

組織承諾與轉換型領導對留職意願之影響：以A地區指揮部軍職士官為例

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摘要

國軍近年在實行「精實案」、「精進案」後，組織變革對留職意願具有部份影響，本研究發現在A指揮部中轉換型領導對士官留職的關聯性：一、對士官人員充分尊重及合法授權，使其激發榮譽感及增加工作成就感，進而影響理念相同的士官留職。二、智力啟發及個別關懷具有關聯，在相互配合下，單位產生良好互動，提昇工作效率，同仁間增加個人時間，並創造愉悅的工作環境，進而影響士官留職意願。三、在情感承諾及持續承諾，長官運用組織中既有的資源及合理的代理制度，產生同僚間良好互動及影響家人支持，使士官人員對單位忠誠度提升，進而影響士官留職意願。四、道德承諾影響士官人員對單位主官、單位情誼的認同感及社會觀感，國軍組織須具備榮譽、道德、倫理、正義、善良，才能鞏固軍人武德，良好的道德承諾會影響組織向心，進而增加留職人員信心及產生留職傾向。

本研究發現士官留職意願與個人服役年資有關聯，其中問題計：法規、長官領導、組織承諾、個人發展、社會觀感、道德責任感，在服役期間是持續影響士官留職意願。

關鍵詞：轉換型領導、組織承諾、留職、精實案、精進案

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