

The Study on the Effect of Job Rotation and Job Satisfaction on Employee Retained Rate and Employee Productivity - An Ex

曾明德、賴文魁

E-mail: 9418178@mail.dyu.edu.tw

ABSTRACT

As facing a variety of policy execution, which includes transformation, reorganization, and budgetary shrinkage on national defense, the armed forces of roc have to come up with this pace and seek for solution. Especial for the financial and comptroller units, short-term stay in position becomes a usage during their service careers. For this case, to maintain appropriate numbers of employee and officers needed is an important objective. This study bases on a research regarding the correlation among job satisfaction, stationary intention, and productivity for personnel serving in financial units of the armed forces. A questionnaire is conducted with 292 of 350 copies recollected. Some analytic tools, such as statistics and confidence analysis, regression analysis, and coefficient analysis are used. Results show, A. Those units, with a majority members agree to short-term stay in position, are more satisfied in work, and vice versa. B. Employees with more content in job will have higher possibility keeping in the position. C. Employees with more content in job results in higher productivity. At the end of this paper, it is recommended that the results may be taken for further research use in the field of human resource management.

Keywords : Comptroller, Short-term stay in position, Job satisfactions, Productivity of employees

Table of Contents

封面內頁 簽名頁 授權書 iii	中文摘要 v	英文摘要 vii	誌謝	viii	目錄		
			ix	圖目錄	xii	表	
目錄	xiii	第一章 緒論	1.1研究背景與動機 1	1.2研究目的 3	1.3研究流程題 4	1.4研究限制 5	
2.1.1工作輪調的定義及特性	7	2.1.2工作輪調的目的	10	2.1.3工作輪調相關實證及功能研究	12	2.2工作滿足 13	
2.2.1工作滿足的定義	13	2.2.2工作滿足之理論	14	2.2.3工作滿足之衡量	18	2.3工作輪調與工作滿足 21	
2.4.1離職傾向	23	2.4.2出勤率	25	2.4.3員工留任率不佳導致的負面影響	26	2.5員工生產力 27	
3.1研究架構	31	3.2研究推論與假設	32	3.3變項及研究工具	34	3.3.1工作輪調 34	
3.3.2工作滿足	35	3.3.3員工留任率	37	3.3.4員工生產力	38	3.4研究對象 39	
3.4.1抽樣方法	39	3.4.2 研究母群體特性分析	39	3.5研究分析方法	40	第四章 資料分析	
4.1描述性統計分析	42	4.1.1樣本基本資料	43	4.1.2工作輪調概況	44	4.1.3描述性均質分析	47
4.2因素與信度分析	51	4.2.1工作輪調問卷分析	51	4.2.2工作滿足問卷分析	53	4.2.3留任率（留職傾向）量表分析	55
4.2.4生產力量表分析	56	4.3迴歸分析	56	4.3.1工作輪調與工作滿足	56	4.3.2工作滿足與員工留任率	59
4.3.3工作滿足與員工生產力	60	4.4相關係數分析	62	4.5路徑分析	64	4.6實證結果彙整	66
5.1結論	69	5.2建議	70	參考文獻	74	附錄 77	
圖目錄		圖1-1研究流程	5	圖2-1工作滿足因果變項圖	21	圖2-2某月員工缺席率計算公式	25
圖2-3某月員工離職率計算公式	26	圖3-1研究架構圖	31	圖4-1研究架構路徑圖	64	表目錄	
表2-1工作輪調的定義	8	表2-2工作論調的特性	9	表2-3工作輪調的優缺點	10	表2-4工作輪調的目的	12
表2-5工作滿足定義表	14	表2-6各工作滿足理論比較與分析	18	表2-7生產力之定義	28	表2-8生產力指標演進說明	29
表3-1各單位問卷發放及回收彙整表	40	表4-1問卷受訪者基本資料統計表	44	表4-2個人屬性對輪調次數差異性分析	45	表4-3國軍工作輪調概況表	46
表4-4個人屬性對工作輪調差異性分析	47	表4-5工作輪調描述性統計均質分析	48	表4-6工作滿足描述性統計均質分析	49	表4-7留任率（留職傾向）描述性統計均質分析	50
表4-8生產力描述性統計均質分析	50	表4-9工作輪調問卷因素分析	52	表4-10工作輪調問卷因素信度分析表	53	表4-11工作滿足問卷因素分析表	54
表4-12工作滿足因素信度檢定表	54	表4-13留任率（留職傾向）信度分析	55	表4-14生產力信度分析	56	表4-15工作輪調對內在滿足的迴歸分析	58
表4-16工作輪調對外在滿足的迴歸分析	58	表4-17工作輪調對整體滿足的迴歸分析	59	表4-18工作滿足對員工留任率的迴歸分析	60	表4-19工作滿足對員工生產力的迴歸分析	61
表4-20工作滿足與留任率、生產力之相關分析	62	表4-21全構面相關分析	63	表4-22研究架構路徑效果說明表	64	表4-23路徑效果表	65
表4-24研究結果彙整表	68						

