

金融業購併對組織認同、組織文化與勞資關係之影響—以基層員工為例

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摘要

許多企業藉由併購而擴大規模以面對激烈的企業競爭，但對基層員工，必然會有不同程度的文化衝擊，雙方企業文化的如何融合是併購能否順利成功的最重要關鍵因素，因此本研究探討金融業購併對基層員工組織認同、組織文化與勞資關係之影響。

本研究採用深度訪談法，並以被併公司任職不同單位且曾經歷過整個合併過程的基層員工，進行深度訪談，透過親身經歷過合併過程員工的角度與體驗，針對金融業購併對基層員工在組織認同、組織文化及勞資關係各構面的影響，深入瞭解員工對於銀行合併及整合過程的感受。

本研究之研究結果為：1. 受訪者對於被購併事件持正面且支持的態度；對當初購併事件的看法與整體評價，大部份基層員工認為併購對公司而言是正確的；以員工穩定性而言，合併對員工比較有保障，併購符合市場的趨勢，是小型商銀必然轉型之路。 2. 因應集團任務工作增加，變更系統使用上的不適應，企業對組織文化的調和，採取公告公司未來發展相關資訊及定期舉辦教育訓練等方式，以強化員工對公司之信心。 3. 加入金控組織後，員工的工作量加重，但大多數員工都認為公司提出的優離方案並不優渥，因而無奈選擇繼續留任。

關鍵字：組織認同、組織文化、勞資關係

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**The effect of organizational identity, culture and labor relations after the merge —
a case based on junior staffs' opinions**

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Abstract

Companies will adopt the merge to expand their scale to face strong competition. Different culture of merge will impact to junior staffs. How to successfully combine different cultures from both companies is a core factor of merge. Therefore, this study is to investigate labor relations that based on the junior staff's point of view.

Under the depth interview, this study will deeply understand employees' aspects from bank mergers and integration process. We interview junior staffs that worked in different business units and involved in the whole merger process. This paper tries to investigate the relationship among organizational identity, culture and labor relations that based on the junior staff's aspect.

The results is as below:

1. The influence of junior staff organizational identity after merge change:

The junior staffs have positive and supportive attitude for this merge and they think that is a right decision. It is more guaranteed for the employees when they got into a bigger company. Under market competition and pressure. M&A will be the trend of market. Small Commercial Bank must be transformation and be acquired.

2. The influence of organizational culture after the merge:

Because different systems from operation system (for example, receiving the email and expense apply), the integrate process is not smooth. Therefore, the work load from both side is increased. However, the company makes the new announcement and education training for organization integration and email system. In addition, the general manager asks all employees the importance of cooperation from two banks. The future development and strategy increase the confidence of the employees.

3. The influence of labor relations after the merge:

After the merge, staffs suffer heavier workloads. Most of employees think that the severance pay is not good enough to live, so they choose staying at acquired company. For maintain the manpower, acquired company gives retention bonuses to the employees, who stay for six months. In addition, the labor union mobilizes union members, media, representatives and financial supervisory commission to ensure work rights and more severance pay.

Key words: Organizational Identification, Organisational Culture, Labour Relations.