

Relationship between Leadership Cultural Characteristics and Job Performance in Military Units

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Abstract

Leadership has always been a topic of discussion, and for the Volunteer Soldiers, the way of doing things vary from unit to unit due to the different styles of leadership. Scholars began to study leadership theories in the 1930s, starting with "trait theory", followed by "behavioral theory", "contingency theory", and more recently, a new type of leadership theory in the late 1970s (Bryman, 1993). The transformational leadership theory of the new leadership theory covers the characteristics, behaviors, and contexts of the previous theories, and provides leaders with concepts and measurement tools that they can follow. Domestic and international academic research has confirmed the strong correlation between transformational leadership and job satisfaction, motivation, and performance (Bass, 1985; Yukl, 1989). Therefore, the purpose of this study is to investigate what leadership styles volunteer noncommissioned officers use to lead their teams to achieve their performance goals and the correlation with job performance.

Keywords: Leadership, transformational leadership, job performance

1. Introduction

The military is an organization formed by a hierarchical system, with "people" as the most important source of property. With the promotion of the conscription system policy, people who have graduated from high school or flunked out of high school will enter the workplace to engage in the lowest threshold of duties such as driving soldiers, so that they can carry out the responsibility of defending the border with long-service, and become a small but precise, small but strong army with high professional quality. Talent into the army after the start of service, the more you understand the current situation, often face the biggest problem, the company commander's leadership can not be accepted, the existence of the environment is not adapted to, or to the rigid talk about an action to do a move can not be accepted, do not feel happy to do, do not do things to be able to do a good job positively given to the work and tasks, and ultimately lead to the expiration of the period of service immediately after the military to the community, to want to most employees feel that the reason why they are unable to do their jobs is that they want to "leave their supervisors". In this regard, the leadership style of the supervisor is the key to whether or not the employee stays on the job. If the relationship between supervisors and employees in an organization is not harmonious, even with the best design of the welfare system, it will not be able to retain good talents.

2. Literature Review

Based on the background and motivation of this study, we will investigate whether there is any correlation between the unit leadership style, welfare system, and work performance, and take the volunteer non-commissioned officers specializing in ammunitions as the research target, investigate whether the leadership style and welfare system of the chief officers in each unit are the key factors affecting the work performance of the volunteer non-commissioned officers, and provide reference for how to improve the work performance of the volunteer non-commissioned officers, so this paper will focus on the following three points: To investigate the current situation of leadership style, welfare system, and job performance: Understanding Volunteer Non-Commissioned Officers and Soldiers of the Army Taitung Regional Command; Exploring the effects of different leadership styles (e.g., transitive leadership, transactional leadership, etc.) on job performance, and further understanding the mechanism of the impact of leadership styles on job performance. To explore the impact of the welfare system enjoyed by volunteer non-commissioned officers and soldiers of the Army's Taitung Regional Command on employees' job performance, and to analyze the mechanism of the welfare system's effect on job performance. To propose effective improvement suggestions: Based on the results of the study, practical recommendations for the leadership style of the chief officer are proposed to help develop a more effective leadership style and welfare system to improve the effectiveness of the volunteer noncommissioned officers in improving their job performance.

3. Research Method

Adopting a mainly qualitative method and combining a literature review, this study initially began with the collection of data from volunteer non-commissioned officers and soldiers on the leadership styles of their chief officers, the welfare system, and other related articles and findings from previous papers, and completed the generalization and organization of the relevant bases. Based on these data, the research topic was developed, and an outline of the interviews was prepared. Semi-structured interviews were conducted to find out whether the leadership style and welfare system of volunteer non-commissioned officers affected their performance. It was hoped that important research data could be obtained using personal experiences and personal accounts of the interviewees through the use of individual interviews. After the interviews were completed, all the interview data were summarized and sorted out for the implementation of the research and generalization. Then the respondents' internal intention was further analyzed and finally the research findings were presented with recommendations and conclusions for reference to illustrate the relationship and impact effects. The structure of this study is shown in Figure 1:

