

科技部補助專題研究計畫報告

差序領導，主動人格與工作投入之關係

報告類別：成果報告
計畫類別：個別型計畫
計畫編號：MOST 108-2410-H-130-030-SSS
執行期間：108年08月01日至109年07月31日
執行單位：銘傳大學企業管理學系

計畫主持人：江雲驊

計畫參與人員：此計畫無其他參與人員

本研究具有政策應用參考價值：否 是，建議提供機關
(勾選「是」者，請列舉建議可提供施政參考之業務主管機關)
本研究具影響公共利益之重大發現：否 是

中華民國 109 年 09 月 11 日

中文摘要：華人學者主張差序領導者會把部屬區分為自己人和外人，並且偏私地善待自己人。華人學者並認為這種主管的蓄意偏私行為可以激勵員工依照主管的意志努力工作，以獲得主管更好的照顧，但是根據西方的組織公平理論，認知的組織不公平待遇會使得員工相信：他的工作投入無法從雇主處得到公正的補償，因此員工會降低工作投入。如此看來東方和西方的管理理論，對於差別對待員工會產生的效果有不同的說法。本文引用組織公平理論主張：員工所經歷的差序領導會引發追隨者所認知的主管程序不公正，因而降低工作投入，但是員工的主動人格會調節以上的中介效果。本研究收集並分析台灣員工的資料證實以上的假設，本文的發現解釋東西方管理理論中不同的說法。

中文關鍵詞：差序領導 主管公平 工作投入 主動人格

英文摘要：Chinese scholars argue that differential leaders classify subordinates into insiders and outsiders and treats insiders more favorably. By deliberately demonstrating favoritism to insiders, Chinese supervisors can motivate followers to work hard according to the leader's expectations because doing so may help the follower be recognized as an insider and can therefore receive better treatment from the leader. On the other hand, the organizational justice theory from the West argues that perceiving unfair treatment in the workplace makes followers believe that their input cannot be fairly compensated, which then makes employees withdraw from their work. Comparing the Chinese differential leadership theory and the organizational justice theory from the West, it seems that Chinese management theories contradict with the teachings from Western management literature about the effect of the leader's differentially treating followers. To reconcile this seeming contradiction, this study draws on the organizational justice theory to propose that experiencing differential leadership may reduce followers' perception of supervisor-focused procedural justice which, in turn, reduces the person's work engagement. However, the workers' proactive personality will mitigate the above-mentioned mediating effect. This study examines time-lagged data from workers in a large Taiwanese corporation and finds support for our hypotheses. Our study provides an explanation to resolve a seeming controversy between the Chinese and the Western management literature.

英文關鍵詞：Differential leadership, Supervisor-focused procedural justice, work engagement, Proactive personality

Experienced differential leadership, proactive personality, and work engagement

Abstract

Chinese scholars argue that differential leaders classify subordinates into insiders and outsiders and treats insiders more favorably. By deliberately demonstrating favoritism to insiders, Chinese supervisors can motivate followers to work hard according to the leader's expectations because doing so may help the follower be recognized as an insider and can therefore receive better treatment from the leader. On the other hand, the organizational justice theory from the West argues that perceiving unfair treatment in the workplace makes followers believe that their input cannot be fairly compensated, which then makes employees withdraw from their work. Comparing the Chinese differential leadership theory and the organizational justice theory from the West, it seems that Chinese management theories contradict with the teachings from Western management literature about the effect of the leader's differentially treating followers. To reconcile this seeming contradiction, this study draws on the organizational justice theory to propose that experiencing differential leadership may reduce followers' perception of supervisor-focused procedural justice which, in turn, reduces the person's work engagement. However, the workers' proactive personality will mitigate the above- mentioned mediating effect. This study examines time-lagged data from workers in a large Taiwanese corporation and finds support for our hypotheses. Our study provides an explanation to resolve a seeming controversy between the Chinese and the Western management literature.

Keywords: *differential leadership, supervisor focused procedural justice, proactive personality, work engagement*

