

國立聯合大學

經營管理學系碩士班

碩士論文

用新混合多評準決策法來探討房仲永續  
經營之資源配置策略—以台灣房仲為例

Research on the Strategy of Sustainable Management  
Resource Allocation for an Estate Company Industry  
Based on A New Hybrid MCDM Model – A Case Study  
of the House Agent Company in Taiwan

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中華民國一一〇年六月

## 摘要

近幾年來房價是年年攀升，當消費者要購買房子大部分都會透過房屋仲介來進行交易，而房屋仲介店數相當多，每家房仲公司都大同小異，以資源基礎理論觀點來看，房仲業必須有效掌握資源，並透過現有的資源有效的配置與運用，才能使公司長久經營，所以，本研究亟欲探討房屋仲介業者需要取得應用何種資源，才能使房屋仲介公司能永續經營。

本研究是從資源基礎理論觀點結合房仲情境，蒐集相關文獻統整出房仲資源五大構面分別為實體資產、無形資產、人力資源、組織資源、創業績效，經過德菲法問卷確認後，透過 DEMATEL，DANP，VIKOR 這些方法來分析房屋仲介業主要的五大構面和各指標間因果關係影響。

在 DEMATEL 問卷收回後，專家共識度皆高於 95%，根據關聯度( $ri+ci$ )值中，發現「 $D_3$  人力資源」和「 $D_5$  創業績效」具有最高影響及被影響的總關聯度，隱含其為最重要的影響構面；根據原因度( $ri-ci$ )值中，發現「 $D_1$  實體資產」、「 $D_2$  無形資產」和「 $D_3$  人力資源」原因度為正而值最大，意味此構面最易影響其他構面。

從 DANP 的表中，可以發現「 $C_{20}$  業績績效」具有最高影響力準則，「 $C_3$  空間格局」為最低影響力與被影響關聯度之準則；而「 $C_4$  店內設備」為最能影響其他準則，「 $C_{18}$  作業績效」為最容易受到其他準則之影響。

在 VIKOR 分析中，可得知大管家房屋為最佳；缺口值最小；在綜合值指標值越小，代表績效越好，而信義房屋為最差且需要改善的方案。本研究發現，信義房屋最大缺口為「 $D_1$  實體資產」，應為優先改善的項目。

企盼能替房屋仲介業者提供永續經營改善策略，同時也給予信義房屋、永慶房屋、大管家房屋的業者提供參考，提高房仲永續經營成功績效。

**關鍵字：**資源配置、房屋仲介、永續經營、決策實驗分析法

## ABSTRACT

In recent years, housing prices have risen year by year. When consumers want to buy a house, most of them will conduct transactions through real estate agencies. Therefore, there are quite a lot of real estate agencies in housing market. But the business model of every real estate agency is similar. From the perspective of resource-based theory, they must effectively control resources, and through the effective allocation and use of existing resources, in order to make the company sustainable business.

Therefore, this research will be anxious to explore what kind of resources the real estate agency needs to obtain for operate continuously. This study is based on the resource-based theory and combined with the real estate situation, collected relevant documents to unify the five dimensions of real estate resources and analyzed the causal relationship between the main resources of the real estate industry and various indicators by using the approaches of DEMATEL, DANP and VIKOR.

After the DEMATEL questionnaire was retrieved, the consensus of experts was higher than 95%. According to the value of correlation ( $r_i+c_i$ ), it was found that " $D_3$  Human Resources" and " $D_5$  Entrepreneurship Performance" had the highest impact and the total affected degree of correlation. Including it as the most important aspect of impact; according to the value of cause degree ( $ri-ci$ ), it is found that the cause degree of " $D_1$  physical assets", " $D_2$  intangible assets" and " $D_3$  human resources" is positive and the value is the largest, which means this structure Faces are most likely to affect other facets.

From the table of DANP, it can be found that " $C_{20}$  performance " has the highest influence criterion, " $C_3$  spatial pattern" is the criterion for the lowest

influence and the degree of relevance to be affected; and " $C_4$  in-store equipment" is the criterion that can most influence other criteria. " $C_{18}$  Operational Performance" is the most vulnerable to other standards.

In the VIKOR analysis, it can be known that the Chamberlain Housing Management is the best; the gap value is the smallest; the smaller the comprehensive value index value, the better the performance, while the Sinyi Realty is the worst and needs improvement. This study found that the biggest gap in Sinyi Realty is " $D_1$  physical assets", which should be a priority improvement project.

It is hoped that it can provide sustainable management improvement strategies for real estate agencies, and at the same time provide references for Sinyi Realty, Yung Ching Rehouse, and Chamberlain Housing Management to improve the successful performance of real estate agencies' sustainable operations.

**Keywords: Resource Allocation 、 Real Estate Agent 、 Sustainable Development 、 DEMATEL Method**