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Abstract

In the face of the environment with increasingly severe working challenge and mutual keen competition, companies in the engineering service industry have different managing concepts, different managing modes, and different necessary measures to fit in with their own companies' operation. Referring to some other companies' experience could make up our insufficiency to get high performance. Considering such situation, the subject draws up a general compatibility of engineering company for the same industry to check and select.

The study is to probe into the relationship among leader style, market orientation, managing strategy, organization ability, and organization performance to the engineering service industry. The research conducted questionnaires by using sampling with high-level managers employed in the refrigeration and air conditioner companies in Taiwan. There were 308 of 550 questionnaires returned and valid. The research employs the statistical software SPSS to analyze the collected data as following analyses: factor analysis, reliability and validity analysis, two-factor analysis, descriptive statistic analysis, one-way ANOVA and post hoc tests, Pearson correlation analysis, regression analysis, cluster analysis, and path analysis.

The results of the data analyses were concluded as follows:

1. Company and personality traits (including area, years established, company capital, employee number, employee average age, employee average working year, age, specialized seniority, and education.) have partially significant differences on the constructs among leader style, market orientation, managing strategy, organization ability, and organization performance.
2. Companies in the engineering service industry have partially significant correlations on the constructs among leader style, market orientation, managing strategy, organization ability, and organization performance.
3. Companies in the engineering service industry have partially significant effects on the constructs among leader style, market orientation, managing strategy, organization ability, and organization performance. 4. Companies in the engineering service industry have significant differences on constructs between the cluster one (including high leader style, market orientation, managing strategy, organization ability, and organization performance) and cluster two (including low leader style, market orientation, managing strategy, organization ability, and organization performance) with factors in organization ability. According to previous conclusion, the study makes some suggestions to managers of air conditioner engineering service industry and future researchers for reference.

Keywords: Leader style, Market orientation, Managing strategy, Organization ability, Organization performance.

Advisory Committee PH. D. CHEN MENG－SHIOU - advisor

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