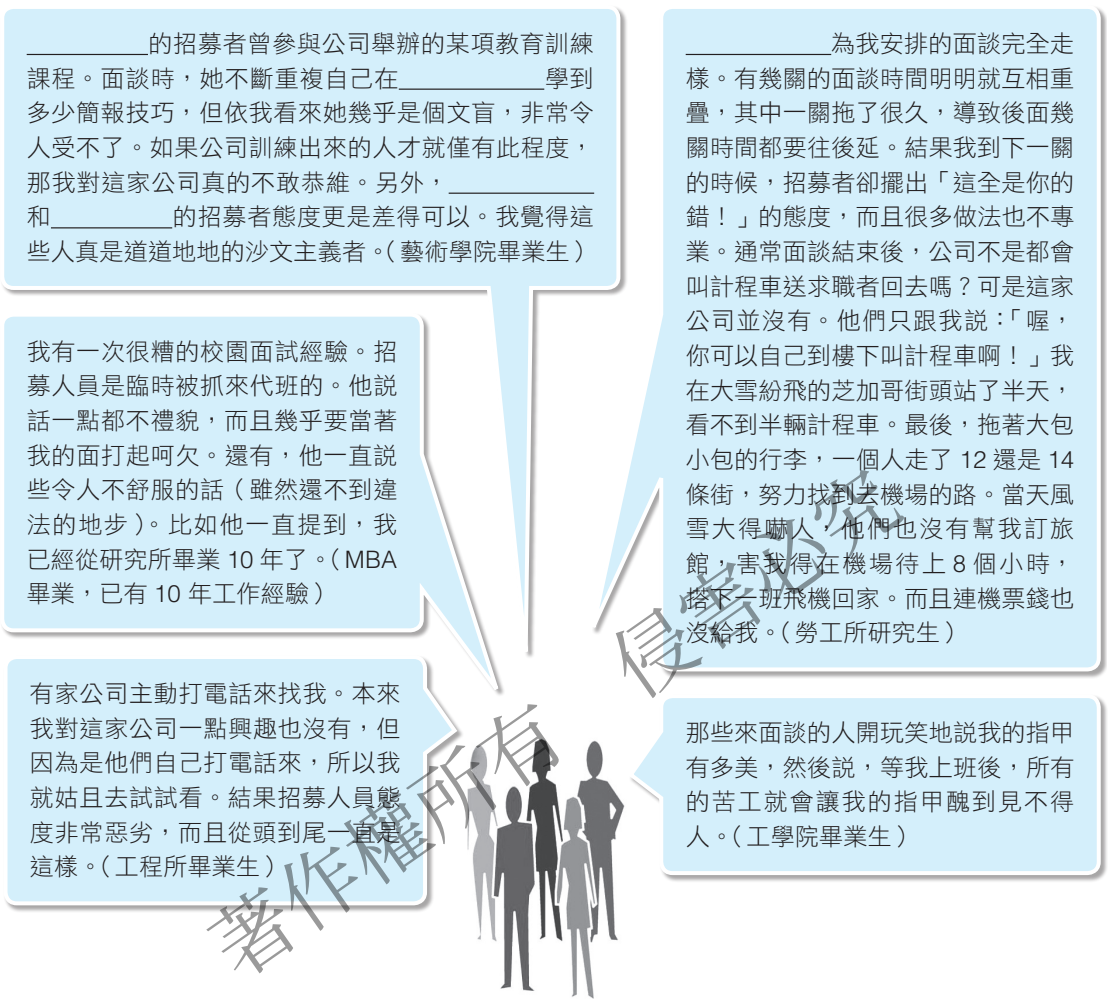
圖 5.4 受到招募者言行冒犯的求職者實例



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本章摘要

LO 5-1 說明如何規劃達成組織策略目標所需的人力資源。

- 人力預測是人力資源規劃的第一步。透過趨勢分析及良好的判斷，規劃人員試圖確定各種人力資源的供需。
- 基於預測結果，規劃人員必須設想改善短缺或過剩的策略及目標。
- 組織實施其人力資源策略，並定期對結果進行評估。

LO 5-2 確認不同工作類別的人力需求。

- 假設某一趨勢將在未來會持續，則規劃人員將可參考領先指標。
- 多元迴歸可將數項領先指標轉換為對人力需求的單一預測。

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- 人力變遷矩陣分析可協助規劃人員確認哪些工作類別可以由內部填補，以及哪些工作離職率較高。

