term financial performance. HPWs include HR practices that are designed to enhance employees' skills, commitment, and productivity (Datta et al., 2005).

Job performance

Job performance is the branch of psychology that deals with the workplace. It most commonly refers to whether a person performs their job well. In practice, the job performance can describe not only as the individual level variable but also as higher organizational level variables.

Personality

Personality is the particular combination of emotional, attitudinal, and behavioral response patterns of an individual. The Big Five personality traits are five broad dimensions of personality that are used to describe human personality. The Big Five factors are openness, conscientiousness, extraversion, agreeableness, and neuroticism.

HYPOTHESES

There is a positive relationship between HPWs and firm performance. But how HPWs affect firm performance remains to be understood. Guided by the resource-based view of firm (Barney, 1991) and the knowledge-based theory of firm (Grant, 1996a, 1996b), we argue that HPWs affect firm performance by creating valuable, rare, imperfectly imitable, and non-substitutable resources (Barney, 1991), i.e., human capital. Professionals possessing large amounts of experience, education, and training should be able to effectively create ideas on their own in response to the complexities of unique client needs.

Hypothesis 1: There is a positive relationship between high-performance work systems and job performance.

There are several literatures have examined that personality can effectively forecast the job performance (Wong & Law, 2002; Fagan, 2004).

Hypothesis 2: Personality has the moderating effect on the relationship between high-performance work systems and job performance.

We depict our conceptual model in the following Figure 1.

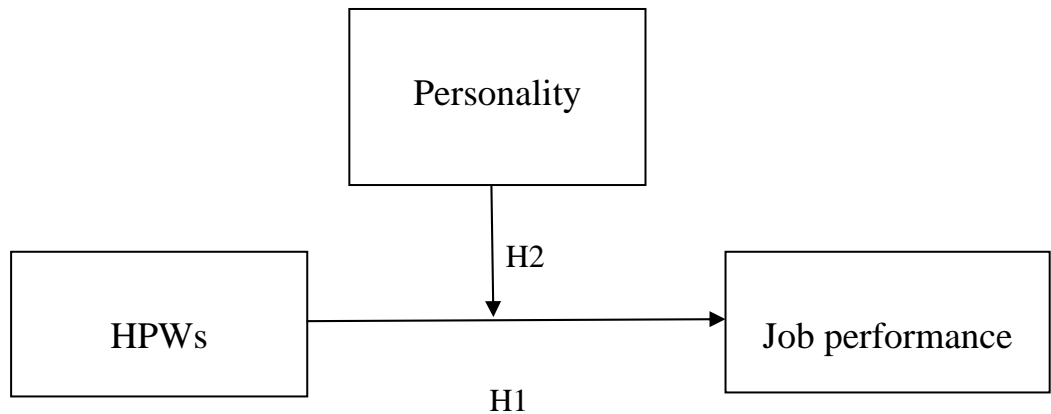


Figure 1. The conceptual model

RESEARCH METHODOLOGY

Sample and data collection

At first, we take organization employees in R&D department of Taiwanese IC design industry as our research sample. Then select them out of project team as our questionnaires respondents. We conduct the dyadic study to prevent the homologous error, that is, the questionnaires respondents include both of employees and their boss in the same department. All effective questionnaires are 72 copies.

Measurements

To measure the degree of HPWs, the following three areas were investigated: employee participation (P), enhancing the knowledge, skill and abilities of employee (K), and employee incentives (I). In this study, we also take the broader definition for measuring the job performance including individual task performance and group performance. As for the measurement of personality, we take two steps to bring into our empirical model. At the first stage, we interview several managers in high-tech industry concerning about the personality which fit in project team. Then make use of analytical hierarchy process (AHP) to build up a pairwise comparison matrix after it was quantified to find out the eigenvector of the matrix and to line up the priority sequence among different personality factors. After we conduct AHP questionnaires in IC design industry, we take the rigorous (R), openness to experience (O), and emotional stability (E) as our measurement variables.

Each question was measured on a 5-point scale ranging from 1 (“not at all”) to 5 (“extensive”) in the questionnaires.

