

科技部補助專題研究計畫成果報告 期末報告

陸客來臺觀光餐旅產業之藍海策略—以個體價值承諾、組織辨識、組織契合度之觀點探討

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報告附件：出席國際會議研究心得報告及發表論文

處理方式：

1. 公開資訊：本計畫涉及專利或其他智慧財產權，2年後可公開查詢
2. 「本研究」是否已有嚴重損及公共利益之發現：否
3. 「本報告」是否建議提供政府單位施政參考：否

中華民國 103 年 08 月 13 日

中文摘要：本研究旨在探討員工－組織契合度、員工－工作契合度、組織內競爭、組織聲望、變革領導以及個人專業能力，對於旅館業員工在顧客服務表現之理論驗證。用於本比較研究之樣本數總計為 619 份，分別蒐集自臺灣國內之國際與本土品牌連鎖旅館，運用 LISREAL 軟體進行分析後，二種不同型態之品牌連鎖旅館呈現以下結果：一、組織外部聲望對於員工－組織契合度和員工－工作契合度具有顯著效果，促使員工顧客服務表現有正向影響。二、個人專業能力與組織內競爭，對員工－組織契合度於統計數據並無達到顯著水準。本土品牌連鎖旅館資料經分析發現，變革領導對於員工－組織契合度及員工－工作契合度之知覺作用具有顯著影響。針對國際品牌連鎖旅館，各變數間關係並不顯著，僅於組織內競爭與員工－組織契合度之層面為顯著相關，但本土品牌連鎖旅館卻不顯著。

中文關鍵詞：員工-組織契合度、員工-工作契合度、組織內競爭、組織聲望、變革領導、個人專業能力、顧客服務績效

英文摘要：The purpose of this study is to investigate effects of the theories of person-organization fit (POF), person-job fit (PJF), perceived inter-organizational competition (IOC), organizational prestige, transformational leadership (TFL) and individual proficiency (IPP) on employee service performance (ESP) in the hotel industry. These comparative studies collected data from international and local chain hotels. Of 619 respondents, the LISREAL results of the above two sources of data showed that, in these two categories of chain hotels, perceived external prestige (PEP) had a significant impact on PJF and POF, leading to positively influence ESP. IPP and IOC did not statistically affect POF at a significant level. Interestingly, the results of the data analysis of local chain hotels showed that TFL had a significant impact on perception of PJF and POF. However, the relationship amongst these variables was not statistically significant in the international chain hotels. The relationship between IOC and POF was significant in international chain hotels, but was not significant in local chain hotels.

英文關鍵詞：Employee performance, inter-organizational

competition, organizational prestige, person-
organization fit, leadership

Comparative studies between international and local Taiwanese chain hotels: Antecedents and consequences of organizational fit on individual job performance

1. Introduction

By extending the current organizational behavior research, this project seeks to integrate the organizational theories of person-job fit, leadership, organizational identification and organizational service performance. It investigated the effects of the theories of person-organization fit (POF), person-job fit (PJF), perceived inter-organizational competition (IOC), organizational prestige, transformational leadership (TFL) and individual proficiency (IPP) on employee service performance (ESP). This study is expected to contribute to the literature which will prospectively advance new theory and concepts in the vocational behavior and applied psychology fields, in particular, with respect to the interrelationship of individual level variables of leadership, person-job and –organization fits and individual proficiency, along with organizational identification.

2. Literature review and hypotheses development

This section provides comprehensive assessments of existing theories and research related to organizational behavior and seeks to develop the theoretical framework of this study. It focuses on individual behavior (including person-job fit, transitional leadership, performance proficiency), organizational variables (including organizational identification), and organizational effectiveness in terms of employee performance in customer service.

2.1 Person-job fit (PJF) and person-organization fit (POF)

Fisher (1986) and Lam and Zhang (2003) state that newcomers are normally expected to modify their behavior when they enter an organization. This leads to the accomplishment of organizational roles and tasks and the contribution to organizational goals. This is a so-called person-organization fit (POF). Theoretically, the POF could be defined, according to Kristof (1996), as “the compatibility between people and organizations that occurs when: at least one entity provides what the other needs; or they share similar fundamental characteristics; or both (p.4-5)”. In an earlier study, Caplan (1987) elaborates the POF as an inclusion of need-supplies versus demand-ability fit. The former fit is viewed as satisfaction of employees’ needs and desires in relation to the job; whereas the latter fit is viewed as the compatibility between an individual’s capability – i.e. job-associated knowledge and skills- and demands of the organization.

