

# 國立彰化師範大學 101 學年度博士班招生考試試題

系所： 人力資源管理研究所

科目： 人力資源管理

☆☆請在答案卷上作答☆☆

第 1 頁，共 2 頁

一、請摘述下列文章的重點（40%）

The two types of psychological contracts (i.e., transactional and relational) have been widely studied by many researchers (e.g., Bal & Kooij, 2011; Rousseau, 1990; Suazo et al., 2009). The two contracts anchor opposite ends of a continuum underlying contractual arrangements between individuals and their organizations (Guest, 1998; Millward & Hopkins, 1998; Rousseau, 1990). The impact of the contractual types on innovative behavior varies in the movement along the continuum.

Researchers have contended that relational contracts are advantageous to engendering innovative behavior. This follows the logic that innovation is a long-term process and innovative behavior occurs as individuals concentrate their efforts over long periods of time (e.g., Amabile, 1983; Hyland & Beckett, 2004; Roberts, 2007). Previous research on the relationships between these contract types and innovative behavior have shown it to be positive for relational contracts (e.g., Clegg et al., 2002; Ramamoorthy et al., 2005; Rousseau, 1996; Storey et al., 2002; Thompson & Heron, 2003, 2006) and negative for transactional contracts (e.g., Amabile et al., 1986; Suh, 2002; Thompson & Heron, 2003, 2006). However, the mediating mechanism between psychological contract types and innovative behavior remains unclear. Identifying this mechanism is important as this will lead to new insights about why and how different contract types facilitate individuals' innovative behavior.

Few studies (Thompson & Heron, 2003, 2006) have explored the mediating mechanism, and they have only explored this mechanism have considered attitudinal or behavioral mediator variables. For example, Thompson and Heron (2003) found that affective commitment partially mediated the relationship between performance pay (i.e., an element of transactional contract) and innovative behavior. In their later work, Thompson and Heron (2006) found that besides affective commitment, knowledge-sharing behaviors between employees in an organization's R&D department partially mediated the relationship between performance pay and innovative behavior, and also mediated the relationship between career development (i.e., an element of relational contract) and innovative behavior. These findings contribute to a limited development of psychological contracts theory based on the perspective of a few elements pertaining to transactional or relational contracts. However, they do not directly address the important motivational mechanism between the two psychological contract types and innovative behavior. We advance *work engagement* as a mediator for the following three reasons.

First, innovative behavior is largely a motivational issue (Amabile, 1988; Pieterse et al., 2010). Work engagement is a motivational construct that refers to a positive, fulfilling, affective-motivational and work-related state of mind that is characterized by vigor, dedication, and absorption (e.g., Salanova,

# 國立彰化師範大學 101 學年度博士班招生考試試題

系所：人力資源管理研究所

科目：人力資源管理

☆☆請在答案卷上作答☆☆

第 2 頁，共 2 頁

Agut, & Peiró, 2005; Schaufeli & Bakker, 2004). Our focus on the motivational mechanism differs from the attitudinal or behavioral mechanisms examined in previous studies (e.g., Thompson & Heron, 2003, 2006). Second, when employees are engaged, they are proactive, show initiative, collaborate effectively with others (Bakker & Schaufeli, 2008) and invest energy in their work roles (Kahn, 1990; Rich, Lepine, & Crawford, 2010). These behaviors are particularly relevant to innovative activities (Amabile, 1988; Rich et al., 2010; Shalley et al., 2004; Zhang & Bartol, 2010). Third, there is a lack of theoretical research on employees' work engagement despite burgeoning corporate interest (Bakker & Schaufeli, 2008). By studying the role of work engagement in innovate activities, we contribute to a better theoretical understanding of these issues, and offer ideas to improve management practices.

An empirical study by Rich et al. (2010) supports our proposal of work engagement as a suitable mediator. They found that work engagement fully mediated the relationships between three antecedents and organizational citizenship behavior and task performance. The other three variables (i.e., job involvement, job satisfaction, and intrinsic motivation) were also included as mediators in this study, but their mediating effects were nonsignificant. Thus, these researchers concluded that the mediating roles of engagement are more comprehensive than those of the other three variables and that it is the motivational variable most proximally related to behavioral outcomes. Further, the proximal motivation variable (i.e. work engagement) shows the individual's maintenance of persistence and effort in the innovative process (Rich et al., 2010; Schaufeli & Bakker, 2004).

二、試論人力資源管理如何協助企業獲得競爭優勢（30%）

三、試從人性本善觀點論人力資源管理（30%）