

**束縛因素對決策行爲的影響：天津與澳門公務員的實證研究**  
**The Effects of Constraints on Decision Making: An Empirical**  
**Study of Civil Servants in Tianjin and Macao**

by

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**哲學博士(公共行政)**  
**Doctor of Philosophy in Public Administration**

**2011年7月**  
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**社會科學及人文學院**  
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2011年6月

# 束縛因素對決策行爲的影響：天津與澳門公務員的實證研究

## 摘要

隨著時代的變化，決策者處在錯綜複雜、瞬息萬變的決策環境中。這些不同類型的、高度不確定性的環境產生各種的限制，有些限制來自環境或事件本身，有些限制來自決策者本身，或決策者因環境或事件的影響而產生的因素，我們稱這些限制為“束縛”，這些束縛會使決策者產生不同的決策行爲傾向。決策環境是一個動態的、複雜的系統，需要用系統的觀點對其進行分析和思考。因此，研究束縛因素對公共決策行爲的影響是重要且必要的。本研究選取兩組背景不同的公務員（中國天津市以及澳門特別行政區的部分中級和高級公務員）為研究對象，研究束縛因素對決策行爲的影響。

本研究假設束縛會影響決策行爲，束縛因素包括：決策環境因素（組織的內、外環境）、事件本身的因素（事件的特性）、以及決策者的個人因素（個人特徵、價值觀）。本文再假設天津和澳門因為存在不同程度的束縛因素，而會產生地區性的行爲差異。

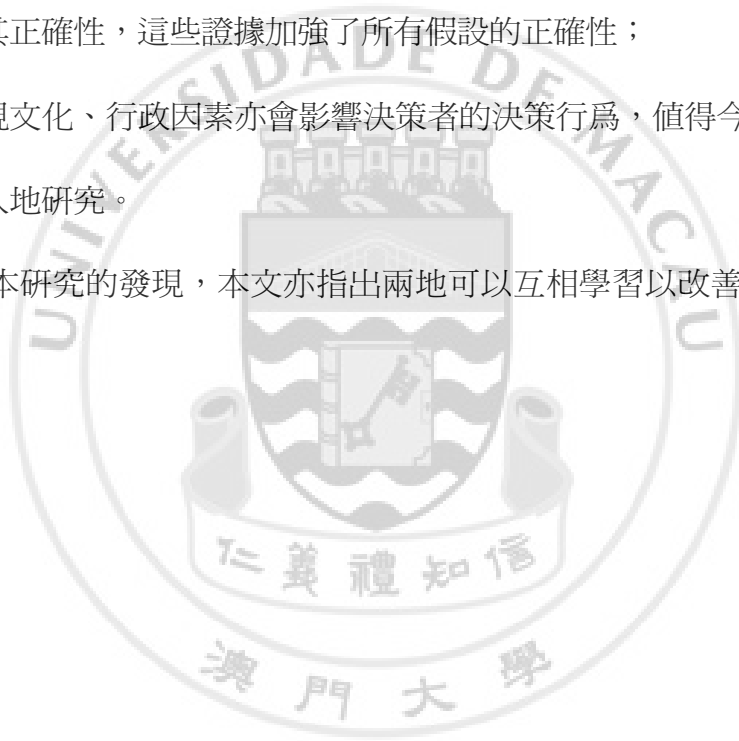
本文利用天津澳門兩地公務員問卷調查和訪談的數據，進行由淺入深、由表及裏地分析，層層遞進地研究束縛因素對兩地公務員決策行爲所產生的影響。在具體的分析中，本文首先使用頻率分析（Frequency）的方法，從表面證據籠統地分析束縛因素是否會影響決策者的決策行爲。之後，使用綫性回歸分析（Linear Regression Analysis）的方法，驗證束縛是否影響決策行爲，即是否存在因果關係。

再後，文章對重要行爲（妥協）進行特別分析。最後，本文使用交叉表（Crosstab）及判別分析法（Discriminant Analysis）等多重分析的方法，對津澳兩地的數據進行分析和比較性研究。

根據數據的統計分析，本文得出以下的結論：

- (1) 綜合數據的分析，證實所有假設的正確；
- (2) 分組數據的分析，證實天津和澳門兩地的公務員在一些方面面對不同的束縛，而這些不同的束縛引致不同的行爲傾向，本文用交叉表和判別分析法證明其正確性，這些證據加強了所有假設的正確性；
- (3) 發現文化、行政因素亦會影響決策者的決策行爲，值得今後在這些方面做出深入地研究。

根據本研究的發現，本文亦指出兩地可以互相學習以改善決策行爲的一些建議。



# **The Effects of Constraints on Decision Making: An Empirical Study of Civil Servants in Tianjin and Macao**

## **Abstract**

In a quickly changing world, decision makers are living in a complex and volatile environment. The decision-making environment appears in many forms and varieties and posts different decision-making limitations. These limitations can come from a number of sources, as explained later. In this study, we call these limitations “constraints”. These constraints can affect decision-making behavior. The decision-making environment is a dynamic and complex system and should be examined and analyzed from a systematic point of view. This study has chosen two groups of civil servants, from the middle and upper ranks in the civil services of Tianjin and SAR Macao, as the study targets for investigating the effects of constraints on decision making.

This study hypothesizes that constraints can influence decision-making behavior. The constraints are originated come from three sources, including: decision-making environment (attributes of the internal and external organizational environment), nature of the case requiring a decision (case characteristics), decision maker (individual characteristics and values). This study further hypothesizes that Tianjin and Macao have constraints of different magnitudes and that the differences can result in different behavioral tendencies in decision making.

This study used questionnaire survey and personal interview as the techniques for data collection. Data analysis began with using simple statistics and then advanced to using multivariate analysis. The analysis examines variables at the individual level as

well as at the organizational and societal levels. By examining evidence layer by layer, this study aims at proving the hypotheses mentioned above. This study applied frequency analysis to the collected data in order to gather surface evidence to support the hypotheses. Linear regression analysis was then used to identify the salient causal variables on decision-making behavior. Behavioral tendencies related to compromising were considered key variables and were examined in depth. Finally, tests of associations and discriminant analyses were conducted to compare the Tianjin and Macao data in order to obtain conclusive evidence to sustain the hypotheses.

In accordance to the results of statistical analysis, this study arrives at the following conclusions:

- (1) The results from analyzing the combined data (Tianjin and Macao included) provided proof for all the stated hypotheses;
- (2) By analyzing the Tianjin and Macao data separately, it was found that Tianjin and Macao had constraints of different magnitudes, and these differences had resulted in different behavioral tendencies. The findings were validated by the test of association and discriminant analysis, and have strengthened the proof for all the hypotheses.
- (3) The findings reveal that cultural and administrative factors could also influence decision making. This issue warrants further studies.

On the basis of the results and findings, this study offers suggestions in areas that Tianjin and Macao could improve their public sector decision making by learning from each other.



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