Chatman (1991) longitudinally investigates a model of organizational culture, commitment, POF and socialization outcomes in the eight largest US public accounting firms, and indicates that POF is a significant predictor of normative commitment, job satisfaction and individual intention to leave. As employee turnover behaviour takes place in the early stage of employment, Ashforth and Saks (1996) indicate that in the process of recruitment and selection, it is necessary to achieve a perfect newcomer-organization fit; after all, the attraction of an organization and the selection of newcomers are based on the concept of “mutually perceived fit”. Similar results are supported by Sak and Ashforth (1997) and Vancouver and Schmitt (1991).

Saks and Ashforth (1997) distinguish PJF from POF: the former focuses on individual knowledge, skills and abilities related to job requirement, while the latter emphasizes individual values, beliefs and traits associated with organizational values, beliefs and norms. In the recent literature, Ehrhart (2006) further distinguishes subjective from objective PJF. The former could be termed as “individuals’ perceptions regarding how well they fit with a particular job (p.195)”; whereas the latter objective PJF “pertains to how well individuals’

reported preferences or characteristics correspond to a job's characteristics (p.195)".

2.2 Transformational leadership (TFL)

An empirical study by Li (2006) supports the idea that subordinates' performance and workplace behaviors are affected by the leadership styles of their managers in eastern cultures. In particular, he claims that transformational leadership (TFL) is most popular because this leadership style emphasizes establishment of a team and a decision-making process in which all the colleagues in the department participate. During the team composition process, members gradually establish mutual trust and respect through interactions with each other. Meanwhile, he also suggests that, when an organization is under a *changing* situation, then team-oriented leadership achieves the most mutually beneficial organizational performance. Higher executives should share with all members of the organization the importance and necessity of reaching a blue ocean. This approach gives members a certain degree of participation in decision-making and accomplishes the company's set goals of blue ocean through the participation and efforts of all the members; for example, the company could collect characteristics of tourist products that tourists anticipate finding in Taiwan and conduct brainstorming for the development of tourism products to achieve diversity in the tourism industry and thus to induce tourists from other countries to visit Taiwan. Therefore, the present study proposes the following hypotheses.

Hypothesis 1: The stronger the TFL is, the stronger the positive correlation between PJF and ESP will be.

Hypothesis 2: The stronger the TFL is, the stronger the positive correlation between POF and ESP will be.

2.3 Organizational prestige (PEP) and Intra-organizational competition (PIC)

Organizational prestige, or a so-called Perceived external prestige (PEP), could be viewed as

“configured external image” according to Smidts et al. (2001). Carmeli et al. (2006) define PEP as “the employee’s personal beliefs about how other people outside the organization such as customers, competitors and suppliers judge its status and prestige (p.93)”. Dutton et al. (1994) conceptually explain PEP as the circumstance where “members vary in how much they identify with their work organization. When they identify strongly with the organization, the attributes used to define the organization also define them (p.239)”. Mael and Ashforth (1992) claim that “the more prestigious the organization, the greater the potential boost to self-esteem through [organizational] identification (p.107)”. Such identification foregrounds an increase in spirit and cohesion amongst organizational members and strengthens organizational values and norms amongst the members. Furthermore, this results in reinforcing person and organization (PPO) fits. In addition to this effect, such identification would also solidify individual job capabilities through which organizational strategies and visions would underscore the importance of personal training and development. This would further escalate person and job (PPJ) fits.

In summary, the implementation of organizational strategies can be achieved through positive organizational identification that enhances employees’ professional self-confidence and provides customized products and services to potential customers. Therefore, the present study proposes the following hypotheses:

Hypothesis 3: The higher the PEP is, the stronger the positive correlation between PJF and ESP will be.

Hypothesis 4: The higher the PEP is, the stronger the positive correlation between POF and ESP will be.

Hypothesis 5: The higher the PIC is, the stronger the positive correlation between PJF and ESP will be.

Hypothesis 6: The higher the PIC is, the stronger the positive correlation between PJF and ESP will be.

Hypothesis 7: The higher the IPP is, the stronger the positive correlation between PJF and ESP will be.

Hypothesis 8: The higher the IPP is, the stronger the positive correlation between PJF and ESP will be.