Introduction

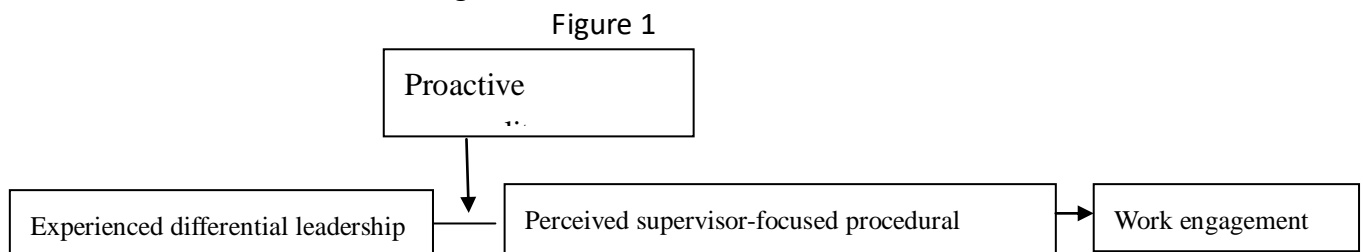
This study intends to increase our understanding about Chinese management styles by examining a leadership pattern often observed among Chinese managers, the differential leadership. A differential leader divides subordinates into "insiders" and "outsiders" and treats insiders more favorably such as providing insiders with more resources and support, overlooking their mistakes, and giving them more opportunities for promotion (Xu, Zheng, Guo, and Hu, 2006). Chinese scholars argue that by demonstrating differential leadership, supervisors can motivate followers to strive toward the leader's expectations because doing so can increase the chance of that follower's being classified as an insider, and can thus receive better treatment from the leader (Liu, 2014). Examining Taiwanese employees, Jiang and Zhang (2010) find that workers perform better when they perceive that their supervisor differentiates followers into insiders and outsiders and treat insiders more favorably. This finding verifies that Chinese supervisors' differential treatment can motivate followers, insiders and outsiders alike, to work hard.

The rationale behind the Chinese differential leadership theory differs from the predictions from another tradition in the Western management literature – the organizational justice theory (Adams, 1965). The organizational justice theory argues that observing unjust treatment in organizational functioning may induce employees' perception of outcome unfairness (Elovainio, Kivimaki, Vahtera, Vitonen, & Keltikangas-Jarvinen, 2003). Examining organizational members in the United States, Howard and Cordes (2010) find that perceived organizational injustice will deplete employees' emotional resource and leads to work withdrawal. Withdrawal from work, in turn, may adversely affect job performance (Rich, Lepine, and Crawford, 2010).

While the Chinese differential leadership theory argues that demonstrating differential leadership can motivate outsider- workers' enthusiasm (Zheng, 1995), the Western

organizational justice theory predicts that not treating worker in a fair manner will deter employees' enthusiasm at work (Howard and Cordes, 2010). This seeming contradiction also suggests the possibility of a moderating factor existing between demonstrating differential leadership and workers' job input.

This study attempts to reconcile this seeming contradiction by arguing that the effect of leadership style on worker behaviors differs for people with different personal trait. Specifically, this study draws on the organizational justice theory to propose that experiencing differential leadership may reduce workers' perceived supervisor- focused procedural justice (Lavelle, Rupp, & Brockner, 2007) which in turn reduces the person's work engagement, defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Bakker, and Salanova, 2006). However, the worker's proactive personality will moderate the above-mentioned mediating effect so that the negative indirect effect of experienced differential leadership with work engagement via reduced perceived supervisor- focused procedural justice will be less negative when proactive personality is high. We collect time-lagged data from workers in a large Taiwanese corporation to empirically examine our hypotheses and find support for our arguments. Our research model is summarized in Figure 1 below.



This study provides an explanation to resolve a seeming controversy between the Chinese differential leadership theory and the organizational justice theory from the West concerning the effect of the supervisor's treating followers differentially. Our findings complement the Chinese differential leadership theory (Zheng, 1995) by verifying a boundary condition, in this case the focal worker's proactive personality, in the relationship between the leader's differential treatment and follower's work engagement. The findings from our study also complement the organizational justice theory by demonstrating that reduction in perceived just treatment may not necessarily lead to work withdraw, as had been argued in previous research into organizational justice (Howard and Cordes, 2010). Instead, the final result depends on the follower's proactive personality.

The relevant theories and hypotheses are developed in the next section. The research method and results are then reported, and the implications are discussed in the final section.

Theories and Hypotheses

The organizational justice theories

The organizational justice theory argues that employees will evaluate how fairly they are treated in the work environment (Rupp & Cropanzano, 2002). Since justice pertains to moral and ethical standards, individuals prefer organizations that behave morally and ethically to those that do not (Folger, 1998). Research finds that compared with employees who feel unfairly- treated, workers who believe themselves as fairly treated are more committed, perform better on their jobs, and demonstrate more organizational citizenship behaviors (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Later scholars argue that employees' perception of fair treatment is influenced not only by the policy of the company but is also influenced by the supervisor's administration of

