

The Relationship among Training, P-O Fit and Retention

盧國雄、林英顏

E-mail: 9805500@mail.dyu.edu.tw

ABSTRACT

Employee training, P-O fit and retention are important factors for an organization. The purpose of this study was taking P-O fit as a mediator to verify the relationship between training and retention. The main hypothesis was that training influenced retention. It was also hypothesized that the relationship between training and retention was mediated by P-O fit. Data was collected through questionnaire survey from the 411 valid samples of the full time employees in Taiwan. The results of this study showed that frequency of training and the relative level between training and job was significant prediction of retention, but multiple programs of training was not. This study also found that the relationship between training and retention was partially mediated by P-O fit in Taiwan. Future study and practical implication of this study were also discussed.

Keywords : training、 P-O fit、 retention

Table of Contents

中文摘要	iii
英文摘要	iv
誌謝辭	v
內容目錄	vi
表目錄	viii
圖目錄	x
第一章 緒論	1
第一節 研究背景	1
第二節 研究問題和目的	3
第三節 研究的重要性	5
第二章 文獻探討	6
第一節 員工訓練	6
第二節 留任意願	10
第三節 個人組織契合度	13
第四節 員工訓練、個人組織契合度與留任意願三者 之關係	20
第三章 研究設計	21
第一節 研究架構	21
第二節 研究假設	22
第三節 變數的操作性定義與測量	23
第四節 樣本及資料收集	28
第五節 分析方法	28
第四章 實證結果及分析	30
第一節 樣本基本資料分析	30
第二節 因素與信度分析	37
第三節 員工訓練之分析	39
第四節 留任意願之分析	48
第五節 員工個人組織契合度之分析	53
第六節 員工訓練與留任意願之關係	58
第七節 個人組織契合度之中介效果	62
第五章 實證結果及分析	64