2.4 Employee service performance (ESP)

Organizational effectiveness was defined by Kirchoff (1977) as, “the ultimate outcomes of a combination of managerial effectiveness and factors not under organizational control (p.348)”. He also said that overall organizational effectiveness can be evaluated by a variety of measurements. From a managerial viewpoint, according to Ferris et al. (1998), criteria for measuring organizational effectiveness include employee turnover, employee job satisfaction, employee mobilization, customer services, service quality, employee productivity, return on investment, return on assets, organizational competitiveness, market shares and stock price. This study recalls Chang and Huang (2010)’s approach whereby organizational human resources is a key contributor to organizational effectiveness. This study will be aimed, in particular, to measure employee job performance (EJP) as a whole.

Ehrhart’s (2006) empirical research supports the claim that customer and organizational interaction are positively correlated to P-J fit. This result implies that, as individuals perceive that they fit into a workplace where they work, they might have confidence to proactively interact with other colleagues. Furthermore, in the hospitality and tourism (as a customer-oriented) industry, if the individuals feel that they fit into the workplace, this might result in enhancing their job performance in customer services. Much literature (e.g. Edwards, 1992; Saks and Ashforth, 2002; Ehrhart, 2006; to name a few) empirically indicate that, as companies provide completeness of job information sources, this would facilitate a reinforcement of employees’ P-J fits; thus, the P-J fit closely influences some aspects of organizational outcomes. That is to say, the more employees comprehend the execution of

BOS strategies, the better outcomes of employee job performance. Thus, the following hypothesis could be proposed:

Hypothesis 9: PJF can positively influence ESP.

Hypothesis 10: POF can positively influence ESP.

3. Research design

3.1 Sampling

As there are a great number of hotels established in Taiwan, this study focused on investigation in five star hotels. Some of these hotels are globally managed or franchised by international chain hotels and resorts such as Hyatt International, Regent, Starwood, Shangri-La Groups, etc. The other properties are locally managed chain hotels such as Ambassador, Landis, L'Hotel de Chine, Royal Group, etc.. These two types of international and local chain hotels and resorts were targeted as research samples.

Data collection was also acquired from those who were working in the room division including the operations of front office and housekeeping. With respect to accessibility of potential participants of this research, questionnaires were mailed to heads of room division, front-office and/or housekeeping, who further distributed the questionnaires to potential respondents. With a consideration of implementing random sampling, only an odd number of their employment identification number were select for filling out the questionnaire. All levels of employees were encouraged to fill out the surveys in order to obtain sufficient information from various perspectives and to enrich statistical efficiency of the sample. The completed survey was returned to departmental managers and/or directors with anonymity.

3.2 Measures

Instruments of the questionnaire were employed from the existing and valid items published in previous empirical studies, including PJF and POF (Saks and Ashforth, 1997),

organizational identification (Herrbach et al., 2004), IPP (Chao et al., 1994), TFL (Gill et al., 2006; Li, 2006) and ESP (Karatepe and Sokmen, 2006).

4. Results

4.1 Preliminary analysis

619 valid questionnaires were returned, and yielded 56.27% of the response rate. Eleven international (n=304) and twelve local (n=315) chain hotels agreed and participated in this study. Table 1 summarizes the demographic information. The range of age groups was from 19 to 65 years, with a majority from 19~25 and 26~30 in both categories of the research hotels. With respect to work experience in the hotel industry, of the respondents in international chain hotels 39.9% had worked for 3~10years and 36.8% for 1~3 years, compared to local chain hotels, which were 46.7% and 23.5% respectively. In terms of organizational hierarchy, the top, middle and rank-and-file levels were 56.6: 48.5: 4.9 in the international hotels and 3.8: 29.8: 66.3 in the local hotels. Most respondents in both chain hotels had graduated with bachelor degrees.

Cronbach's alpha and correlation analyses were examined before running the structural equation model. As for the internal reliabilities, the values were greater than 0.70 for all individual items. In sample 1 as the group of international chain hotels, results of analysis were between 0.74 and 0.89. In sample 2 as the group of local chain hotels, the values of Cronbach's alpha were between 0.73 and 0.92. All variables are significantly correlated amongst each other.

4.2 Examining structure model fit

As for an evaluation of structure model fit, in sample 1, results of analysis were: $df = 236$, $Chi\text{-square} = 720.24$, $GFI = .83$, $AGFI = .80$, $RMSEA = .075$, $NFI = .93$, $NNFI = .95$, and $CFI = .95$. In sample 2, results were: $df = 236$, $Chi\text{-square} = 822.38$, $GFI = .82$, $AGFI = .80$,

RMSEA = .082, *NFI* = .93, *NNFI* = .94, and *CFI* = .95. Button et al. (1996) proposed that “for the *RMSEA*, values less than .08 indicate a ‘relatively good fit’ of the model, and values less .10 are considered ‘fair’ (p.34)”. Moreover, according to Baumgartner and Homburg (1996), *GFI*s lower than 0.90 represent a reasonable and suggestive fit. These indices showed that the model constituted a mediocre fit.

