

# 國立彰化師範大學 97 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☆☆

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

Organizations' investment in development of employees' knowledge and skills reflects anticipated benefits in terms of attracting, motivating, and retaining knowledge workers (Noe, 2005; Rousseau, 1997). Organizations can provide their employees with a variety of channels for learning, which helps elicit employees' perceptions of a quality relational exchange with their organizations (Ng, Butts, Vandenberg, DeJoy, & Wilson, 2006). Based on social exchange theory (Blau, 1964), when employees perceive greater levels of training investment then they are more likely to perceive organizational support and hence feel obligated to "repay" the organization (Shore & Wayne, 1993). As a result, it can be anticipated that the higher an employees' perceived organizational training investment then the greater the obligation to "repay" the organization through lower turnover intention. However, knowledge workers tend to accrue a variety of work experiences through their mobility between jobs and organizations (Sullivan, Carden, & Martin, 1998). Employees' acquisition of knowledge and skills, through organizational training investments, often facilitates their career mobility and the labor market often incorporates incentives that increase the attractiveness of alternatives (Ng et al., 2006; Benson, 2006; Benson et al., 2004; Zardkoohi & Paetzold, 2004). The arguments discussed above indicate that the boundary conditions of the relationship between training investment and knowledge workers' turnover intention exist.

As our earlier argument, employees' fit perceptions are particularly relevant to our understanding as to how employees' perceived organization training investment influence their turnover intention. From the perspective of the unfolding model (Lee & Mitchell, 1994) voluntary turnover occurs when employees move to an organization perceived to be more attractive than their own. This is particularly applicable to knowledge workers since they are continuously seeking the best place to utilize and develop their expertise (Lee & Maurer, 1997; Von Glinow, 1988).

Hence, for knowledge workers with perceptions of a high P-J fit (person-job fit) and a low P-O fit (person-organization fit), they may possess sufficient KSAs to perform their job, whereas they lack compatibility between their personal traits (e.g., values) and those of the organization. Since values are enduring and stable across time/work situations for most employees it may not be possible to change their values to fit the organization (Wheeler et al., 2005). Therefore, even if they perceived a high level of organizational training investment they are unlikely to see the possibility to increase their P-O fit. Under this scenario (high perceived P-J fit and low P-O fit), we expect that knowledge workers' perceived training investment would be positively related to their turnover intention as they are liable to search for another organization to utilize and develop their KSAs (Kristof-Brown et al., 2005).

According to the attraction-selection-attrition (ASA) model (Schneider, Goldstein, & Smith,

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1995), if an employees feels their and the organizations' values or goals are congruent then that setting will be considered attractive and worthwhile for individuals to adapt themselves to stay there. The adaptation model also suggests that when the adaptation is workable for employees, they will adapt themselves to improve the misfit with the job (Wheeler et al., 2005). As a result, when knowledge workers perceive poor P-J fit but good P-O fit then they may try to increase their job fit and so stay with the organization (Furnham, 2001; Kristof-Brown et al., 2005).

For knowledge workers the continual updating of knowledge and skills are critical for maintaining high levels of performance (Benson et al., 2004). Thus, when knowledge workers perceived that their KSAs are incompatible with job requirements (i.e., low P-J fit), whereas their values fit with the current organizations' (i.e., high P-O fit) then organizations' investment in training and development could play an important role in improving their KSAs and thereby retaining these employees. Therefore, we anticipate that knowledge workers' perceived training investment would be negatively related to their turnover intention when they possess lower perceived P-J fit and higher P-O fit.

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

**3. Discuss the new coming roles of human resource management. (30%)**