第一節 研究結論	64
第二節 建議	66
第三節 研究限制	68
參考文獻	69
附錄問卷	82

REFERENCES

- 一、中文部份Noe, Raymond A. (2007), 員工訓練與能力發展(簡貞玉譯), 台北:五南圖書。孔德麟(2001), 個人與組織契合度對工作投入之相關性研究, 私立中國文化大學國際企業管理研究所未出版之碩士論文。毛筱豔, 陳建佑(2006), 員工訓練與工作投入關係之研究—以主管支持與工作特性為干擾變數, 北商學報, 9, 1-11。毛筱豔, 陳建佑, 林少龍(2002), 以內在動機為干擾變數探討員工訓練與工作投入之關係, 北商學報, 3, 1-28。任金剛(1995), 組織文化、組織氣候、及員工效能:一項微觀的探討, 國立台灣大學商學系研究所未出版之博士論文。吳貞誼(2000), 個人-組織契合度、組織信任與組織公民行為關係之研究-以航空客運工司為例, 國立海洋大學航運管理研究所未出版之碩士論文。吳富新(2005), 人力資源管理, 台北:國立空中大學。李元墩, 鍾志明, 林育理(2000), 台灣企業員工組織承諾衡量模式建構之研究, 成功大學學報, 35, 133-157。李漢雄(2000), 人力資源策略管理, 揚志文化。林仲威(1999), 個人-組織契合度; 工作滿足與組織公民行為關係之探討-以台北市壽險公司業務員為例, 私立銘傳大學管理科學研究所未出版之碩士論文。林妙雀, 趙心潔(2000), 激勵性報酬、員工屬性與工作滿意度之研究—以臺灣高科技產業為實証對象, 亞太管理評論, 5(1), 53-74。許駿煒(2000), 高科技產業員工教育訓練成效評估之個案研究, 國立台北科技大學技術及職業教育研究所未出版之碩士論文。陳沁怡(2004), 訓練與發展, 台北:雙葉書廊。陳蕙君(1998), 資訊真實性、人與組織之契合度以及工作經驗對新進人員組織社會化之影響, 國立中山大學人力資源管理研究所未出版之碩士論文。湯子瑢(2008), 員工訓練與工作動機關係之研究, 私立大葉大學人力資源暨公共關係學系研究所未出版之碩士論文。黃英忠, 曹國雄, 張火燦(2002), 人力資源管理, 台北:華泰書局。黃家齊(2002), 人力資源管理活動與組織績效-員工技能與動機的中介效果。人力資源管理學報, 2(4), 15-52。黃國隆(1982), 領導方式、工作特性、成就動機、內外控、專斷性與教師工作滿足之關係, 教育與心理研究, 5, 47-76。黃惠君(2004), 激勵因素、工作滿足、家庭支持與留任意願及專業承諾關係之探討 - 以高科技產業研發人員為例, 國立中山大學人力資源管理研究所未出版之碩士論文。鄭仁偉, 廖文志, 翁振益, 林仲威(2001), 組織招募研究:個人與組織契合的研究觀點, 環境與管理研究, 2(2), 73-90。鄭仁偉, 郭智輝(2004), 個人組織契合度、工作滿足與組織公民行為關係之研究, 人力資源管理學報, 4(4), 85-104。蔡淑妙, 盧美秀(1998), 護理人員生涯發展及其與留任意願相關性之研究, 護理研究, 6(2), 96-108。廖敏惠(2002), 新進員工訓練、個人特質與個人-組織契合度關係之研究, 私立中原大學企業管理研究所未出版之碩士論文。鄭伯璦(1993), 組織價值觀與組織承諾、組織公民行為、工作績效的關係—不同加權模式與差距模式之比較, 中華心理學刊, 35(1), 43-58。
- 二、英文部份Allerton, H. E. (1996). News you can use. *Training and Development*, 52(7), 11-12. Autry, C. W., & Daugherty, P. J. (2003). Warehouse operations employees: Linking person- organization fit, job satisfaction, and coping responses. *Journal of Business Logistics*, 24(1), 171-197. Barron, R. M., & Kenny, D. A. (1986). The moderator-Mediator variable distinction in social psychological research: Conceptual, strategic, & statistical considerations. *Journal of Personality & Social Psychology*, 51, 1173-1182. Bartel, A. P. (1994). Productive gains from the implements of employee training programs. *Industrial Relations*, 33(4), 411-425. Birdi, K., Allan, C., & Warr, P. (1997). Correlates and perceived outcomes of four types of employee development activity. *Journal of Applied Psychology*, 120(2), 235-255. Blom, K., Clayton, B., Bateman, A., Bedgood, M., & Hughes, E. (2004). What ' s in it for me? : Recognition of prior learning in the vocational education and training sector. A project funded by ANTA, NCVET Adelaide. Bluedorn, A. C. (1982). The theories of turnover: Causes effects and meaning. *Research in the Sociology of Organization*, 1(25), 135-153. Bretz, R. D. Jr., Ash, R. A., & Dreher, G. F. (1989). Do people make the place? An examination of the attraction-selection-attrition hypothesis. *Personnel Psychology*, 42, 567-581. Bretz, R. D., & Judge, T. A. (1994). Person-organization fit and the theory of work adjustment: Implications for satisfaction, tenure and career success. *Journal of Vocational Behavior*, 44, 32-45. Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875-884. Cable, D. M., & Judge, T. A. (1994). Pay preferences and job search decisions: A person-organization fit perspective. *Personnel Psychology*, 47, 317-348. Chatman, J. (1989). Improving interaction organizational research: A model of 12 person- organization fit. *Academy of Management Review*, 14, 333-349. Chatman, J. (1991). Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36, 459-484. Christiansen, T., Evans, K. R., Schlacter, J. L., & Wolfe, W. G. (1996). Training differences between services and goods firms: Impact on performance, satisfaction and commitment. *Journal of Professional Services Marketing*, 15(1), 47-68. Chun-Fang, C., & Ki-Joon, B., (2005). The impact of employee training on job satisfaction and intention to stay in the hospital. *Journal of Human Resources in Hospitality & Tourism*, 4(2), 99-118. Cushway, B., & Lodge, D. (1994). *Human Resource Management*, Kogan Page Ltd. revised edition. Dalton, D. R., Todor, W. D., & Krackhardt, D. M. (1982). Turnover overstated: The functional taxonomy. *Academy of Management Review*, 7, 117-123. Daniel, M. C., & Timothy, A. J. (1997). Interviewers ' perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82, 546-561. Dauglas, P. Kiel, Jay, M., & Linda, B. (2007). Efficacy of a Hip Protector to Prevent Hip Fracture in Nursing Home Residents. *The Journal of American Medical Association*, 298(4), 37-41. Drexler, Jr., John, A., & Lindell, M. K. (1981). Training/Job fit and worker satisfaction. *Human Relations*, 34(10), 907-915. Finegold, D., & Wagner, K. (2002). Are apprenticeships still relevant in the 21st century? A case study of changing youth training arrangement in German banks. *Industrial & Labor Relations Review*, 55(4), 667-685. Genevieve, E. C.

