

Ê Æ Ñ" È ^Ý UÆYÂ† ÇfÓÒÀÄÄ XÍ ÁZ

Ç¾ÔÄÄ È¿ ÖÖ(II)» ØÝ ¼Äc

The Basic Structure of the Needs of the Employee (II) :

Empirical Research

ÇÖÖÖÖNSC 88-2413-H002-004

Ê Ä Í Æ » 87 Ä 8 ¾ 1 ¾ Ä 88 Ä 7 ¾ 31 ¾

¿ Ä ¾ ¾ K ¿ ¾ É

Ê ¿ ù à ¼Ø¾ÙØÄ†

» ÖÇ» ...

¿ ØÿÆÆÄÄÄÄÄØÿÇÖÖÇ¾^
ÖÄÄÈ¿ ÖÖ(II)» ØÝ ¼Äc»%¿ Øÿ†
ÄÄÆÆÿ† ¼¾ÄÄÇ¾ÖÄÄ» %
ÆÆÄÿÈÖ¿ ÄÆ¾Äß» ¿ ÄÆ¾ÄØ
Í » ¾ÄÆÄßÄÖÈ ¼ÖÄÖ¾Ä×i
Æ» RE¿ YEÿÄæÖÄÖ¾ÖÄÈÄÐ,
Ä» ÄÄÖÄ¿ÛÖÄÄÖÄÖÈÄÆÈ,
ÐÄ¾Ä¿ ¼Ç¾ÖÇ¾ÄÄÄÄÖÿR
ÖÄÈÛÄ¿ Çfß » R È¾ÖÄÈÛØX
ÄÄ» R ¼ÇÄÈÆÈ¿ ÖÄ» R ¼ÇÄn
ÈÆÄ¿ ÖÄ» R ¼ÇÄÈÆÈÖÄ» R
Í ¼ÇÄÈÆÈx ÖÄ» R ¼ÇÄÈÆÈ,
ÈÖÄ» R ¼ÖÄÈÆÈÄÖÄÈÈÍÄX
¿ ÄØØÖÄÖÄÆØÖÄÈÐÄÇ†
ÆØ» ÄÄ¾ÄÖÄÄÆØ» ÄÜÜØ_
ÐÈ¾Ä¿ ÄÆÄß¾Ö¾ØÖÄÖÄÆ
ÄÿÄ¿ » ÄÄ¿ ÄÆÄßÄÐÆÄß¾^
Ö¾Ç¾ÄÿÆØ» ¿¿ » Ä¿ ÄÆ¾ÄØ
Í¾Ö» ÄÆÖÄÖÄ» R¾ÖÄÖ»
ÄÆÐÖÄÄÖ\$ Ç¾ÄÖÄÖ¾¾ÛØ
ÑÐÄßÿÄÄÖ\$ ÈÆÆÇ¿¿¿ÄÑ_
ÄÖT

» Abstract» ...

This study “The Basic Structure of the Needs of the Employee(II):Empirical Research” used the Employee Needs Questionnaire designed by the researcher in the research(I) for the survey of Employee Needs in three kinds of factories: High Automatic(HA), Low Automatic(LA) and Traditional (TA) Factories. We distribute the Employee Questionnaire to the employees of these three factories, and built the validity and efficiency of this questionnaire. We selected 22 items included in all 3 factories, and got six factors after using factor analysis statistics. These six factors are: 1.physiological needs, 2.needs of safety, 3.social needs, 4.needs of fairness, 5.needs of development, 6.needs of growth. It was found that Total Needs Satisfaction was negative related to Total Needs-Expectations Discrepancy, and positive related to Work Satisfaction. The turnover was related to Total Needs Satisfaction of the employees of LA factory, but not related to that of the employees of HA and TA factories.

Key word: needs-expectations discrepancy, needs satisfaction, high automatic, low automatic,

personality. New York» XHarper & Row.

Maslow, A.H. (1959). *New knowledge in human values*. New York» XHarper & Row.

Porter, L.W. & Lawler, E.E.(1968). *Managerial attitudes and performance*. Homewood, IL: Irwin-Dorsey.

Smith, M. J. 1984 Health issue in VDT work. In J. Bennett, D. Case & M. Smith (Eds.), *Visual display terminals: Usability issues and health concerns*, Prentice-Hall, pp.193-228.

