

**THE MODERATING EFFECTS OF ORGANIZATIONAL
CHARACTERISTICS ON THE RELATIONSHIP
BETWEEN TASK-ORIENTED LEADERSHIP
AND SUBORDINATE EFFECTIVENESS:
A CONTINGENCY APPROACH**

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ABSTRACT

This study was designed to explore the moderating effects of organizational characteristics on the relationship between task-oriented leader behavior and subordinate effectiveness from the view of contingency approach. It was inferred that the correlations between task-oriented behavior, classified as role clarification, performance emphasis, and work instruction, and subordinate performance were highest in military organization, next in enterprise organization, and lowest in hospital organization, because of their differences on the organizational characteristics of formalization and professionalization. In general, these hypotheses were supported by the data collected from 434 sergeants, 394 clerks and 524 nurses. Finally, the implications of this study on leadership theory and self-management and the limitations of this study were discussed.