人力資源管理策略與企業文化對扁平寬幅薪資結構實施成效的影響

The drastic changes in politics and economy together with the latesttelecommunication science and technology developments have changed therules of game in business competitiveness and have led toorganizational change. This plight has changed not only theorganizational structure of the traditional pyramid-type but theprocessing flow of the traditional hierarchy-type. As a result, organizational flatting is of great necessity, so is the paystructure. It is thus a trend to develop Broadbanding pay structure inpay strategy, in which more businesses simplify their pay grades orranges in pay structure, while expanding the full-range at the samegrade or range, leading to a pay system that provides a better rewardto individual capability and effectiveness. This Broadbanding paystructure compresses a hierarchy of pay grades or ranges into a smallnumber. It represents a new pay philosophy of which the innovation andthe flexibility can meet the demands of organizations in facing thefast-changing organizations to develop new technology and capabilityfor employees and to reach the goal of organizational change. Whenpracticed, it is an effective strategic pay structure. The purpose ofthis study is to introduce the Broadbanding pay structure and then,through a qualitative research, to conduct a study on how this paystructure as practiced in 9 foreign companies in Taiwan interviewedfor their experiences affects employees' behaviors in the HRstrategies as adopted in their organizations in terms of reactions andinfluences.