國立台灣大學商學研究所博士班入學考試試卷（110 學年度）

科目　組織行為　　第 1　頁 /共 4　頁

（考試時間 2 小時）

1. 近日台鐵發生近 60 年最嚴重意外，太魯閣號事故造成 50 位民眾死亡。事故發生後，不少討論開始聚焦於如何避免此問題再度發生。請選擇一個相關的組織行為理論，詳述其哲學預設、核心概念、及主要假說，並用來探討太魯閣號事故中組織行為相關的問題。具體而言，請提出一個相關的組織行為研究議題，依相關的組織行為理論推導假設，並設計一個實證研究。(25%)

2. 疫情造成全球供應鏈重組，某些台灣廠商選擇將原本設置在中國大陸的工廠移往東南亞，管理者被派往國外任職的可能性增加，除了需要與不同文化背景的同事共事以外，管理者也需適應不同的文化規範。學者 Geert Hofstede 曾提出一套文化價值觀模型，用來解釋不同國家的文化差異，請描述 Hofstede 模型的各個構面，並從此模型出發設計一個組織行為相關的研究題目，並提出相關假說。(25%)

3. 工作滿足（job satisfaction）是組織行為研究常見的依變項之一。請舉出不同的理論或觀點，討論在家工作(work from home)這種工作方式，會如何影響員工的工作滿足？(20%)

4. 在 Menon, Salvatori & Zwysen(2020)文章中指出，電腦使用對工作的勞動強度(work intensity)的影響，方向其實是不甚明確的。文中部分的內容如下：

> The effect of computer use on work intensity is also ambiguous *a priori*. Technology might be 'effort-biased' in the sense that it complements workers who are able and willing to increase their effort by making the allocation of tasks more rapid and efficient and by facilitating monitoring (Green 2006). On the other hand, technology might allow greater flexibility in the organization of work, easing the pressure on workers. The net effect of technology on work intensity may differ depending on the type of tasks performed, as workers performing cognitive tasks that do not require their physical presence in a given workplace or direct contact with clients and customers might be better positioned to take advantage of the increased organizational flexibility allowed by technology. While there is evidence from both the United States and Europe of an increase in work intensity in recent decades (Clark 2005; Green 2006; Kalleberg 2011) and that work intensity is higher in jobs that use computers more frequently (Gallie 2005; Green and McIntosh 2001), we are not aware of studies that have attempted to isolate the causal effect of computer use on work intensity.

To move beyond the simple bivariate correlation of Figure 5, we estimate a model in first-differences including controls at the occupation-country level whose exclusion could bias the estimates of the effect of computer use.[18] In particular, we estimate the following model in stacked-differences:

$$\Delta y_{oct} = \alpha + \beta_1 \Delta PC_{oct} + \beta_2 \Delta X_{oct} + \sum_{i=2}^{3} T_i + \Delta \epsilon_{oct} \quad (1)$$

where Δ is the difference operator between t and $t-1$, and the subscripts o and c refer to (one-digit) occupations and countries, respectively. PC is our binary computer use indicator and X is a vector of controls which includes the within-occupation share of education, gender and age groups, the share of employment of a given occupation-country pair in three broadly defined industries (non-services, personal services and other services), the share on temporary contracts and the share of self-employed.[19] We include these latter two controls because these groups might differ both in terms of job quality and computer use, but they will also help capture business cycles effects to some extent. Russel and McGinnity (2014) argue that organizational changes implemented during the recession in Ireland led to a higher work pressure. Since some of these changes might be correlated with computer adoption, we want to control for the business cycle to try and purge our estimates of these confounding effects. To this end, we also include the country-level unemployment rate and include time dummies ($\sum_{i=2}^{3} T_i$) that capture temporary deviations from the linear trends in levels implied by the inclusion of the constant in this model in first-differences.

The OLS estimates of equation (1) will still be biased if time-variant determinants of computer use and job quality are omitted. For example, a strand of literature emphasizes that significant changes in the organization of work have taken place in recent decades which are often correlated with technology adoption but have effects on workers' outcomes over and above those of technology (Caroli and Reenen 2001; Green 2012, 2004). More generally, exogenous changes in the conditions (e.g. in wages) of labour markets can alter the incentives facing firms to adopt technology.

To mitigate these remaining concerns, we instrument ΔPC_{oct} with the average of the contemporaneous change in computer use in occupations involving similar tasks in all other countries included in the sample.[20,21] Here, we define as similar those occupations that fall within the same group of the classification proposed by Acemoglu and Autor (2011) based on the nature of the prevalent task in the occupation and widely used in subsequent literature.[22]

資料來源: Menon, S., Salvatori, A., & Zwysen, W. (2020). The effect of computer use on work discretion and work intensity: evidence from Europe. British Journal of Industrial Relations, 58(4), 1004-1038.

而為了驗證電腦使用與勞動強度的關聯，作者進行了以下實證估計。請問（30%,各子題分配如下）

(1) 若以探討電腦使用與勞動強度關聯來看，以 first difference 模式進行估計，相較於利用同期(cross-sectional)資料進行估計，有何優點？有何缺點(12%)

(2) 文中討論到本研究在實證上可能存在的被忽略變數問題，請討論並解釋那些變數(不限於文中所提)，可能是本研究此一議題的被忽略變數。(12%)

(3) 請說明並解釋本研究在實證上如何處理被忽略變數問題。(6%)

試題敬請隨卷繳回