RESULTS

Table 1. the regression analysis of HPWs and task performance

	model1	model2	model3	model4	model5	model6
P	0.152	0.115	0.194*	0.207*	0.241*	0.267*
K	0.011	0.042	0.011	0.003	0.038	0.038
I	0.083	0.099	0.110	0.152	0.054	0.044
R	0.472***	0.511***				
O			0.193*	0.158		
E					0.377**	0.372**
P*R		0.04				
K*R		0.268**				
I*R		0.049				
P*O				0.148		
K*O				0.015		
I*O				0.019		
P*E						0.076
K*E						0.017
I*E						0.008
R square	0.279	0.343	0.098	0.119	0.201	0.206
F	5.354***	4.35***	1.910	1.292	4.403**	2.484

*****:p-value<0.01; **:p-value<0.05; *:p-value<0.1**

After conducting factor analysis and cumulative explanatory variances test. Then the multiple regression analysis was undertaken to test the relationship between the dependent and independent variables proposed in the conceptual framework. According to Table1, we can see that the employee participation shows significance effect on task performance. And personality traits all have positive effect on task performance. The rigorous also has moderating effect on HPWs and task performance. According to Table 2, employee incentives have positive effect on group performance. Also, openness to experience and emotional stability all have moderating effect on HPWs and group performance.

Table 2. the regression analysis of HPWs and group performance

	model1	model2	model3	model4	model5	model6
P	0.1	0.079	0.061	0.006	0.086	0.092
K	0.124	0.105	0.116	0.13	0.118	0.118
I	0.109	0.126	0.109	0.199*	0.099	0.053
R	0.065	0.15				
O			0.186	0.261*		
E					0.09	0.098
P*R		0.141				
K*R		0.046				
I*R		0.18				
P*O				0.238*		
K*O				0.034		
I*O				0.167		
P*E						0.083
K*E						0.274*
I*E						0.205
R square	0.04	0.08	0.07	0.148	0.044	0.103
F	0.726	0.832	1.307	1.633	0.798	1.105

***:p-value<0.01; **:p-value<0.05; *:p-value<0.1

CONCLUSION

The main research findings of this empirical study are as follows: 1. the high-performance work systems affect both of individual performance and group performance in R&D department of IC design industry; 2. the employees' personality in both of the rigorous and emotional stability all have moderating effects on the relationship between high-performance work systems and job performance. For managerial implications, the organization need to determine what kinds of people fit their needs, and then locate, train, and motivate those special people.

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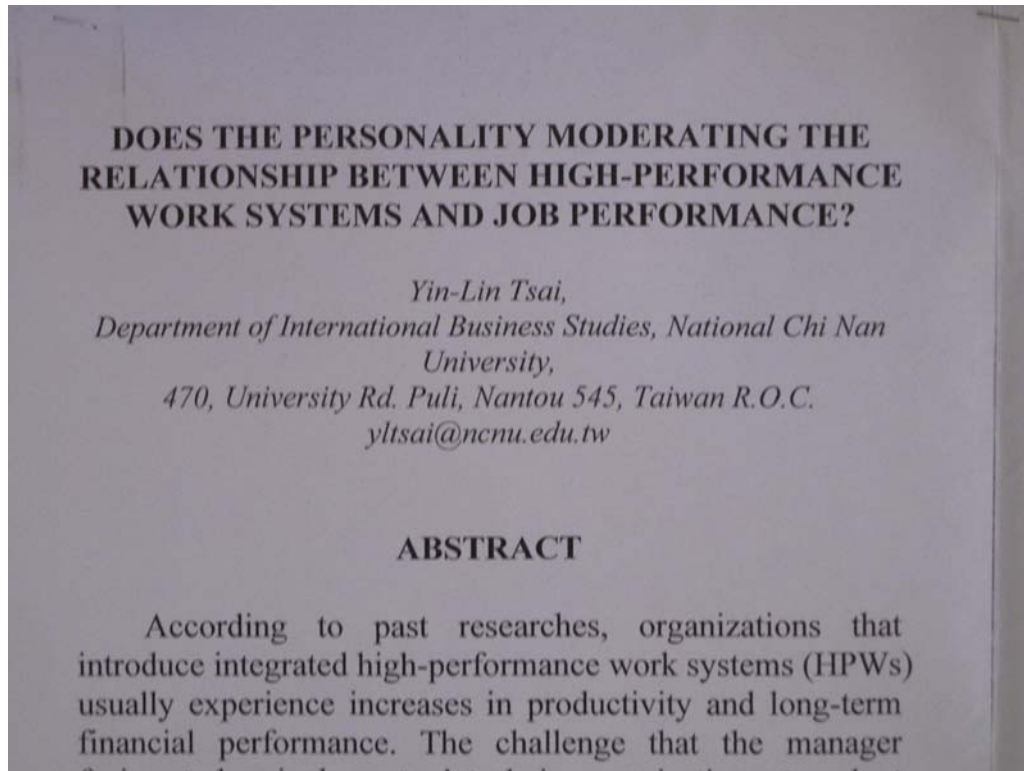
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