these organizational justice rules (Scott, Garza, Conlon, & Kim 2014). As such, justice perception is referenced to both the organization's administrative system and the supervisor's delivery of these administrative rules (Rupp and Cropanzano, 2002). An individual's perception about justice from the organization is therefore distinct from one's perception about justice from the supervisor (Rupp, Shao, Jones, and Liao, 2014). Following these authors, we define procedural justice as the perceived fairness of decision-making processes in the organization and the degree to which these processes are consistent, accurate, and unbiased (Leventhal, 1980). Drawing on the multi-foci theory of organizational justice (Rupp and Cropanzano, 2002), we further define supervisor- focused procedural justice as the extent to which workers perceive their company's employee management procedures have been applied consistently, unbiasedly, and accurately by their supervisor (Li, Laurence, and Blume, 2018). In the next paragraph, we shall propose that experiencing differential leadership may reduce a worker's perceived supervisor-focused procedural justice.

Differential leadership

Jiang and Zhang (2010) argue that differential leadership involves three dimensions: supportive communication, better promotion opportunities, and leniency to fault for insiders. Differential leaders also divide followers into insiders and outsiders and provide insiders with warmer emotional attachment as well as more promotional opportunities (Zhang, 1995). With this definition in mind, let us assume two individuals who face the same organizational employee management practices and both devote the same amount of effort into their work. However, one person is recognized as an insider but the other is recognized as an outsider by their supervisor. As the in-group follower receives more supportive communication and obtains better promotion opportunities, the out-group subordinate is precluded from these benefits (Tang, Zhan, and Chen, 2018). The out-group worker will thus feel deprived and perceive that his or her supervisor has not delivered the employee management policies of the company unbiasedly, accurately, and consistently (Erdogan and Bauer, 2010). In the term of the multi-foci theory of organizational justice (Rupp and Cropanzano, 2002), the out-group worker who experiences differential leadership will experience reduced supervisor-focused leader justice, which means that the focal person perceives that his or her supervisor has not accurately delivered organizational justice policies onto the him/her in an accurate and unbiased manner (Li, Laurence, and Blume, 2018). We therefore propose that given the same level of procedural justice administered by the organization, experiencing differential leadership will reduce the worker's perceived supervisor- focused procedural justice:

Hypothesis 1: Experienced differential leadership will negatively relate to perceived supervisor-focused procedural justice.

Work engagement

Work engagement is defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, Gonzalez-Romá, & Bakker, 2002). Vigor concerns a worker's willingness to devote effort into one's work and persist in the face of difficulty. Dedication concerns a worker's enthusiastic involvement in one's job and experiencing a sense of significance and pride. Absorption concerns an individual's full concentration and engrossment in work (Schaufeli, Bakker, and Salanova, 2006). Because engaged employees are energetically connected with their work (Rich, Lepine, and Crawford, 2010), the above arguments suggest that experiencing reduction in supervisor-focused procedural justice may affect an individual's psychological meaningfulness and reduce work engagement.

Procedural justice concerns whether employees believe they can receive equitable treatment in the workplace (Moorman, 1991), and supervisor-focused procedural justice is the extent to which an individual perceives his/her supervisor has accurately and unbiasedly executed these organizational employee management procedures (Lavelle et al., 2007). When workers experience reduced supervisor-focused procedural justice, they are uncertain whether their dedication at work can let them attain what they value, such as commensurate rewards, promotion, and recognition. Therefore, we propose that, given the same level of procedural justice administered by the organization, reduction in perceived supervisor-focused procedural justice may reduce employees' work engagement. Moreover, as we have proposed in hypothesis 1, that experienced differential leadership will be negatively related to the worker's perceived supervisor-focused procedural justice, we combine our arguments so far and propose that experiencing differential leadership will reduce work engagement via perceived reduction in supervisor-focused procedural justice. We propose the following hypothesis:

Hypothesis 2: Perceived supervisor-focused procedural justice will mediate the negative relationship between experienced differential leadership and work engagement

Proactive personality as moderator

Proactive personality is a stable personal trait about initiating changes in one's environment, even in the face of situational constraints, to increase one's chance of success (Bateman and Crant 1993). Previous authors have proposed and verified that because proactive persons pay attention to social and political factors in the work context (Morrison, 1993), they accumulate higher levels of political knowledge, which refers to the information about formal and informal work relationships within one's organization (Chao, O'Leary-Kelly, Wolf, Klein, & Gardner, 1994). On the other hand, the Chinese differential leadership theory argues that differential leaders divide followers into insiders and outsiders and deliberately demonstrating favoritism to insiders (Zheng, 1995). If followers possess a high level of proactive personality, they are more socially astute and can better comprehend social interactions in their surroundings (Ferris et al., 2005). Research finds that proactive individuals can more accurately interpret the intention of others from observing their behaviors (Shi et al., 2011). Drawing on the above findings, we propose that when experiencing differential leadership and experience reduction in perceived supervisor-focused procedural justice, followers with high proactive personality can empathize with the differential leader's intention and can appreciate the supervisor's indirect way of motivating their devotion at work. Therefore, upon experiencing differential leadership, highly proactive workers may not experience reduction in perceived supervisor-focused procedural justice to the same extent as their counterpart workers with low proactive personality. In other words, we propose that proactive personality may mitigate the negative effect of experienced differential leadership with perceived supervisor-focused procedural justice.