Staw,B.M.(1977).Motivation in organizaion: Towards synthesis and redirection. In B.M. Staw & G.R. Salancik(Eds.), *New directions in organizational behavior*. Chicago: St. Clair Press.

Tversky, A. & Hahneman, D.(1974). Judgement under uncertainty: Heuristic and biases, *Science*, **185**, 1124-1131.

Vroom, V.H.(1964). *Work and motivation*. New York: Wiley.

Weiner, B.(1991). Metaphoes in motivation and attribution. *American Psychologist*, **46**, 921-930.

Wernimont, P.F.(1972). A system's view of job satisfaction. *Journal of Applied Psychology*, **56**, 173-176.

¿ 04 74 74 D 01 R988b» RDT Í Ê Ä Ö Ü
Ì Ô É Å Ö ½ Ö Ö ß Ñ Ç RDT Í Ê Æ Å †
Ñ» 1x 1»0RVDT Í Ê Ö Ê Ñ» R Ê Ê Ñ ß ï
Æ Ñ» 1p.149-159» 1x4 ¿ Ö

¾ ¾ ¾ Ç » R 1/4 † ¿ 18 R983» RÚ Ğ Ī Ý
Ö Æ Å Ö Ü Ö Ä Ī p R Ê Ö Ú Ä Ü 1x4 ¿ Ö

Ä¼Q Ö¸DÄÄ

	Ö¸Q		Ö¸X		Ö¸e	
	» DÄÄ¼Ö» 0	Ä¼	» EÄÄ¼Ö» 0	Ä¼	» EÄÄ¼Ö» 0	Ä¼
	¼Öà		¼Öà		¼Öà	
ÄÖ						
1 Ä¼f	10	3.42¼Y	25	4.28¼Y	82	15.59¼Y
1-3 Ä•	7	2.40¼Y	76	13.01¼Y	178	33.84¼Y
3-5 Ä•	11	3.77¼Y	43	7.36¼Y	38	7.22¼Y
5-10 Ä•	27	9.25¼Y	141	24.14¼Y	90	17.11¼Y
10-20 Ä•	112	38.36¼Y	216	36.99¼Y	86	16.35¼Y
20 Ä¼h	118	40.40¼Y	68	11.64¼Y	46	8.75¼Y
¼Ö	7	2.40¼Y	15	2.58¼Y	6	1.14¼Y
ÜÖ¼						
1-4 Ä•	104	35.62¼Y	347	59.42¼Y	315	59.88¼Y
5-6 Ä•	155	53.08¼Y	114	19.52¼Y	84	15.97¼Y
7-8 Ä•	7	2.40¼Y	62	10.62¼Y	55	10.46¼Y
9 ¼h	9	3.08¼Y	25	4.28¼Y	11	2.09¼Y
¼Ö	17	5.82¼Y	36	6.16¼Y	61	11.60¼Y
Ö¸Ö¼Öà	292	100¼Y	584	100¼Y	526	100¼Y

