

# 轉換型領導與員工組織承諾關係之研究

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## 摘要

領導是引導組織成功的重要因素，轉換型領導意謂使命感超越以報酬為目標的導向，使成員通力合作的領導。文獻中發現，絕大多數的研究焦點集中於轉換型領導各構面對於組織承諾的影響，呈現兩變數不一致的關係；因此本研究目的即為探討轉換型領導對員工組織承諾間之影響，並釐清兩者間可能的連結及組織文化可能的干擾情況，期使模型更嚴謹且能一般化至本研究組織群體內之相關廠商。彙集樣本包括445位員工及88位主管資料，採橫斷面的研究設計與便利抽樣法。變數共分為2個層次，個人層次(level-1)包含個人轉換型領導、組織承諾、組織文化與授權賦能等變數，群體層次(level-2)包含組織文化等。研究結果顯示轉換型領導顯著影響組織承諾三個構面；至於組織文化對於轉換型領導與組織承諾之情感性承諾與持續性承諾部份二個構面干擾的假設在本研究中獲支持，而對於轉換型領導與規範性承諾則呈負向顯著獲支持；此外授權賦能對於轉換型領導與組織承諾三個構面的中介效果假設在本研究中獲支持。同時運用Kruell and MacKinnon(1991, 2001)多層次中介效果模式的設定，延伸到跨層級交互作用，提出檢驗多層次干擾中介效果的程序。最後，根據研究結果，本研究進一步討論如何落實轉換型領導，並對後續研究及管理實務提出建議。

關鍵詞：轉換領導，組織承諾，組織文化，授權賦能，多層次模式

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