As we have proposed in hypothesis 2 that experienced differential leadership may reduce workers' perceived supervisor focused procedural justice and thus reduce work engagement, we combine our argument so far to propose that proactive personality will decrease the negative relationship between experienced differential leadership and perceived supervisor-focused procedural justice, the latter will then carry this effect forward to reduce work engagement. In other words, we propose a first-stage moderating effect of proactive personality in the indirect and negative relationship between experienced differential leadership and work engagement via perceived supervisor-focused procedural

justice. We propose:

Hypothesis 3: Proactive personality will moderate the indirect negative effect of experienced differential leadership with work engagement via perceived supervisor-focused procedural justice so that such relationship will be less negative when proactive personality is high rather than low.

Methods

Samples

Because this study examines the effect of experienced differential leadership, we need to control for the effect on justice perception that originates from the organization. As such, we contacted full time employees working in a large Taiwanese financial institution. The HR manager informed us of the contacts of workers who had agreed to participate. The first wave of questionnaires was sent to the workers to collect data on their experienced differential leadership, proactive personality, and data on the respondents' demographic information as control variables. After we had collected data in the first round of collection process, which is about two months later, we sent the second set of questionnaires to these participants to collect data on their work engagement for the past two months. This questionnaire were accompanied by a letter, explaining that since they had participated in the first phase of this research, we asked for their cooperation again to make their data meaningful. Collecting data on the independent and dependent variables at different time periods can alleviate possible concern of common variance problem. As we finally collected 148 effective responses from two rounds of data collection, we divide the responses into two groups: the earliest 75% received and the latest 25%. T tests found no non-response bias between the early and late respondents on all research variables.

Measures

We surveyed all constructs with scales used in previous studies. Since these scales were developed in English, we follow previous authors to translate them into Chinese with back translation to ensure equivalence of meaning. All constructs will be rated on a 7-point Likert scale from strongly agree (7) to strongly disagree (1) unless specified otherwise.

Differential leadership was measured with the nine item scale developed by Zhou, Liu, Zhang, and Chen (2016). A sample question is: "My supervisor will spend more time on some of my colleagues to guide their work." Supervisor-focused procedural justice was measured with the seven item scale developed by Li, Lawrence, and Blume (2018). A sample question is: "Have those procedures been applied consistently by your supervisor?" Proactive personality was measured with the ten item scale developed by Seibert, Grant, and Kraimer (1999). A sample question is: "I am constantly on the lookout for new ways to improve my life". Work engagement was measured with the nine item scale developed by Schaufeli, Bakker, and Salanova (2006). A sample question is: "At my work, I feel bursting with energy". To rule out alternative explanations for the possible results, I control for the respondents' tenure because workers who had been with the company for a longer period of time may be more devoted at work.

Findings

To examine construct validity, differential leadership is set as a one factor scale consisted of nine items. Supervisor-focused procedural injustice is set as a one factor scale consisted of seven items. Proactive personality is set as a one factor scale consisted of ten items. Work engagement is set as a one factor scale consisted of nine items. Confirmatory factor analysis (CFA) finds that all relevant questionnaire items loaded significantly on their intended constructs ($p < .01$) and that the data fit the proposed four-factor model well

($\chi^2/df=1609/553=2.91$; NFI=0.91, TLI=0.91, CFI=0.89, RMSEA=0.08). The authors also compare alternative models with all possible combinations and find that the four-factor model attained the best fit. Composite reliability figures for all constructs come out satisfactorily, confirming adequate measurement reliability (Table 1 for detailed information). We list the Cronbach's α s of all constructs as an additional support for measurement reliability. Since we find the average variance extracted for all constructs exceed 0.50 and that all scale items loaded significantly on their hypothesized constructs (t-test, $p<.00$), these results demonstrate adequate convergent validity.

To examine discriminate validity, we compare the root square of AVEs of all relevant constructs (experienced differential leadership, supervisor-focused procedural justice, work engagement, proactive personality) with the correlation of all possible pairs of constructs. The results are listed in Table 1. Since the square roots of the AVEs are all found to be greater than the correlation of all pairs of constructs, we find support for the discriminant validity of the constructs used in this study.