Ä 111 ÖÄ ÖÄ Ä » ÖÄ È ÖÄ » ¼ Ä Ö Ä Ö Ä Ö ¾ Ä Ä Ä Ä Ä Ö ¾ Ö Ö Ö Ö

	Ä	Ö	Ä	Ä	B	C	D	E	F	G	H	I	J	BA	BB	BC	BD	BE	BF	BG	BH	BI
ÖÄ ÖÄ Ä »																						
1. Ä Ö Ä U	H?I	C?B																				
2. Ä Ö Ä U	J?H	D?F	A?E																			
3. Ä Ö Ä U	I?A	C?H	A?D	A?C																		
4. Ä Ö Ä U	I?E	C?D	A?B	A?F	A?D																	
5. Ä Ö Ä U	BB?C	C?E	A?D	A?F	A?F	A?F																
6. Ä Ö Ä U	BC?A	D?I	A?D	A?E	A?B	A?E	A?B															
7. Ö Ö Ä U	FH?D	BC?A	A?D	A?E	A?B	A?G	A?H	A?B	A?G	A?I												
>																						
ÖÄ È ÖÄ »																						
1. Ä Ö Ä È K	C?G	C?D	>A?H	>A?D	>A?G	>A?C	>A?D	>A?D	>A?F													
2. Ä Ö Ä È K	D?J	D?C	>A?D	>A?H	>A?B	>A?E	>A?E	>A?E	>A?G	A?E												
3. Ä Ö Ä È K	C?D	C?D	>A?C	>A?A	>A?H	>A?C	>A?E	>A?F	>A?G	A?D	A?F											
4. Ä Ö Ä È K	C?B	C?A	>A?C	>A?D	>A?C	>A?H	>A?D	>A?D	>A?F	A?E	A?F	A?D										
5. Ä Ö Ä È K	C?F	C?E	>A?C	>A?C	>A?E	>A?C	>A?H	>A?E	>A?F	A?D	A?E	A?F	A?D									
6. Ä Ö Ä È K	E?H	D?J	>A?C	>A?C	>A?E	>A?D	>A?E	>A?H	>A?G	A?E	A?E	A?F	A?E	A?F								
7. Ö Ö Ä È K	BI?E	BC?E	>A?D	>A?F	>A?G	>A?F	>A?B	>A?H	>A?I	A?G	A?H	A?B	A?H	A?H	A?D	A?I						
¼ Ä Ö Ä																						
15. Ä Ö	E?B	B?D	>A?A	>A?A	>A?B	>A?B	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A	>A?A
16. Ü Ö	B?F	A?G	>A?A	>A?C	A?H	>A?C	>A?B	>A?B	>A?C	A?E	A?F	>A?A	A?B	A?B	A?B	A?B	A?B	A?B	A?B	A?B	A?B	>A?H
Ä Ö Ä																						
17. ¼ Ä Ö	HB?H	CA?C	A?C	A?B	A?D	A?F	A?F	A?D	A?D	>A?B	>A?B	>A?D	>A?B	>A?C	>A?C	>A?C	A?B	A?F				
18. Ü Ö	DC?D	DD?C	>A?B	>A?A	>A?C	>A?B	>A?B	>A?B	>A?B	A?F	A?B	A?B	A?A	A?A	A?B	A?D	>A?B	A?B				>A?D