REFERENCES

1. 中文部份 1.王永大(1996), 工作輪調與公務員工作生活品質提升之研究(續), 人事管理, 台北:行政院國家科學管理委員會, 12-22.
2. 王志剛(1988), 管理學導論, 台北:華泰書局.
3. 古金英 (2001), 「建立一個輪調環境下受輪調員工的工作壓力源模式—以銀行業為例」, 人力資源管理學報, 第一卷, 第三期, 頁01-25.
4. 李正綱、張曉芸、康嘉琦(2002), 工作輪調與工作滿足關係之研究, 景文技術學

院學報, 12(下), 13-26。5.李壽雄(1986),「談工作輪調」,石油通訊415。6.李元墩、林育理、陳啟光(民90),「銀行業主管領導型態與部屬人格特質、組織承諾及其生產力關係模式之研究—LISREL分析法之應用」,人力資源管理學報,第一卷第二期,頁1-23。7.吳昭德(2001),「再談工作輪調」,亞太教育訓練網,World Wide Web: <http://giga-tv.com/giga/article>。8.邱惠貞(2000),「工作生活品質與離職傾向關係之研究」,碩士論文,文化大學,台北。9.徐木蘭(1991),行為科學與管理,台北:三民書局。10.徐淑琳(2001),我國大學圖書館館員工作輪調之研究,政治大學圖書資訊研究所碩士論文。11.郭信一(1996),「臺灣地區海運承攬運送業訓練制度與員工生產力關係之研究」,國立海洋大學航運管理研究所碩士論文。12.莊佑康(1997),我國企業工作輪調實施之調查研究—以製造業與服務業為例,中山大學企業管理研究所碩士論文。13.陳彩怡(2004)工作輪調對社會網路利益、生涯成功與離職傾向關係之研究以銀行從業人員為例,私立銘傳大學國際企業研究所碩士論文。14.黃英忠(1989),現代人力資源管理,台北:華泰書局。15.黃英忠(1993),現代管理學,台北:華泰書局。16.黃賀(1997),我國企業工作輪調實施現況之研究,台北:行政院國家科學委員會。17.黃勝隆(2003),金控成立後銀行員工滿意度之研究-以高雄市金控公司為例,國立成功大學企業管理研究所碩士論文。18.黃麗華(1996),大學職員工作滿足之研究以某國立大學為例。國立中山大學人力資源管理研究所碩士論文。19.張瑞春(1998),組織變革中組織氣候對工作投入、組織承諾與工作滿足影響之研究以中國石油公司高雄營業處為例,中山大學人力資源管理研究所未出版碩士論文。20.楊主行(2000)國際觀光旅館員工對工作輪調及生涯發展關係之認知研究,私立中國文化大學觀光事業研究所碩士論文。21.蔡林亮(1993),勞工工作價值觀、組織氣候與工作滿意度之關係研究以嘉義地區製造業勞工為例。國立中正大學/勞工研究所。22.賴士葆(1995),「生產作業管理」,台北:華泰書局。23.鍾燕宜(1986),我國工作滿足之整合分析,東海大學企業管理研究所碩士論文。24.藍俊偉(1999),「企業主管領導行為、員工溝通滿足及員工生產力相關性之研究—以台灣電子業為例」,長榮管理學院經營管理研究所碩士論文。25.劉耀武(1989),台灣省試辦行政生產力之檢討與分析。行政機關生產力衡量模式研討會論文集,200-215。26.顏文香(1989),江懷良平原著,企業幹部培育戰略,台北:超越企管。