Although we have collected data on the independent variable experienced differential leadership and data on the dependent variable work engagement from different time points, we still performed an exploratory factor analysis and find the maximum variance extracted from a single factor can explain only 32% of the variance. This finding suggests that common method variance is not a major concern in this set of data.

Hypotheses testing

Table 1 contains the correlations of the main research variables. We conduct the PROCESS macro to test all hypotheses and present results in Table 2. Hypothesis 1 argues that experienced differential leadership will negatively relate to perceived supervisor-focused procedural justice. Table 2 shows that experienced differential leadership is negatively and significantly related to perceived supervisor- focused procedural justice (Estimate=-0.19, $SE = .08$, $p < .05$, 95% Confidence Interval = [-.34, -.03]). Since these confidence intervals exclude zero, the above findings support hypothesis 1.

Table 1 Correlation Matrix

Table 1 Correlation, Alphas, and AVE

Variable	M	SD	EDL	PSFPJ	WE	Alpha	AVE
1. Experienced Differential leadership	4.08	1.31				.90	.56
2. Perceived supervisor-Focus Procedure Justice	5.21	1.03	-.21**			.91	.62
3. Work Engagement	4.53	1.30	0.1*	.35**		.91	.61
4. Proactive personality	5.37	.88	.18*	.19*	.56**	.89	.59

n=148 **. $p < .01$, *** $p < .001$

Experienced Differential leadership (EDL)

Perceived supervisor-Focus Procedure Justice (PSFPJ)

Work Engagement (WE)

Proactive personality (PP)

Hypothesis 2 argues that perceived supervisor-focused procedural justice will mediate the negative relationship between experienced differential leadership and work engagement. Table 2 shows that the indirect effect of experienced differential leadership on work engagement through perceived supervisor-focused procedural justice is significant (Estimate = 0.05, $SE = 0.03$, $p < .05$, 95% CI [0.11, 0.01]). Since these confidence intervals exclude zero, the above findings provide support for hypothesis 2.

Hypothesis 3 predicts a first-stage moderating effect of proactive personality in the indirect and negative relationship between experienced differential leadership and work engagement via perceived supervisor-focused procedural justice. Table 2 shows that the interaction term of experienced differential leadership and proactive personality is a negative and significant predictor of work engagement (Estimate=-0.16 , SE=0.07 , $p < .05$, CI = [-0.30, -.03]). Since these confidence intervals exclude zero, these results provide support for the first stage moderating effect in the above-mentioned indirect relationship, as proposed in Hypothesis 3, that.

To illustrate, we conduct simple slope analysis and plot the results in Figure 2. The line representing low proactive personality has a significantly negative slope for individuals with low proactive personality but the slope of the line representing high proactive personality is insignificant. These findings demonstrate that the relationship between experienced differential leadership and perceived supervisor-focused procedural justice is less negative when proactive personality is high.

Table 2 PROCESS Analyses

	Effect	SE(BootSE)	T	C.I. (Boot C.I.)	
H1: EDL → PSFPJ					
PSFPJ	-.19	.08	-2.41*	(-.01, -.03)	
T	.02	.01	1.42	(-.01, .05)	
H2: EDL → PSFPJ → WE					
PSFPJ → WE					
PSFPJ	.27	.06	4.40***	(.15, .40)	
T	.01	.01	.59	(.02, .03)	
Indirect Effect	-.05	.03		(-.010, -.01)	
H3: EDL x PP → PSFPJ → WE, PP as first-stage Moderator					
PP Moderate the front, DV: PSFPJ					
EDL	-.67	.39	2.09*	(-1.11, -.44)	
PP	.92	.28	3.32***	(.37, 1.47)	
EDLxPP	-.16	.07	-2.34*	(-.30, -.03)	
T	.02	.01	1.14	(-.01, .04)	
PP (-1SD)	4.57	-.07	.11	-2.08*	(-.28, -.14)
PP (Mean)	5.42	-.02	.08	-2.60*	(-.36, -.05)
PP (+1SD)	6.28	-.34	.09	-3.78***	(-.52, -.16)

