

The Effect of Transformational Leadership, Organizational Communication, and Organizational Learning on Business Value Sharing: Empirical Investigation in One Home Specificity Retailing Store

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Abstract

Most of previous studies concerning transformational leadership focused on trait as well as behavior theories of leaders, organizational commitment, and operational performance, but lacks in discussion over business value sharing which is supposed not only to enforce the cohesiveness, but also to invigorate employees in hunting targets. Accordingly, this study intends to combine variables of organizational communication and organizational learning as mediators to convey commands or values, so as to examine the conceptual framework that how transformational leadership (involving both trait and behavior theories) affect the business value sharing through organizational communication and learning mechanism. Additionally, 391 questionnaires, designed by Likert 5 scale, were sent for survey in a domestic home specificity retailing store (including branches in other 5 regions) and 270 valid questionnaires were collected with 69.05 % response rate. This study conducts LISREL to verify the structural equation model and hypotheses.

The statistical outcome reveals that transformational leadership would indirectly influence the business value sharing (the path coefficient is 0.43^{***}) through organizational communication and organizational learning. Given the four business values that this home specificity retailing store attempts to deliver to all employees and that are customer oriented, high quality, low cost, and rapidly response, managers of the home specificity retailing store are suggested to pay more attention on offering a platform or proper environment to support informal and horizontal communication, which then will raise the mutual cognition and in turn

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facilitate knowledge flow. Besides, in light of the significant impact of organizational learning, managers should plan a set of customized curriculum and heuristic training mechanism, reasonable motivation methods, and embedded process community of practice so that employees are stirred to progress themselves in capabilities and simultaneously combine the business value with self-achievement.

**Keywords: transformational leadership, organizational communication,
organizational learning, business value sharing**

**轉換型領導、組織溝通與組織學習對企業價值
分享影響之研究**

---以居家專賣店加以實證

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摘 要

觀乎過去與轉換型領導相關之研究，大多偏重於檢視領導者的屬性或行為理論，抑或探究其對於組織承諾與營運績效之影響；相較而言，較缺乏探討轉換型領導對於企業價值共享之影響。企業價值共享不僅有助於強化組織凝聚力，更能鼓舞員工達成目標。因此本研究嘗試從屬性理論與行為理論的轉換型領導，探究該類型領導如何影響企業價值共享，同時將組織溝通與組織學習機制視為中介變數，以檢視模型變數之實證關係。本研究以某居家零售專賣店為研究對象，共計回收有效問卷 270 份，回收率為 69.05%，並採用線性結構方程模式驗證概念性架構與假設推論。

本研究結果指出，轉換型領導確實將透過組織溝通與組織學習而間接影響企業價值共享。為傳遞該居家零售專賣店所主張的四大企業價值(分別為：顧客導向、高品質、低成本、以及迅速回應)，管理者應提供一平台或適當的環境以支持非正式或水平式的溝通，以促進組織成員彼此的共識與認知，從而加速知識的流動；此外，管理者也可透過課程訓練機制、合理的激勵措施、以及鑲嵌於實務社群的運作流程，以鼓勵員工願意將企業價值與自身的成就目標相結合，促進自發性自我能力的提升。

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