4.3 Hypotheses testing

In the international chain hotels, contrary to the hypotheses, *TFL* and *PIC* did not affect *PJF*. This meant that these two independent variables did not significantly contribute to the dependent variable of person-job fit. *IPP* and *TFL* did not contribute to *POF* at a statistically significant level. On the other hand, the interactions of *IPP* and *PEP* demonstrated a significant positive effect on *PJF* ($\beta = .21, t = 3.20, p < .001$; $\beta = .49, t = 5.46, p < .001$, respectively). The analysis of the structure model also showed positive and significant correlations between *POF* and *PIC* ($\beta = .12, t = 2.44, p < .001$) and *PEP* ($\beta = .61, t = 7.92, p < .001$). The constructs of *IPP* and *PEP* explained 42% of the variance in the *PJF*. *PIC* and *PEP* accounted for 50% of the variance in the *POF*. *PJF* and *POF* significantly contributed to *ESP* ($\beta = .48, t = 5.53, p < .001$; $\beta = .17, t = 2.67, p < .001$, respectively), explaining 33% of variance in employee service performance.

In the local chain hotels, the interactions of *TFL* and *PEP* had a significant effect on *PJF* ($\beta = .36, t = 4.64, p < .001$; $\beta = .33, t = 4.40, p < .001$, respectively) and *POF* ($\beta = .26, t = 4.36, p < .001$; $\beta = .45, t = 7.12, p < .001$, respectively). These constructs, representing *TFL* and *PEP* explained 38% of the variance in the *PJF* and 43% of the variance in the *POF*. Contrary to proposed hypotheses, *IPP* and *PIC* did not statistically account for *PJF* and *POF*. The relationship amongst *PJF*, *POF* and *ESP* ($\beta = .13, t = 2.05, p < .001$; $\beta = .44, t = 6.44, p < .001$, respectively) accounted for 26% of variance in *ESP*.

5. Conclusions

This study explored antecedents and consequences of organizational fit on individual job performance within the contexts of international and local Taiwanese chain hotels. It could make a contribution to new theory and concepts in the existing literature by finding the interrelationship of individual level variables of performance proficiency, person-job and person-organization fits and employee service performance, along with organizational identification.

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出國報告（出國類別：研究）

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摘要

此次出國至模里西斯參加國際餐旅觀光學術研討會，與各國專家學者進行學術交流，並以『Antecedents and consequences of organizational fit on individual job performance: Comparative studies between international and local Taiwanese chain hotels』為主題發表 20 分鐘口頭報告，且於會中聽取各國專家學者對本篇論文之建議，從而立即回覆發言先進的提問。研討會期間，本人參加由主辦單位所安排的三場專題講座及一天世界遺產巡禮，從而瞭解近代餐旅觀光研究之主軸與趨勢，並知悉當地政府單位如何對觀光資源(如古蹟等)進行運用與保護。此次跨國研討會，乃由來自 12 個不同地域的學術單位及出版社團體聯合籌辦，共計有來自 22 個國家約 200 名國際學者與會。本人從參加此研討會後提出 6 點參與心得與建議事項。

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參與研討會之目的

本人於103年6月22至29日赴模里西斯參加第四屆國際餐旅觀光行銷與管理學術研討會。參與此次研討會之目的，除以「Antecedents and consequences of organizational fit on individual job performance: Comparative studies between international and local Taiwanese chain hotels」為題，於研討會中進行20分鐘口頭論文發表之外，與此同時，亦在會中觀摩、學習舉辦國際型研討會之方式，並參訪當地著名的世界遺產莫恩山（Le Morne cultural landscape）及古蹟，以期增進籌辦研討會之經驗。

此研討會之背景

此研討會主要由美國華盛頓州立大學餐旅經營管理學院及模里西斯大學法律與餐旅學院聯合策劃舉辦。研討會於模里西斯舉行，共計有來自全世界 22 個國家設有餐旅觀光的大學及技專院校之科系和研究所的專家學者、教師、及研究生等約 250 人與會。此研討會之優秀論文可被推薦轉投稿收錄於 Journal of Hospitality Marketing and Management (SSCI), Journal of Convention and Event Tourism, Urban Forum 等期刊。