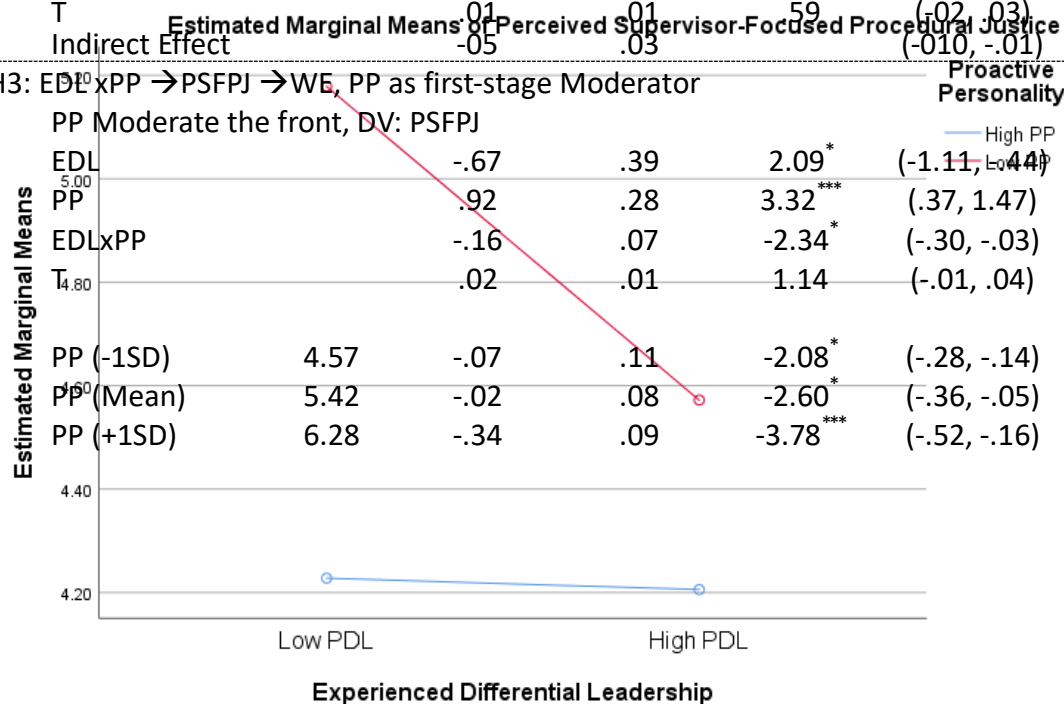
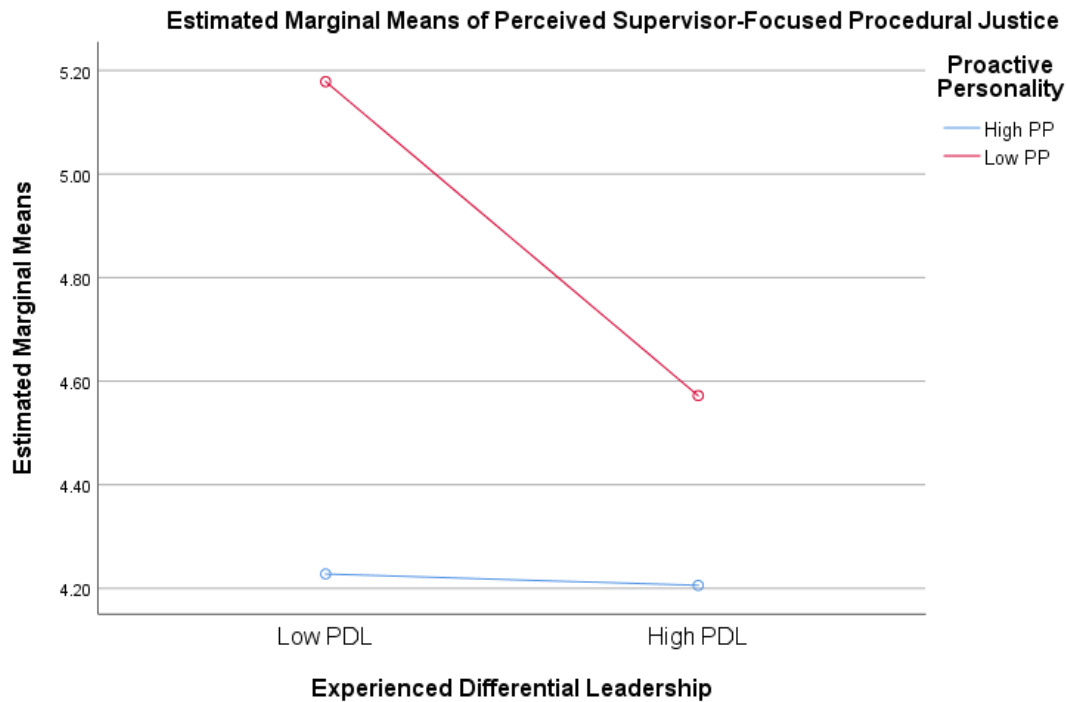