二.英文部份

1. Alderfer, C.P. (1972), "A New Theory of Human Needs," *Organizationa Behavior and Human Performance*, 4, 142-175.
2. Anonymous (2000), "How to Combat Employee Boredom," *American Printer*, Vol. 226, No. 3, pp. 11.
3. Arnold, H.J., & Feldman, D.C. (1982), "A Multivariate Analysis of the Determinants of Job Turnover", *Journal of Applied Psychology*, Vol.67, No.3, pp.350-360.
4. Brayfield, A. H., & H. F. Rothe, (1951) "An Index of Job Satisfaction." *Journal of Applied Psychology*, Vol.35, pp. 307-331.
5. Buchbinder, S. B. et al. (1999), Estimates of Cost of Primary Care Physician Turnover. *The American Journal of Managed Care*, 5, 1431-1438.
6. Bluedorn, Alan. C. (1982). The theories of turnover: cases effects and meaning. *Research in the Sociology of Organization*, 35, 135 – 153.
7. Burke, L. A. (1997), "Developing High-Potential Employees In The New Business Reality", *Business Horizons*, Vol.40, No.2, pp.18-24.
8. Byars, L.L. (1994), & Rue, L.W., *Human Resource Management*, New York: McGraw Hill.
9. Campbell, John Angus (1970), "Darwin and the Origin of Species," in *Speech Monographs*. Vol. 38, pp.1- pp. 11.
10. Campion, M. A., Cheraskin, L. (1994), & Stevens, M. J., "Career-Related Aantecedents and Outcomes of Job Rotation", *Academy of Management Journal*, Vol.37, No.6, pp.1518-1542.
11. Clayton Alderfer (1972), *Existence, Relatedness, and Growth*. The Free Pr.
12. Cordery, J., Steastos, P., Mueller, W., & Parker, S. (1993). Correlates of employee attitudes toward functional flexibility. *Human Re-lations*, 46(6), 705-723.
13. Cotton, J.L. & Tuttle, J.M. (1986) "Employee turnover: Analysis and review with implications for research", *Academy Management Review*, Vol.11, No.1, pp.55-70.
14. Davis, H. (1977), *Human Behavior at Work: Organizational Behavior*, 5th Ed., Mcgraw-Hill, New York.
15. Dessler, Gray, (1978) "Human Resource Management", London: Prentice Hall, Inc. Ben.
16. Dessler, D. (1980). *Organization Theory: Integrating Structure and Behavior*. New Jersey, N J: Prentice Hall.
17. Deshpande, L., & Satish, P. (1996), The impact of ethical climate types on facets of job satisfaction: An empirical investigation, *Journal of Business Ethics*, 15(6), 655-660.
18. Dunn, J.D. & Stephens, E.C. (1972), *Management of Personnel: Manpower Management & Organization Behavior*. N.Y.: McGraw-Hill.
19. Emery, F.E. & E.L. Trist (1969), *Socio-technical System In E. Emery. System Thinking*, London.
20. Fisher, Schoenfeldt, & Shaw. (1993). *Human resource sanagement*. New York: McGraw-Hill, 395.
21. Gouldner, H. P. (1959), *Dimensions of Organizational Commitment*. *Administrative Science Quarterly*, 4, pp.468-490
22. Hackman, J. R. & Oldham, G. R. (1975), "Development Of the Job Diagnostic Survey." *Journal of Applied Psychology*, 60(2): pp.159-170.
23. Hackman, J.R. & Lawler, E.E. (1986), "Employee reactions to job characteristics." *Journal of Applied Psychology*, 55, pp.259-286.
24. Herzberg, F. (1966), *Work and the Nature of Man*, Cleveland: World.
25. Herzberg, F., Mausner, B., and Synderman, B. (1959), *The Motivation to Work*, New York: Wiley.
26. Homans, G.C. (1961), *Social Behavior: Its Elementary Forms*. N.Y.: Harcourt, Brace & World.
27. Hoppock, R. (1935). *Job satisfaction*. New York: Harper & Brothers Publishers, 29-40.
28. Jeffery, K. S., Charles, M. F. & Rajan, V. (1989). Exploring salesperson turnover: A causal model. *Journal of Business Research*, 18, 307.
29. Kendrick, J. W. and Creamer D. (1965), "Measuring Company Productivity: Handbook with case studies, *Studies Business Economics*", Vol.89, National Industrial Conference Board, New York.
30. Kalleberg, A. L. (1977), *Work Value and Job Rewards, A Theory of Job Satisfaction*, *American Sociological Review*, p.42.
31. Lawler, E. E. (1973), "Motivation in work organization", California: Brooks/Cole, p.86.
32. Locke, E. A. (1976), "The Nature and Causes of Job Satisfaction", *Handbook of Industrial and Organizational Psychology*, Chicago: Randenally, pp1297-1349.
33. Locke, Edwin A. (1969), "The Nature and Causes of Job Satisfaction," in *Handbook of Industrial and Organizational Psychology*, Marvin Dunnette, ed. Chicago: Rand McNally, 1297-1350.
34. Noe, R. A., & Ford, J. I. (1992), Emerging issues and new directions for training research, *Research in Personnel and Human Resources Management*, 10, 345-394.
35. Maslow, A.H. (1954), *Motivation and Personality*, New York: Harper.
36. Maslow, A.H. (1970), *Motivation and Personality*, 2nd ed., Harper and Row, New York.
37. McClelland, D. C. ,and, D. H. Burnham, (1976), *Power is the Great Motivator: Harvard Business Review*, 54(2): 100- 110.
38. McNeilly, K. M., & Russ, F. A. (1992), "The moderating effect of sales force performance on relationships involving antecedents of turnover", *Journal of Personal selling & Sales Management*, 7(1), 9 – 20.
39. Mobely, W. H. (1977). Intermediate linkages in the relationship be-tween job satisfaction and

