

The Moderating Effect of Work Stress on the Relationship between Leadership Style and Organization Commitment -The...

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ABSTRACT

由於我國兵役制度的特性，成員來自於社會各階層，在多元文化衝擊下，國軍幹部逐漸揚棄權威式的領導行為，取而代之的是轉型領導與交易領導，進而強化組織成員對組織的忠誠度。國軍自八十年初起，配合軍事事務革新，陸續推動「精實案」、「精進案」等軍隊組織再造，以強化軍事競爭力。然在推動過程中，相關配套措施未臻周延，致使各級幹部在高度的工作壓力下，任務負荷過重，產生逃避、怠惰、萎縮等行為，嚴重影響到組織承諾。有鑑於此，本研究擬以國軍軍官為例，探討「轉型領導」、「交易領導」與「組織承諾」承諾的相對影響關係，及工作壓力對「領導型態」與「組織承諾」干擾效果。本研究藉由實證分析，對情感性組織承諾而言，主管轉型領導比交易領導有較強之影響效果。對持續性組織承諾而言，主管交易領導比轉型領導有較強之影響效果。在工作壓力下，轉型領導與情感性組織承諾關係減弱。在工作壓力下，交易領導與持續性組織承諾關係不會因此減弱。

Keywords : transformational leadership, transactional leadership, organization commitment, work stress

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