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Abstract
In order to adapt to the emerging strategic environment, maintain military superiority in the Taiwan Strait, and build high-quality and modernized defense forces, the ROC Armed Forces must implement actively the military transformation measures mandated by the "Jingjin Program" (The ROC Armed Forces Streamlining Program)." In addition, the M.N.D. will continuously extend the outsourcing items of defense programs in an attempt to facilitate a boom cycle, economic development and social prosperity. Along with the Jingjin Program and the outsourcing items of defense programs to rebuild and streamline the organization, the executive of each Materiel Production and Manufacturing Center of Department of Defense Armaments Bureau must confront the trend of the reduction for personnel. The environmental change no doubt causes a certain influence to the rise or fall of the job performance.
For this reason, this study is mainly on the basis of the Materiel Production and Manufacturing Center Department of Defense Armaments Bureau, to probe into the relationships among the leadership styles, personality traits, organizational commitment and job performance. This study collected 318 pieces for valid questionnaires to be used for statistical analysis. According to the results, we have major conclusions as below:
I. An executive's participative leadership style is linked with the subordinate's performance. When the executive's leadership type tends to be motivational and inspirational, the subordinate show better quality and performance at work.
II. An executive's personality and the subordinate's job performance are obviously related. When the executive's personality tends to be conscientious, the subordinated shows better quality and performance at work.
III. A subordinate's organizational commitment is connected to the subordinate's job performance. When a subordinate's organizational commitment tends to identify with the organizational commitment, the subordinated shows better quality and performance at work.
IV. There is a notable correlation between an executive's leadership style and personality. When the executive's leadership style tends to participative style, his personality tends to agreeableness obviously. And an executive's personality is linked with the subordinate's organizational commitment. When an executive's personality tends to adaptability, and under the organizational commitment, the subordinate's inclination toward retaining. Moreover, there is a notable correlation

between an executive's leadership style and the subordinate's organizational commitment. When an executive's leadership style tends to the participative leadership style, and the subordinate's inclination toward retaining.
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