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Abstract
From「Product-Oriented」to 「Customer-Oriented」, Banking business has to upgrade the service quality, for serving customers to make them satisfied and need one group of employees with commitment to company to finalize this goal. Managers have to hire the suitable and train them get used to the new vision and encourage them to achieve. The basic and effective elements are to choose employees or change the leadership behaviors of manager to make employees job satisfaction and commitment to organization to meet the requirements of changing environment and lower resign rate. Due to above reasons, this research is trying to find out the real comments of the employees to make triple win among employees, customers and company through questionnaires with leadership behaviors of bank manager and job characteristics of employees to understand if it has correlation between job satisfaction and organizational commitment to bank after newly established financial holding companies.
The research is defined the employees of domestic banks setting up in Tainan city. The 49 banks were separated to joining and non-joining financial holding companies and be referred the Central Bank's information concerning the overdue ration which is lower than 2.78 %. By random and sampling to get questionnaire. Not only refer the journals, but also the opinion from banking field. Using Cronbach's alpha to check the reliability. For checking correlation among leadership behaviors of manager, job characteristics, job satisfaction and organizational commitment, canonical correlation is adopted. And check the differences among these dimensions by using t test. Besides, LISREL is to analysis the path of affection among these dimensions.
The results of the research are : leadership behaviors of bank manager has positive correlation to job characteristics of employees, job satisfaction and organizational commitment to bank; and job characteristics of employees also has positive correlation to job satisfaction and organizational commitment to bank. Besides, job satisfaction has positive correlation to organizational commitment to bank. Although it's not evident for leadership behaviors to affect job satisfaction and organizational commitment to bank directly, through affecting job characteristics, it also can affect these two dimensions.
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