

The Effects of Achievement Motivation, Job Characteristics and Leadership Styles on Organizational Commitment - A Case Study

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ABSTRACT

ABSTRACT Previous studies have shown that achievement motivation, job characteristics and leadership styles are all important antecedents that will influence organizational commitment. Employees' organizational commitment can be enhanced through strengthening personal achievement motivation, skillful exercise of leadership and proper revision of job characteristics, which not only makes employees more willing to devote themselves to the organization but improve organization's efficacy as well. This study investigates the influence of achievement motivation, job characteristics and leadership styles on organizational commitment. With the university staffs in Chang Hua County as subjects, a questionnaire survey was conducted. Hereunder are summaries of empirical conclusions drawn from analyses of 265 valid responses: (1) Effort commitment is the highest among all organizational commitment of administrative personnel of that private university, which indicates that most administrative personnel are willing to devote themselves to work. (2) Significant differences are exhibited in the three variables of achievement motivation, job characteristics and organizational commitment among personnel with different background and attributes, while significant difference is only shown in dimension of norms between genders. (3) Positive correlations are observed between achievement motivation, job characteristics, leadership styles and organizational commitment, among which job characteristics and organizational commitment have the highest correlation. (4) Significant predictive abilities are found in achievement motivation, job characteristics and leadership styles toward organizational commitment.

Keywords : achievement motivation ; job characteristics ; leadership styles ; organizational commitment

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