近年來，由於全球氣候環境急速變遷，造成觀光旅遊景點資源的改變。同時，世界各國人民逐漸體認觀光休閒旅遊對生活所帶來的的正向影響，進而引領全球休閒、餐旅與觀光發展。由於上述各類環境因素的改變，各國政府與民間團體逐步正視並發展永續觀光、低碳運輸旅遊、綠色旅館和餐廳，以及綠色觀光等研究議題。此研討會之目的為徹底的檢視近代餐旅觀光議題，促進觀光學術界的對話，並在全球化的環境中拓展觀光領域新的視野及觀點。此會議廣泛的徵求概念性、實證性與方法論的學術論文，以及不同國家背景下，餐旅觀光議題的個案研究。這些專業的論文和研討意見，預期能對上列餐旅觀光行銷及管理於理論、實證上皆有所助益。

參與研討會過程

此研討會由模里西斯大學法律與餐旅學院 Robin Nunkoo 教授領銜，組成跨國籌備小組(包括：美國華盛頓州立大學)，三個國際餐旅學術期刊(Journal of Hospitality Marketing and Management, Journal of Convention and Event Tourism, Urban Forum)之編審委員協助整個研討會相關行政庶務工作的規劃及執行。為時三天的密集式學術研討會及觀光古蹟參訪活動，共計約有 70 篇的口頭論文發表，並邀請五位學者蒞臨研討會就此次主題作專題報告及深入剖析。

此次研討會主要形式有二：第一為學術發表。所有學術發表論文均經過嚴謹的 double blind reviewed 的審查過程，並於研討會中以 oral presentation 方式，以研究導向概念作 20-25 分鐘的論文發表。第二為專家學者專題演講。此會特別安排二場專題演講與論壇；演講乃邀請餐旅觀光領域之研究型學者，針對餐旅觀光產業的現況及趨勢作專題演講。近年來，全球觀光旅遊休息市場受環境變遷的影響，觀光資源隨之改變。且全球民眾對休閒生活的重視，本研討會特別針對此現象與趨勢安排二個重要議題：『Green growth and travelism: Big chance for small states』，及『How to get your articles published?』。此場專題演講共邀請了五位國際知名之餐旅觀光學術研究學者，包括：比利時 Geoffrey Lipman 教授(前 UNWTO 副秘書長及發言人)、美國華盛頓州立大學 Dogan Gursoy 教授、美國華盛頓州立大學 Christina Chi 教授、Journal of Convention and Event Tourism 的主編 George Fenich 教授、Urban Forum 的主編 Chris Rogerson 教授分享他們對各議題之見解與看法，使本人受益良多。

主辦單位安排本人於 6 月 26 日上午 10:45~11:15 區間發表口頭論文報告，此一時段引言人為來自模里西斯大學的 Indra Dusoye 教授。同一時段的論文發表者尚有模里西斯大學的 Indeeran Vencatachellum 教授等學者。現場聆聽的與會學者均對兩篇論文提出問題，並與兩位發表人做充分的討論，進而提出精闢的建言。透過互動探討的過程，使本人獲得在進行研究時，彌足珍貴的不同觀點與剖析。

參與研討會心得及建議事項

- 一、 此研討會由二個來自不同地域(跨國)的學術單位與五個出版社團體聯合籌辦，相當值得成為國內舉辦任何型式之國際學術研討會的主辦單位做為學習對象。
- 二、 主辦單位於籌辦研討會時，同時事先規劃三本觀光學術期刊(Journal of Hospitality Marketing and Management, Journal of Convention and Event Tourism, Urban Forum)，以便於會後將發表文章轉投(審)稿刊登於國際期刊之專刊，不僅相當有遠見，也能因此增加主辦單位之能見度。
- 三、 為便於瞭解與會議人士的滿意度，包括會議地點的食宿、議程安排、及專題講座之性質和內容。會議結束之前，大會發放「研討會評核表」給所有與會者填寫後繳回。評核表由大會服務人員收集後，交予主辦單位作為日後努力改善方向之參考；最後，將評核表上建議及意見在此研討會的閉幕式(典禮)中提出檢討與討論改進方案。此「公開討論改進」之方式，值得國內學術研討會主辦單位作為借鏡。
- 四、 此次研討會的徵稿、審稿和通知皆透過網際網路線上完成。若有任何研討會相關疑問，也透過 e-mail 與單一窗口承辦教授聯絡，且以“論文投稿代號”作為與會辨識。主辦單位隨時在網頁上更新內容，所有訊息的流通都在線上進行，電子化研討會的籌備與執行，值得國內學術研討會主辦單位學習運用。
- 五、 參與此次研討會，讓本人覺得「提昇本校教師及研究生之實務研究環境，應鼓勵教師及學生參與國際研討會」，是非常值得本校教師及研究生們做為學習努力的一部份，以期未來能於國內與校內舉行大型之國際學術研討會。
- 六、 主辦此次研討會的經費來源除與會人士所繳交的註冊費外；尚有來自當地政府、書商、國際出版社、跨國餐旅觀光專業協會組織、及企業團體贊助。如此多元化來自政府機關及跨國民間企業團體的贊助方式，值得未來主辦「國內(國際)研討會」單位參考，提供更為優質之學術環境。