LO 5-3 簡述各項減緩人力過剩方法的利弊，並指出避免人力短缺的做法。

- 組織縮編、減薪及降職是降低人力過剩最快見效的做法，但卻會降低留任員工的工作動機，並且對未來的招募活動造成不利影響，組織也極可能因此失去有價值的員工。
- 調職或工作共享也是很快見效的做法，而且對於員工情緒的負面影響也較低。
- 人事凍結或自然淘汰的效果較慢，但不必面臨裁員時的痛苦。
- 另一項較不會造成員工痛苦的做法是提前退休計畫，但提前退休的可能是最有價值的員工，因此實行速度往往也比較慢。
- 重新訓練可改善組織整體的人力資源，並可維持員工士氣，但不僅效果較慢且成本也較高。
- 為避免人力短缺，要求員工加班是最方便、最快見效，也最容易隨情況調整的做法。但長期而言，這將使員工筋疲力盡，並可能損害員工士氣。
- 僱用短期人力及外包雖然沒辦法建立公司內部人才庫，但可方便快速補足組織的人力需求。
- 調職及重新訓練需投入大量的時間及成本，但能增進組織的人力資源素質，當組織面臨人力過剩時，多餘的人力便不容易處理。
- 招募新進員工的速度是非常緩慢且高成本，但如果人力短缺的情形會持續，聘用新人或許會是不錯的方法，但如果短缺狀況一改變，招募就很難改變。
- 採用新科技來代替人力，所需的執行時間長，成本也較高，但可改善組織長期的績效。不過，當情勢有所變化時，同樣也沒辦法改變。

LO 5-4 說明可增加職缺吸引力的招募政策。

- 內部招募（內部升遷）通常會讓職缺更具吸引力，因為員工可預見自己未來的成長和晉升機會。
- 領先市場的薪資策略可增加職缺的經濟誘因。
- 正當程序政策顯示雇主關心員工的權益。
- 網際網路使企業有機會可以藉由公司網站上的照片、影片和故事，以及透過社群媒體與員工的直接接觸，將其形象與為公司工作的實際經驗相結合。

LO 5-5 列出並比較所有可能的求職者來源。

- 內部來源（於組織內張貼職缺公告）的求職者，通常對組織已有相當的了解。由於內部招募的實施顯示內部升遷管道暢通，這個方式也可激勵組織的其他員工。但僅靠內部來源，通常無法滿足組織所有的用人需求。
- 毛遂自薦及內部員工介紹的優點為成本低廉，且求職者已有嚴格的自我篩選。但這兩項求職者來源的缺點，則是可能不盡公平，特別是裙帶關係的情況。
- 外部招募，如求職網路平台，使組織能接觸到正在尋找工作的人和可能不積極尋找工作的人。
- 儘管招募網站在招募中仍然發揮作用，但已經發展到提供更多的線上廣告空間。現在，它們允許求職者建立個人資料，並在有符合他們搜尋標準的職位空缺時提醒他們。
- 政府就業仲介機構提供價格低廉且具一定素質的求職者。
- 私人就業仲介機構會收取費用，但也提供種類較多的服務。
- 另一項成本較低的管道是校園徵才，此管道提供的求職者素質也最高。

LO 5-6 說明招募者在招募過程中的角色，並指出其限制與機會。

- 招募者的行為與特質會影響求職者對職缺的了解，以及求職者的類型。
- 同樣扮演招募者的角色，工作專業人員會比人力資源專業人員更容易得到求職者的信任。

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- 求職者較喜歡讓人感覺溫和並能提供資訊的招募者。
- 招募者不應誤導求職者，提供真實工作資訊雖然與減少的離職率只有微弱的關聯性，但其所需成本較低並且容易執行，因此組織應考慮是否要使用此方法。
- 招聘者提供及時的回應、避免不利組織形象的言行，以及與工作專家合作，都是提高招募者影響力的好方法。