p<.05, ** p<.01, *** p<.001

À¼ÇÌ ÒÃÐÃÐÀ » ÔÃËÐÒÀ » §¼ÄÆÆÇÄÄÆÇ¼ÄË ÄÄÄÄÄ¼ÖÖÖ Ö

	¿	Ç	Ì	Ò	Ã	Ð	Ä	Æ	Æ	Ç	Ä	Ä	Ä	Ä	¼	Ö	Ö	Ö	
ÒÃÐÃÐÀ »																			
1.¿ Ç ÒÃÀ	F?I H	C?DE																	
2.À § ÒÃÀ	J?CH	D?CD	A?FG;;																
3.Ã Ñ ÒÃÀ	G?I G	C?EE	A?FB;;	A?EA;;															
4.¼Ä Ç ÒÃÀ	H?HJ	C?HD	A?EE;;	A?FI;;	A?EF;;														
5.Ì È ÒÃÀ	BA?EA	C?EC	A?EE;;	A?EG;;	A?FI;;	A?ED;;													
6.Ã Æ ÒÃÀ	BA?JG	D?HF	A?FA;;	A?EC;;	A?GF;;	A?EA;;	A?GC;;												
7.Ø ÒÃÀ	FA?EI	BC?JE	A?HE;;	A?HE;;	A?HH;;	A?HB;;	A?HF;;	A?IC;;											
ÒÃËÐÒÀ »																			
1?¿ Ç ÒÃËÐK	F?AI	C?HH	>A?IH;;	>A?FF;;	>A?EH;;	>A?DI;;	>A?ED;;	>A?EJ;;	>A?GJ;;										
J?À § ÒÃËÐK	F?AF	D?EI	>A?FE;;	>A?IG;;	>A?DH;;	>A?FC;;	>A?EH;;	>A?ED;;	>A?GJ;;	A?FJ;;									
BA?Ã Ñ ÒÃËÐK	D?I B	C?HD	>A?EF;;	>A?DF;;	>A?IG;;	>A?DH;;	>A?EI;;	>A?FI;;	>A?GI;;	A?FB;;	A?DI;;								
BB?¼Ä Ç ÒÃËÐK	D?BJ	C?HB	>A?EA;;	>A?FH;;	>A?ED;;	>A?I J;;	>A?DI;;	>A?DD;;	>A?GF;;	A?EB;;	A?FF;;	A?EE;;							
BC?Ì È ÒÃËÐK	D?DI	C?HG	>A?EA;;	>A?EC;;	>A?EI;;	>A?DG;;	>A?HH;;	>A?FE;;	>A?GH;;	A?EH;;	A?FB;;	A?FH;;	A?EF;;						
BD?Ã Æ ÒÃËÐK	G?CD	E?EG	>A?DJ;;	>A?DI;;	>A?FD;;	>A?DC;;	>A?FD;;	>A?IF;;	>A?GJ;;	A?EE;;	A?EH;;	A?GA;;	A?DE;;	A?GH;;					
BE?Ø ÒÃËÐK	C?I?BB	BE?HB	>A?GI;;	>A?GJ;;	>A?GH;;	>A?FJ;;	>A?GI;;	>A?HH;;	>A?JA;;	A?HF;;	A?HE;;	A?HD;;	A?GF;;	A?IA;;	A?IC;;				
Ç¼ÇÌ ÒÄÌ																			
15.Ã Æ	F?AD	B?CA	A?BA	A?BA	A?AE	A?AD	A?CA;	A?CF;;	A?BE	>A?AJ	>A?BA	>A?AB	A?AB	>A?BJ;;	>A?DA;;	>A?BB			
16.Ü Ø ¿	B?HB	A?GH	>A?BB	>A?AH	A?AB	>A?BD;	>A?AB	>A?AE	>A?AJ	A?BB	A?AG	>A?AD	A?BD;	A?AH	A?AB	A?AJ	A?AB		
ÃÆÄÌ																			
17.¼Ä ÒÃ_	GH?EC	CB?HH	A?BC;	A?AH	A?BC;	A?AG	A?BE;	A?BC	A?BI;	>A?BB	>A?BE;	>A?BD;	>A?BA	>A?BH;;	>A?AJ	>A?CA;	A?AJ	A?AI	
18.Ü Ü Ø Þ Q	DF?FG	DC?I B	>A?AI	>A?AH	>A?BA	A?AB	>A?BI;;	>A?BA	>A?BE	A?AB	A?AI	A?AF	>A?AD	A?BB	A?BB	A?BC	>A?AI	>A?AB	>A?CF;;

p<.05, ** p<.01, *** p<.001

Ä¾Ö ÖÂÖÄÄ» ¼ÖÂÈÐÖÄÀÀÄÐ¼¼ÄÅÉÜ¼ÄËÄX

	¾ÄÖÄ_			ÜÜÖÐ		
	TA	LA	HA	TA	LA	HA
ÖÂÖÄÄ»						
¿ ÖÂU	-	-	-	-	-	-
À ÖÂU	-	-	-	-	-	-
ÄÑÖÂU	0.21**	0.21**	0.22**	-	-	-
¾¼ ÖÂU	-	-	-	-	-	-
Ï ÈÖÂU	-	0.19**	-	-0.21**	-0.17**	-
ÀÄÖÂU	-	0.12*	-	-	-	-
ÀÖ	-	-	-	-	-0.11*	-
ÜÖ¿	-	0.12*	-	-	-0.11*	-
R¿	0.04	0.20	0.05	0.04	0.08	
ÖÂÈÐÖÄ»						
¿ ÖÂÈÐk	-	-	-	-	-	-
À ÖÂÈÐk	-	-	-	-	-	-
ÄÑÖÂÈÐk	-	-0.24***	-0.18**	-	-	-
¾¼ ÖÂÈÐk	-	-	-	-	-	-
Ï ÈÖÂÈÐk	-0.18*	-	-	-	-	-
ÀÄÖÂÈÐk	-	-0.14*	-	0.21*	0.18**	-
ÀÖ	-	-	-	-	-	-
ÜÖ¿	-	-	-	-	-	-
R¿	0.03	0.11	0.03	0.05	0.03	-

*p<.05. **p<.01, ***p<.001

TA:Ä È Ð Ä ¾ Ö Ö Ð Ö RA» Ä ¿ Ä È Ä ¾ Ö Ö Ð Ö RAÄ ¿ Ä È Ä ¾ Ö Ö Ð Ö