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.