

# 國立彰化師範大學 98 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

☆☆請在答案紙上作答☆☆

共 3 頁，第 1 頁

## 1. Summarize the main points of the following article. (40%)

Organizations can provide knowledge workers with a variety of channels for training and developing their KSAs. These training practices signal that organizations are supportive and are seeking to establish a long-term relationship with knowledge workers. As such, knowledge workers' perceptions of organizational training investment should reduce their turnover intention. However, it is also possible that knowledge workers' acquisition of KSAs, through organizational training investment, actually facilitate their mobility within the labor market. The arguments discussed above indicate that a boundary condition pertaining to the relationship between training investment and knowledge workers' turnover intention may exist.

According to the unfolding model, employees initiate a series of psychological analyses and fit judgments (e.g., perceived fit with the organization and the job) after experiencing some unplanned events. These judgments in turn cause employees to take various decision paths that may precede the actual turnover process. Therefore, we argue that under different levels of perceived demand-ability (D-A) and person-organization (P-O) fits, knowledge workers take divergent decision paths as they consider their available courses of action. Furthermore, we also argue that the effects of perceived training investment on turnover intentions differ under different decision paths. These arguments are further elaborated on below.

Based on the unfolding model, Lee and Maurer proposed three decision paths via which knowledge workers might leave their organizations; they also discussed how managers can use human resource practices, such as investment in training, to retain knowledge workers along each decision path. In *path 1*, a shock triggers the enactment of a pre-existing action plan. If the shock matches the action plan, employees leave without making fit judgments and without considering job alternatives. *Path 2* describes how a shock causes employees to reassess their fit with the organization in terms of evaluating the compatibility between the shock and their image; if a shock leads to a judgment of misfit, employees often leave *without* searching for job alternatives. However, as Lee, Mitchell, Wise, and Fireman and Lee, Mitchell, Holtom, McDaniel, and Hill suggested, path 1 and path 2 are least frequently observed in the cases of knowledge workers such as nurses and accountants. Therefore, in the present study, we only focus on decision path 3.

In *path 3*, a shock prompts the reassessment of employee fit with the organization. The difference between path 3 and path 2 is that employees in path 3 may possess *one or more* job alternatives (i.e., high perceived marketability or job mobility), while employees in path 2 may not have any job alternatives at hand. In such circumstances, employees choose to stay only if the current organization better meets their preferences (i.e., high perceived P-O fit). However, when employees perceive a misfit with the organization or competing organizations fit their image or

# 國立彰化師範大學 98 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

☆☆請在答案紙上作答☆☆

共 3 頁，第 2 頁

preferences better (i.e., low perceived P-O fit), then they are highly likely to choose to leave.

In the case of knowledge workers, a high level of D-A fit indicates that they possess sufficient KSAs to perform their job and to meet professional requirements, which in turn leads to higher job performance. However, as Jackofsky argues, high performers enjoy the benefit of having numerous actual or perceived alternative job offers and high movement ease. Thus, when high performers are not attracted to their current organization, they are more likely to leave. In addition, Trevor, Gerhart, and Boudreau also found that turnover was higher for high performers than it was for average performers, supporting the above argument. Following in this vein, a good D-A fit should increase knowledge workers' job performance, which in turn enhances their "movement capital" in terms of good ability or skills and may make them more marketable within the job market. As such, knowledge workers with a high D-A fit but a low P-O fit are more likely to consider leaving their current organization than those with high levels of D-A fit and P-O fit.

Similarly, on the basis of the unfolding model, Wheeler et al. proposed a misfit model that discusses the outcomes of employee misfit perceptions, including "adaptation" or "exit". If employees perceive that they fit well with their current job and organization, they will stay with the current organization. However, when there is a misfit (e.g., a low level of P-O fit), employees will assess whether they want to adapt themselves to fit with the organization. If adaptation is determined to be infeasible, they begin to assess all available outside alternatives (i.e., exit). Further, since values are relatively enduring and stable across time/work situations for most employees, it is relatively difficult to change their values to fit the organization in the short-term. As such, when employees perceive their ability to be compatible with their job requirements but perceive their values as incongruent with those of the organization, they tend to deal with the misfit by choosing to "exit". This is particularly applicable to knowledge workers, since they continuously seek optimal organizations in which they can utilize and develop their expertise.

Amalgamating the above arguments, we find that knowledge workers who find a better fit with their jobs and organizations tend to remain with those organizations. From the organizational perspective, to retain these types of workers, Lee and Maurer suggested that organizational training investments can serve to further enhance the perceived advantages associated with remaining at their present firms. As such, knowledge workers with high levels of D-A fit and P-O fit are more likely to stay when they perceive a high level of organizational training investment. On the other hand, knowledge workers with a good D-A fit but a poor P-O fit are likely to consider leaving their current organizations and searching for alternatives. Still, under this type of situation (high perceived D-A fit and low P-O fit), even knowledge workers who perceive a high level of organizational training investment are unlikely to increase their P-O fit through training investment in the short run. Moreover, when employees have a good D-A fit and a low P-O fit,

# 國立彰化師範大學 98 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

☆☆請在答案紙上作答☆☆

共 3 頁，第 3 頁

organizational training investments further facilitate knowledge workers' acquisition of additional knowledge and skills, and increase their chance for external mobility. Therefore, we expect that knowledge workers' perceived training investment should be positively related to their turnover intentions, insofar as they are liable to search for another organization to utilize their KSAs.

**2. Discuss the trends of human resource management. (30%)**

**3. What is your philosophy of human resources. (30%)**