

A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction

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Abstract

Purpose

The main purpose of this paper is to investigate the relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction.

Design/methodology/approach

A quantitative research design was employed. A total of 1,000 questionnaires were mailed out and received 134 valid replies.

Findings

The research results indicate that the various operation extents of learning organization have significant difference under the dimensions of leadership, organizational culture and the operation of learning organization. Both leadership and organizational culture can positively and significantly affect the operation of learning organization. In addition, the operation of learning organizations has a significantly positive effect on employees' job satisfaction.

Research limitations/implications

Although this research is adopted with questionnaire investigation and concise questions to the best of one's ability it is still not known whether the respondents can substantially understand the original contextual meaning of the questionnaire to show the results with a true reflection.

Practical implications

The paper shows that, with the increasing number of knowledge workers in Taiwan, it is impossible for business administrators to satisfy employees' demands by means of conventional leadership. Instead, they are required to enhance their own skills in transformational leadership and, through setting a good example to employees, encouraging innovation and learning activities, developing employees' potentials, giving education and training activities, etc, more money incentives, this is necessary to keep people with excellent talents.

Originality/value

The paper adopts the experimental methodology to observe the learning achievement within the business organizations in Taiwan. Also, an attempt is made to make business organizations aware of the effect of organization learning activities in Taiwan and the job satisfaction of employee.

Keywords

Leadership

Organizational culture

Learning organizations

Job satisfaction

Taiwan

Citation

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· Organizational and leadership culture. The elements listed above have both direct and indirect impacts on total organizational performance. However, organizational leadership is above all responsible for providing proper organizational structure and shaping the flow of organizational culture. Effective leadership in companies tends to increase their employees' and the entire organization's efficiency, effectiveness, flexibility, and productivity which in turn enhances a company's performance. Motivation and satisfaction have a direct relationship with both organizational productivity and employee efficiency and effectiveness and thus increase an organization's performance. Relationship between organizational culture and organizational learning among employees in physical education organizations, *European Journal of Sports and Exercise Science* 2(1): 12-16. Barclay, D.; Higgins, C.; Thompson, R. 1995. The partial least squares (PLS) approach to causal modeling: Personal computer adoption and use as an illustration, *Technology Studies* 2(2): 285-309. Božić, L. 2006. A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction, *The Learning Organization* 14(2): 155-185. <https://doi.org/10.1108/09696470710727014>. Cheng, C. J.; Shiu, E. C. 2008. The research study has been intended to examine the relationship between employees' job satisfaction and their on job performance and its impact on retention, turnover and execution evaluation framework at the Business Universal Development Bank Ltd. in Kathmandu, Nepal. Because of new regulations being recommended by NRB (Central Bank) for expanding four times capital of the banks and financial institutions (BFIs) to make their capital base stronger, BUD Bank has been confronting difficulties of (i) expanding four times its paid capital and (ii) channelizing the credits all the more proficien