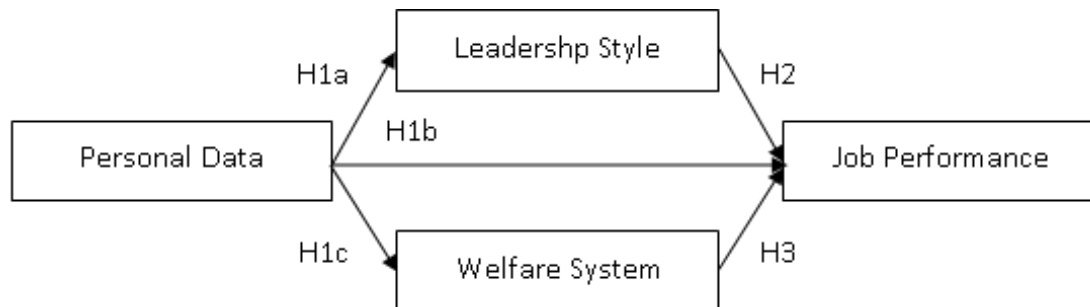


Figure 1. Research Structure

The interviewees were mainly from the researcher's service units, and all of them were volunteer non-commissioned officers and soldiers who could meet the above-mentioned characteristics of the interviewees. The researcher himself is a contractor in the ammunition unit, so he could find and select the interviewees in person for the relevant operators and personally contact them by phone to inform them of the purpose of the interview and the importance of the study, and then, after obtaining the consent of the interviewees, he asked for their willingness to accept the interviews and explain the research theme, and then invited them to take part in the study. In this study, 11 volunteer non-commissioned officers and soldiers were selected to be the interviewees according to the above principles of sampling; in addition, this study is based on academic ethics, based on the protection of personal information to avoid the interview content causing the interviewees to be disturbed, and the basic information about the interviewees, the study only presents the code, gender, years of service, rank, education, and marital status of the interviewees.

4. Finding and Discussion

From the above research, it was found that there is a close relationship between leadership style, welfare system, and work performance of volunteer non-commissioned officers and soldiers and that leadership style has a direct impact on work performance, and the adoption of a transformational leadership style can improve work performance. The welfare system also has a significant effect on job performance. A good welfare system can improve job satisfaction and stability and enhance job performance. However, there is an interaction between leadership style and the welfare system.

To summarize, officers at all levels should pay attention to and actively promote the implementation of appropriate management practices to improve performance. In the army, supervisors should possess transformational leadership traits, such as caring for their subordinates at all times, taking responsibility and assigning tasks, and being principled, so that they can lead their subordinates to accomplish their tasks in a concerted manner, thus achieving twice the result with half the effort. In addition, transactional leadership can also provide timely encouragement and rewards for the tasks, so that the non-commissioned officers and soldiers will be more active in accomplishing the tasks. Meanwhile, the welfare system is also one of the considerations, including personal salary, flexible leave, bonuses, and benefits. The benefits provided are better than those in the general industry. Salaries are fixed monthly, and leave such

as maternity leave, paternity leave, parental leave, marriage, and funeral leave are also clearly subsidized to enable non-commissioned officers and soldiers to give full play to their working abilities in a more stable manner.

5. Conclusion

Officers at all levels should assess their leadership style, understand their strengths and weaknesses, adjust and improve through self-reflection and external assessment, and be able to adapt to the needs of their company and select a suitable leadership style. The officer-in-charge should establish a good communication and feedback mechanism with the deployed personnel to understand their needs and problems to adjust and improve the leadership style promptly. At the same time, the officer-in-charge should establish a positive working environment for the company's atmosphere and have an officer-in-charge who is always sympathetic to his subordinates, so that he can inspire creativity and enthusiasm among volunteer NCOs to enhance their performance. It is recommended that leadership training emphasize leadership by example and encourage leaders to lead their subordinates positively and responsibly. At the same time, leaders should be humble, careful, fair, and determined to enhance morale and cohesion among soldiers.

Leadership development in the military has always been a very important task in military organizations. Measures such as establishing a perfect talent development system, giving leaders sufficient practice opportunities, setting up specialized training courses, strengthening the quality training of leaders, and enhancing the vetting and assessment of leaders are all necessary. Leadership development in the military needs to be carried out in various aspects to safeguard the development of the armed forces and the enhancement of their combat power, and it is necessary to establish a comprehensive system and provide sufficient training resources and professional knowledge to ensure the development of the army and the enhancement of its combat capability.

To optimize the welfare system for non-commissioned officers and soldiers on voluntary service, nowadays, the salaries of soldiers in the army are comparable to the salaries of full-time staff in outside superstores, so if the pay can be adjusted upwards, it will not only be helpful, but will also help, as they will surely be more dedicated to their work if they receive higher salaries, and in addition, improving the conditions of living and increasing the number of training opportunities are also important factors for consideration. In addition, we should also pay more attention to the mental health of soldiers and set up a psychological counseling organization and a counseling system to alleviate the pressure on soldiers in carrying out their duties.

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