口頭發表與參訪照片

<口頭發表照片 1>



<口頭發表照片 2>



<世界遺產 Le Morne World Heritage Trust Fund & Route Monument 保護策略簡報>



<世界遺產 Le Morne World Heritage Trust Fund & Route Monument 保護現場參觀與解說>



科技部補助計畫衍生研發成果推廣資料表

日期:2014/07/02

科技部補助計畫	計畫名稱: 陸客來臺觀光餐旅產業之藍海策略—以個體價值承諾、組織辨識、組織契合度之觀點探討
	計畫主持人: 楊仁德
	計畫編號: 102-2410-H-328-003-SSS 學門領域: 組織行為與理論
無研發成果推廣資料	

102 年度專題研究計畫研究成果彙整表

計畫主持人：楊仁德		計畫編號：102-2410-H-328-003-SSS				計畫名稱：陸客來臺觀光餐旅產業之藍海策略—以個體價值承諾、組織辨識、組織契合度之觀點探討	
成果項目		量化			單位	備註（質化說明：如數個計畫共同成果、成果列為該期刊之封面故事...等）	
		實際已達成數（被接受或已發表）	預期總達成數（含實際已達成數）	本計畫實際貢獻百分比			
國內	論文著作	期刊論文	0	0	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	0	0	100%		
		專書	0	0	100%		
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（本國籍）	碩士生	2	0	100%	人次	另有一名大專生兼任助理人員，及3位大專生工讀生。
		博士生	0	0	100%		
博士後研究員		0	0	100%			
專任助理		2	0	100%			
國外	論文著作	期刊論文	1	0	100%	篇	已於8月6日投稿於 International Journal of Hospitality Management (SSCI) 國際學術期刊
		研究報告/技術報告	0	0	100%		
	研討會論文	1	0	100%	以『Antecedents and consequences of organizational fit on individual job performance: Comparative studies between international		

							頭發表於第四屆國際餐旅觀光行銷與管理學術研討會。
		專書	0	0	100%	章/本	
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力 (外國籍)	碩士生	0	0	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		

其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)	無						
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	成果項目	量化	名稱或內容性質簡述
科 教 處 計 畫 加 填 項 目	測驗工具(含質性與量性)	0	
	課程/模組	0	
	電腦及網路系統或工具	0	
	教材	0	
	舉辦之活動/競賽	0	
	研討會/工作坊	0	
	電子報、網站	0	
	計畫成果推廣之參與(閱聽)人數	0	

科技部補助專題研究計畫成果報告自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估

達成目標

未達成目標（請說明，以 100 字為限）

實驗失敗

因故實驗中斷

其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形：

論文： 已發表 未發表之文稿 撰寫中 無

專利： 已獲得 申請中 無

技轉： 已技轉 洽談中 無

其他：（以 100 字為限）

於 103 年 6 月 22~29 日至模里西斯參加國際餐旅觀光學術研討會-第四屆國際餐旅觀光行銷與管理學術研討會，於研討會中進行 20 分鐘口頭論文發表。

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）（以 500 字為限）

One of the contributions of this present study is investigation of person-job and person-organization fits in the research framework since the majority of published papers (except Iplik et al., 2011) evaluated only one of these two fits. Another contribution is that this paper also goes beyond the antecedents of these two fits and assesses organizational success - i.e. employee job performance. With respect to an academic merit, this study extends the existing understanding of the antecedents and consequences of these fits.

Additionally, from the practitioner perspective, this paper proposes that hotel professions implement relevant human resource schemes ; in particular, assimilation training programs with a focus on organizational values, culture, and prestige. From a social exchange perspective, establishment of an organizational socialization inventory might be a practical approach to achieve it as well.