複習與問題討論

1. 假設組織預測未來幾年關鍵的職類將出現人力短缺，請針對以下面向提出因應方式。(LO 5-1)
   a. 招募
   b. 教育訓練
   c. 薪資福利
2. 有些組織針對特定的族群（如：女性或少數族裔員工）擬有詳盡的平權措施計畫，包含完整目標及時程表，但這些組織可能缺乏整體的人力資源計畫。這種情況為何會發生？在這類組織中，人力資源管理可發揮何種角色？ (LO 5-1)
3. 請複習表 5.1 所示的人力變遷矩陣。哪些工作的離職率最高？這種工作組合的組織可以如何減低離職率？ (LO 5-2)
4. 承上題，哪些工作最依賴內部招募？哪些最依賴外部招募？為什麼？ (LO 5-2)
5. 為什麼組織必須結合統計及專家判斷的結果，來預測人力需求？試舉例說明，單靠統計結果或專家判斷時可能導致的預測誤差。(LO 5-3)
6. 舉例說明最能吸引（及最不能吸引）求職者的人事政策。你認為這些政策會影響前來求職者的質與量嗎？為什麼？ (LO 5-4)
7. 試述內部招募及外部招募的相對優點。請各舉例說明內部及外部招募特別有效之處。(LO 5-4)
8. 列出你所有的工作經驗，請說出當初應徵公司的招募過程。從組織的角度來看，這些招募方式的利弊各為何？ (LO 5-4)
9. 外派工作愈來愈普遍，組織也必須招募願接受外派的人才。組織可由哪些管道招募到這類人才？ (LO 5-5)
10. 大多數的人力資源專業人員認為線上招募是找到好人才的最佳來源，你認為線上招募的哪些特質促成這種觀點？ (LO 5-5)
11. 組織如何改善招募者的績效？ (LO 5-6)

個案研討

104 人力銀行 千里馬與伯樂的橋樑

104 人力銀行，成立於 1996 年，早期台灣求職求才多半是用透過親戚朋友熟人介紹、報紙刊登求才廣告、店家貼紅字條，及人力介紹所等傳統線下方式。104 人力銀行運用網路科技，提供求職者與雇主媒合的資訊平台，讓求職、求才者透過線上登錄，進行媒合。104 人力銀行是台

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灣就業市場數位化、系統化的重要推手，為國內人力資源市場開啟新頁章。2006 年，它以「一零四資訊科技股份有限公司」成為台灣第一家上市的網路公司，截至 2021 年的員工人數已超過 800 人。104 人力銀行是國內網路求職求才市場開創者，相繼成立的人力銀行媒合平台尚有 1111、Yes123、518 等，然 104 人力銀行仍穩坐人力銀行領導品牌。

104 人力銀行協助求職者「不只找工作，為你找方向」，積極開發各種產品與服務，如：提供職業適性測驗，依據測驗結果來推薦適合求職者的職務，及顯示求職者性格與期望職務的適合度；職務大百科中則有各行各業的職務內容、所需的知識與技能、薪資及未來職涯發展等資訊提供求職者參考；履歷診療室，一對一履歷健診，獲得企業人資提供的諮詢意見。104 人力銀行服務的對象不只有職場新鮮人、上班族，還將觸角延伸至：學生找打工、實習；SOHO 族接案；中高齡面臨退休或已經退休的職場就業者，再回職場貢獻所長，高年級價值再發光。

人才荒讓企業求才若渴，企業人資求才若單靠一個平台，肯定比別人機會來得少、花更長的時間。人才招募管道除了常見的人力銀行，尚有獵人頭／人力仲介、校園徵才／博覽會、軍中招募、研發替代役、建教合作、學校就輔中心、公立就服中心、職業培訓中心／協會、企業官網、內部人才推薦等。現今愈來愈多應徵者轉至社群媒體找尋工作機會，如：LinkedIn、Facebook、Instagram、LINE、YouTube、PTT、Dcard 論壇、部落格等。社群招募不再只是將職缺資訊張貼於社群網站，愈來愈多企業撰寫文案、拍攝影片，透過生動活潑方式呈現公司的工作環境、員工福利與活動、展現企業社會責任的公益活動、榮譽，以及現職員工工作心得分享等廣告執行方式，有效經營雇主品牌形象，深植鮮明的企業文化價值，長期培養認同感，吸引人才應徵。然而，在 COVID-19 疫情影響，實體招募活動、就業博覽會都被迫停辦之下，社群媒體更成為企業人才招募的利器。

資料來源：104 人力銀行網站，https://www.104.com.tw/jobs/main/；〈格博放送局：什麼是社群招募〉，https://www.geberconsulting.com/tw/blog-cn/geber-broadcast-ep9-social-recruiting-cn。

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