

The Impact of Leadership Style and ERG Needs on Expatriates Employee Royalty in China

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ABSTRACT

Jack Welch, ex-CEO in GE, as the best CEO in the world said ' the real wealth of any organization lies among its human capital '. This implies that employee royalty plays a main role for a great enterprise to own valuable intangible capital and intellectual asset. In the past few years, there is a trend for Taiwan enterprises toward investing in Mainland China when they go global. The success for this business migration approach depends on the expatriates employee royalty in China. This study attempts to investigate the expatriates employee royalty in the context of leadership and personal needs. The focus is on will the expatriates employee royalty be affected by the leadership and personal needs. Furthermore, to understand whether the leadership and personal needs directly alter the expatriates employee royalty. The research findings reveal: 1. a transformational leader is positive influence for the expatriates employee royalty 2. a transactional leader is uncertain of the expatriates employee royalty 3. the high existence needs are negative factors to the expatriates employee royalty 4. the high relatedness needs are opposing issues to the expatriates employee royalty 5. the high growth needs are contradictory to the the expatriates employee royalty 6. Form the holistic viewpoint, personal requirements (existence needs, relatedness needs and growth needs) play significant functions rather than leadership (transformational leader and transactional leader) to the royalty of expatriates. A correlative analysis shows relatedness needs became less significant. Based on these findings, this research presents suggestions as follows. 1. To the expatriates, transformational leader style is suitable to satisfy employee existence needs as well as cultivate staff professionally and technical knowledge. This ensures that the management level empower to the expatriates (relatedness needs and growth needs). 2. To encourage employee apply expatriates opportunities as an approach to satisfy employee existence needs and inspire personnel growth needs is a win-win strategy for both enterprise and employee.

Keywords : Leadership, personal needs, expatriates employee, employee royalty

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