Figure 2



Discussion

The findings from our study provide a possible explanation to reconcile the above mentioned controversy. We argue that the effect of experienced differential leadership on perceived supervisor-focused procedural justice depends on the worker's proactive personality. Examining time-lagged data collected from workers in a large Taiwanese financial corporation, we find that only when proactive personality is low does experienced differential leadership negatively relate to supervisor-focused procedural justice. Moreover, we find that only when proactive personality is low does experienced differential leadership negatively relate to individual work engagement via supervisor-focused procedural justice. Our study complements scholarly knowledge about how leader behaviors may induce workers' justice perception by demonstrating that when leader actions do not follow justice rules, in this case when leaders display favoritism to followers, unfair treatment does not necessarily reduce justice perception but its effect depends on followers' proactive personality. If workers possess a high proactive personality, since they can more effectively understand others at work (Shi, Chen, and Zhou, 2011) and can better comprehend the differential leader's intention, highly proactive workers may not experience reduced supervisor-focused procedural justice when they work under a differential leader. In this way, our study reminds scholars that the relationship between the leader's behavior and followers' justice perception is not as straightforward as it first seems, but is contingent upon the boundary condition of workers' proactive personality.

Our study also complements the research into the Chinese differential leadership theory (Zheng, 1995). We demonstrate that only when the worker's proactive personality is low can experienced differential leadership negatively affect individual's work engagement via reduction in perceived supervisor-focused procedural justice. By verifying a boundary condition, in this case, the worker's proactive personality, our study provides a possible explanation to the different findings explained in the previous paragraph about how differential leaders may favorably or adversely affect work results.

Our study can provide useful suggestions to managers. We show that the leader's treating followers differentially may reduce followers' perception of supervisor-focused procedural justice, especially among those with low proactive personality. Reduced perception on supervisor-focused procedural justice, in turn, may drag down the individual's work engagement. Therefore, even though the Chinese differential leadership theory argues that demonstrating favoritism may improve work performance (Zheng, 1995), if leaders find that if they have followers with a low proactive personality, leaders should refrain from treating workers differentially.

Our study, of course, suffers from several inevitable limitations. For instance, the organization justice literature finds that justice perception is influenced by both the company's policy and the supervisor's delivery of the company's policy (Scott et al., 2014). We thus chose to examine only one large financial institution to control for the effect coming from the company's employee management policy. Although the above arrangements may control for the influence on justice perception that comes from the company, examining workers in one area and one company severely limits the generalizability of our findings. Research in the future may examine workers in more companies and in more places to improve the external validity of our findings.

References

- Adams, J. S. (1965) *Inequity in social exchange*. In L. Berkowitz (Ed.), *Advances in experimental psychology* (Vol. 2 pp. 267-299) San Diego, CA: Academic Press.
- Bateman, T. S., & Crant, J. M. (1993) The proactive component of organizational behavior. *Journal of Organizational Behavior*, 14, 103-118.
- Chao GT, O'Leary-Kelly AM, Wolf S, Klein HJ, Gardner PD. (1994) Organizational socialization: Its content and consequences. *Journal of Applied Psychology*, 79, 730-743.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001) Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86: 425-445.
- Elovainio, M., Kivimäki, M., Vahtera, J., Vitanen, M., & Keltikangas-Jarvinen, L. (2003) Personality as a moderator in the relations between perceptions of organizational justice and sickness absence. *Journal of Vocational Behavior*, 63, 379-395.
- Erdogan, B. and Bauer, T.N. (2010) Differentiated leader-member exchanges: the buffering role of justice climate. *Journal of Applied Psychology*, 95(6), 1104-1120.
- Ferris, G. R., Treadway, D. C., Kolodinsky, R. W., Hochwarter, W. A., Kacmar, C. J., Douglas, C., Frink, D.D.. (2005) Development and validation of the political skill inventory. *Journal of Management*, 31, 126-152.
- Howard, J. W., & Cordes, C. L. (2010) Flight from unfairness: Effects of perceived injustice on emotional exhaustion and employee withdrawal, *Journal of Business and Psychology*, 25(3):409-428.
- Jiang, D. & Zhang, W. (2010) Chinese differential leadership and subordinates' effectiveness. *Indigenous Psychological Research in Chinese Societies*, 2010(33), 109-177.
- Lavelle, J. J., Rupp, D. E., & Brockner, J. (2007) Taking a multifoci approach to the study of justice, social exchange, and citizenship behavior: The target similarity model. *Journal of Management*, 33, 841-866.
- Leventhal, G. S. (1980) *What should be done with equity theory? New approaches to the study of fairness in social relationships*. In K. Gergen, M. Greenberg, & R. Willis (Eds.), *Social exchange: Advances in theory and research* (pp. 27-55) New York: Plenum Press.

