URN etd-0407109-183701-66
Author Hui-Yun Lo
Author's Email Address No Public.
Statistics This thesis had been viewed 45 times. Download 0 times.
Department
Year 2005
Semester 1
Degree Master
Type of Document Master's Thesis
Language zh-TW.Big5 Chinese
Title A study on relationships among Servant Leadership, Organizational Culture and Member's Attitude in Public service Organization
Date of Defense 0000-00-00
Page Count 147

Keyword
Servant Leadership
Organizational Culture
Member’s attitude
Altruism
Public Service Organization

Abstract
The concept of Servant Leadership was introduced by Robert K. Greenleaf in 1970 who argued that a leader must serve the others truthfully and put the needs of others above his or her own. This concept was quickly popularized and adopted in many organizations as predicted by Greenleaf.
The adaptation of Servant Leadership in organizations has been widely researched by foreign scholars, yet few studies have been conducted in ROC. To this end, the current study examined the status of application of Servant Leadership in ROC and investigated whether the impact of Servant Leadership in our nation’s organizations is the same as foreign organizations. In addition, many publications revealed that an organization’s culture is affected by leadership style. As such, current study examined the extent of correlation among servant leadership, organizational culture and member’s attitude specifically on servant leadership’s ability to affect the culture of an organization and cause the members of the organization to adopt a servant working style. Finally, this study assessed the degree of impact of altruism on the relationship between servant leadership and member’s attitude, and the relationship between organizational culture and member’s attitude.
After pilot test, Construct Reliability and Factor Analysis, Servant Leadership was measured by 「Provide leadership」,「Sincerely develop」,「Sharing and Learning」,「Value people」and「Authority」. Organizational Culture was measured by「Innovation and communication」and「Team cooperation」. Member’s attitude was measured by「Growth of personality」,「Willingness of service」and「Organizational commitment and satisfaction」.
Public service organizations were sampled for this research, including Private rest homes, Private charitable organizations and Foundations. Furthermore, current research followed『Directory of 300 major Foundations in Taiwan』, which was published by Himalaya Fundation in 2005, as the major samples. 607 questionnaires were distributed in the study. 321 questionnaires were returned and 70 null questionnaires were deleted. The rate of return for the questionnaires was 52.88% and the rate of valid return was 78.19%.
This study presents the major findings as follows:
Hypothesis 1：Servant Leadership correlates to Organizational Culture significantly.
Hypothesis 2：Servant Leadership correlates to Member’s attitude significantly.
Hypothesis 3：Organizational Culture correlates to Member’s attitude significantly.

Hypothesis 4：Organizational Culture has intervening effect on the relationship between Servant leadership and Member’s attitude.
Hypothesis 5：Altruism has moderating effect on the relationship between Servant Leadership and Member’s attitude.
Hypothesis 6：Altruism has moderating effect on the relationship between Organizational Culture and Member’s attitude.
Advisory Committee feng-hui huarng - advisor

Files No Any Full Text File.
Date of Submission 2007-01-22