employee turnover. *Journal of Applied Psychology*, 62(2), 237-240. 40. Mobley, Horner & Hollingsworth (1978), An Evaluation of Precursors of Hospital Employee Turnover. *Journal of Applied Psychology*, 63(4): 410. 41. Mobley, W.H., Griffeth, R.W., Hand, H.H., & Meglino, B.M. (1979), "Review and Conceptual Analysis of the Employee Turnover Process," *Psychological Bulletin*, Vol. 86, No. 3, pp. 240. 42. Porter, L.W. (1961), "A Study of Perceived Need Satisfaction in Bottom and Middle Management Jobs," *Journal of Applied Psychology*, 45, 1-10. 43. Porter, L.W. & Lawler, E.E. (1968), "Managerial attitudes and performance," Homewood, IL: Dorsey Press. 44. Price, J.L. & Muller, C.W. (1981), *Professional turnover: The case for nurses, Iowa: Iowa State University Press*. 45. Price, J. L. (1972), *Handbook of Organizational Measurement*, D. C. Heath and Company. Lexington, Massachusetts, pp. 156-157. 46. Robinson, S. L. & E. W. Morrison (1995). *Psychological contracts and OCB: The effect of unfulfilled obligations on civil virtue behavior*. *Journal of Organizational Behavior*, 16: 289-298. 47. Seashore, S. E. and Taber, T. D. (1975), "Job Satisfaction and Their Correlations," *American Behavior & Scientists*, 18, pp. 346-356. 48. Smith, P.C., L.M. Kendall & C.L. Hulin, (1969), *The Measurement of Satisfaction in Work & Retirement*. Chicago: Rand McNally. 49. Spector, P. E. (1997), *Job Satisfaction: Application, Assessment, Causes and Consequences*. Thousand Oaks, CA: SAGE. 50. Triggs, D. D. & King, P. M. (2000), "Job Rotation", *Professional Safety*, Vol. 45, No. 2, pp. 32-34. 51. Viteles, M. S. (1950). Man and machine relationship, the problem of boredom, In R. B. Ross (Ed.), *Proceedings of the Annual Fall*. 52. Vroom Victor. (1973), "A New Look at Managerial Decision-Making," *Organizational Behavior*, Spring Verlay, pp. 66- pp. 80. 53. Vroom, V. H. (1964), *Work and Motivation*, N.Y.: John Wiley and Sons, Inc. 54. Walker, C. R., & Guest, R. H. (1952). *The man on the assembly line*, Harvard University Press. 55. Washington (1987). Examination of avoidable and unavoidable turn-over, *Journal of Applied Psychology*, 72(2), 382-386. 56. Weiss, D. J., Davis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota satisfaction questionnaire*. Minneapolis: University of Minnesota, Industrial Relations Center. 57. Wexley, K. & Latham, G. (1981), "Developing and Training Resources in Organizations", Glenview, IL: Scott Foresman.