- Li, J., Lawrence, G. A., & Blume. B. (2018) How does supervisor-focused procedural justice explain the effects of person-focused leadership? The moderating role of leader-referenced relational-self. *Journal of Work and Organizational Psychology*, 27(3), 387-399
- Liu, X. (2014) The impact of Chinese differential leadership on employees' workplace unethical behaviour-based on the perspective of cognition of insiders' status. *East China Economic Management*, 28(6), 123-128..
- Moorman, R. H. (1991) Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76, 845-855.
- Morrison E. W. (1993) Longitudinal study of the effects of information seeking on newcomer socialization. *Journal of Applied Psychology*, 78. 173-183.
- Rich, B. L., Lepine, J. A., Crawford, E. R., (2010) Job engagement: antecedents and effects on job performance. *Academy of Management Journal*, 53 (3), 617-635.
- Rupp, D. E., & Cropanzano, R. (2002) The mediating effects of social exchange relationships in predicting workplace outcomes from multifoci organizational justice. *Organizational Behavior and Human Decision Processes*, 89, 925-946.
- Rupp, D.E., Shao, R., Jones, K.S., & Liao, H. (2014) The utility of a multifoci approach to the study of organizational justice: a metaanalytic investigation into the consideration of normative rules, moral accountability, bandwidth-fidelity, and social exchange. *Organizational Behavior and Human Decision Processes*, 123, 159-185.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006) The measurement of work engagement with a short questionnaire. *A Cross-National Study Educational and Psychological Measurement*, 66(4), 701-716.
- Schaufeli, W. B., Salanova, M., Gonzalez-Romá, V., & Bakker, A. B. (2002) The measurement of engagement and burnout: A confirmative analytic approach. *Journal of Happiness Studies*, 3, 71-92.
- Scott, B. A., Garza, A. S., Conlon, D. E., & Kim, Y. J. (2014) Why do managers act fairly in the first place? A daily investigation of "hot" and "cold" motives and discretion. *Academy of Management Journal*, 57, 1571-1591.
- Seibert S.E., Crant J.M., & Kraimer M.L. (1999) Proactive personality and career success. *Journal of Applied Psychology*, 84, 416-427. .
- Shi, J., Chen, Z., & Zhou, L. (2011) Testing differential mediation effects of sub-dimensions of political skills in linking proactive personality to employee performance. *Journal of Business Psychology*, 26:359-369
- Tang, Z., & Chen, K. (2018) Differential leadership and organizational corruption in China: Mediating role of moral disengagement and moderating role of organizational justice. *Chinese Management Studies*, 12(4), 795-811.
- Xu, W., Zheng, B., Guo, J. & Hu, X. (2006) *Differential leadership*. In Zheng, B. and Jiang, D.(Eds), *Chinese Organizational Behavior: Issues, Practices and Publishing*, Hwa Tai Publishing, Taipei.
- Zheng, X. (1995) Difference structure and Chinese organizational behavior. *Indigenous Psychological Research in Chinese Societies*, 3(1), 142-219.
- Zhou, Liu, Zhang, & Chen, 2016 Differential leadership, team conflict and new product development performance: An empirical study from R&D team in China. *Chinese Management Studies*, 10(3), 544-558.

108年度專題研究計畫成果彙整表

計畫主持人：江雲驊		計畫編號：108-2410-H-130-030-SSS			
計畫名稱：差序領導，主動人格與工作投入之關係					
成果項目		量化	單位	質化 (說明：各成果項目請附佐證資料或細項說明，如期刊名稱、年份、卷期、起訖頁數、證號...等)	
國內	學術性論文	期刊論文	0	篇	
		研討會論文	0		
		專書	0	本	
		專書論文	0	章	
		技術報告	0	篇	
		其他	0	篇	
國外	學術性論文	期刊論文	0	篇	研究計畫剛完成 目前正整理文稿 準備投稿學術期刊中
		研討會論文	0		研究計畫剛完成 目前正整理文稿 準備投稿學術期刊中
		專書	0	本	
		專書論文	0	章	
		技術報告	0	篇	
		其他	0	篇	
參與計畫人力	本國籍	大專生	0	人次	
		碩士生	0		
		博士生	0		
		博士級研究人員	0		
		專任人員	0		
	非本國籍	大專生	0		
		碩士生	0		
		博士生	0		
		博士級研究人員	0		
		專任人員	0		
其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)					