(1990). Retention: Has it obstructed nursing ' s view? *Nursing Administration*, 14, 70-75. Gilbert, A., Churchill, JR., Neil, M. Ford, Steven, W. Hartley, Orville., C., & Walker, JR. (1985). The determinants of salesperson performance: A meta-analysis. *Journal of Marketing Research*, 22, 103-118. Goodman, S. A., & Svyantek, D. (1999). The relationship between organization, characteristics and team building success. *Journal of Business & Psychology*, 14(2), 265-283. Gritz, R. M. (1993). The impacts of training on the frequency and duration of employment. *Journal of Econometrics*, 57, 21-51. Grossberg, Adam J. (2000). The effect of formal training on employment duration. *Industrial Relations*, 39(4), 578-599. Harris, S. O., & Mossholder, K. W. (1996). The affective implication of perceived congruence with culture dimension during organizational transformation. *Journal of Management*, 22(4), 527-547. Hoff, D., Marrone, J., Gandolfo, C. & Gold, M. (1998). Just do it: Helping people with mental illness get good job. *Journal of applied rehabilitation counseling*, 29(1), 37-47. Hogan, R.T. (1991). Personality and personality measurement. *Handbook of Industrial and Organizational Psychology*, 2, 873-919. Ingram, T. N., Schwegler, C. H. & Hutson, D. (1992). Why salespeople fail. *Industrial Marketing Management*, 21(3), 225-230. James, W. W., & Linda, A. C. (2004). An integrative analysis of person-organization fit theory. *International Journal of Selection and Assessment*. 12(3), 252-260. Jun, M., Cai, S., & Shin, H. (2006). TQM practice in maquiladora: Antecedents of employee satisfaction and loyalty. *Journal of Operations Management*, 24(6), 791-812. Kraut, A. I. (1975). Predicting turnover of employees from measured job attitudes. *Organizational Behavior and Human Performance*, 13, 23-243. Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations measurement and implications. *Personnel Psychology*, 49, 1-49. Malcolm, C. McCulloch, & Daniel, B. Turban (2007). Using person-organization fit select employees for high turnover jobs. *International Journal of Selection and Assessment*, 15(1), 63-71. Mangum, S., Mangum, G., & Hansen, G. (1990). Assessing the returns to training. In A.P. Carnevale, et al, new developments in worker training: A legacy for the 1990s. *Industrial Relations Research Association*, 5, 55-89. Margaret, C., & Harry, S. (1999). Employment relation in SMEs. *Employee Relations*, 21(3), 218-235. Maureen, L. A., Anke, A., & Marshall S. (2008). Individual moral development and ethical climate: The influence of person-organization fit on job attitude. *Journal of Business Ethics*, 77, 323-333. McGehee, W., & Thayer, P. W. (1961). *Training in business and industry*. New York, Wiley. Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its. *Journal of Applied Psychology*, 74(3), 424-432. Miller, D. C., & Medalia, N. Z. (1955). Efficiency, Leadership, and Morale in Small Military Organizations. *Sociological Review*, 3, 93-107. Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62, 237-240. Molina, J. A., & Ortega, R. (2003). Effect of employee training on the performance of North-American firms. *Applied Economics Letters*, 10(9), 549-552. Nadler, L., & Nadler, Z. (1989). *Developing human resource* (3rd ed.). San Francisco: Jossey-Bass. O ' Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34, 487-516. Organ, D.W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. In Lexington, Massachusetts: Lexington Books. Peterson, R. T. (1990). What makes sales training programs successful? *Training and Development Journal*, 44(8), 59-64. Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction and Turnover among Psychiatric Technicians. *Journal of Applied Psychology*, 59(5), 603-609. Price & Mueller (1981). *Professional turnover: The case for nurses*. Iowa: Iowa State University Press. Price, J. L. (1977). *The Study of Turnover*. Ames: Iowa State University Press. Richard, G. N., James, S. B., Dary, O. M., & Robert, M. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of marketing*, 61, 85-89. Robbins, S. P. (1993). *Organizational Behavior*. New Jersey: Prentice-Hall Inc., 670-673. Schaaf, D. (1990). Lessons from the 100 best. *Training*, 27(2), 18-20. Schneider B. (1987). The people make the place. *Personnel Psychology*, 40, 437-453. Sharon N., & Ed H. (2003). Motivation to improve work through learning in human resource development. *Human Resource Development International*, 6(3), 355-370. Sunil Ramlall (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5, 52. Tharenou, P., & Sake, A. M. (2007). A review and critique of research on training and organizational-level outcomes. *Human Resource Management Review*, 17(3), 251-273. Tharenou Phyllis (2001). The relationship of training motivation to participation in training and development. *Journal of Occupational & Organizational Psychology*, 74(5), 599-621. Traut, Carol Ann, Larsen, Rick, Feimer, Steve H. (2000). Hanging on or Fading out? Job Satisfaction and the Long-Term Worker. *Public Personnel Management*, 29(3), 343-351. Tutunc, O., & Kozak, M. (2007). An investigation of factors affecting job satisfaction. *International Journal of Hospitality and Tourism*, 5(1), 1-19. Valentine, S., Godkin, L., & Lucero, M. (2002). Ethical context, organizational commitment, and person-organization fit. *Journal of Business Ethics*, 41(4), 349-360. Van Vianen, A. E. M. (2000). Person-organization fit: The match between newcomers ' and recruiters ' preferences for organizational cultures. *Personnel Psychology*, 53, 113-149. Vancouver, J. B., & Schmitt, N. W. (1991). An exploratory examination of person-organization fit: Organizational goal congruence. *Personnel Psychology*, 44, 333-352. Wagner, R. J., & Campbell, J. (1994). Outdoor based experiential training: improving transfer of training using virtual reality. *Journal of Management Development*, 13(7), 4-11. Webster, B., Walker, E., & Barrett, R. (2005). Small business and online training in Australia: Who is willing to participate? *New Technology, work & Employment*, 20(3), 248-258. Yolanda, K. (1997). Training Programs for displaced workers: What do they accomplish? *New England Economic Review*.