

# 科技部補助專題研究計畫成果報告 期末報告

錯把馮京當馬涼：以資訊處理觀點探討魅力領導的前因(第2年)

計畫類別：個別型計畫  
計畫編號：MOST 103-2410-H-259-014-SS2  
執行期間：104年08月01日至105年07月31日  
執行單位：國立東華大學企業管理學系暨研究所

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報告附件：出席國際學術會議心得報告

中華民國 105 年 10 月 20 日

中文摘要：本研究以社會主控理論為基礎，主張主管的社會主控導向有兩種影響路徑。社會主控導向的主管，容易表現出威權領導的風格，但同時也有較高的部屬對主管的認同。所以，社會主控導向主管對部屬績效的影響，將透過威權領導風格、對主管認同，此兩個中介變數。此外，此研究也主張威權領導風格，還會調節對主管認同與工作績效之間的關係。本研究針對台灣銀行產業，收集了配對成功的64位主管，263位部屬有效問卷。分析結果符合模式的預期，社會主控導向確實會透過威權領導、對主管認同，此兩個中介變數，來影響工作績效。而威權領導也扮演了調節式中介的角色。

中文關鍵詞：社會主控導向、威權領導、對主管認同、調節式中介

英文摘要：Based on social dominance theory, social dominance orientation of supervisors reflects double-side effects: leadership style for themselves and attractiveness of identification with the supervisor for their subordinates. Within organizational hierarchies, authoritarian of leaders indicates the extent to which they desire that their in-groups dominate and be superior to out-groups, while the subordinates envy for the power and resources their supervisors occupied. We consider social dominance orientation will affect subordinate performance by the above two mediators: authoritarian leadership and identification with the supervisor. To test the model, this study collected 263 effective paired questionnaires, 64 supervisors and their subordinates, from the banks of Taiwan. As a result, social dominance orientation of supervisors could influence job performance of subordinates, through two paths: (1) mediated by authoritarian leadership, and (2) mediated by identification with their supervisors but moderated by authoritarian leadership.

英文關鍵詞：social dominance orientation; authoritarian leadership; identification with supervisor; moderated mediation.

## **I. INTRODUCTION**

In line with Social Dominance Theory (SDT), Social Dominance Orientation (SDO) illustrates an individual's tendency to prefer disparity between groups and its design (Pratto, Sidanius, Stallworth, & Malle, 1994; Sidanius & Pratto, 2001). SDO (Pratto et al., 1994; Sidanius & Pratto, 2001) and authoritarianism for leadership (Altemeyer, 1988, 1998) have been widely studied in the prejudice theme (Heaven, Organ, Supavadeeprasit, & Leeson, 2006; Lippa & Arad, 1999). SDO shows the extent to which a person views the world as a competitive environment where one must compete for resources, including dominance, power, and superiority over others (Duckitt, 2006; Sibley & Duckitt, 2008). Authoritarianism emphasizes willingness to follow established authority, attitudes toward the agreement of existing aggressive actions that are supported by established authority figures, and adoption of established social conventions (Altemeyer, 1988).

Individuals with high SDO scores are more likely to select occupations or fight for positions that can be labeled as hierarchy enhancing, supporting inequality between groups through career management practices (Sidanius & Pratto, 2001; Sidanius, Pratto, Sinclair, & Van Laar, 1996), rather than hierarchy attenuating which involves support of differences among individuals and support for equality.

Many researchers have begun to examine SDO's impact in the work environment, specifically, what is often considered to be the leadership styles and identification with supervisors. Certain leadership behaviors and subordinate responses have linked with various components of team performance (Shawn-Burke et al., 2006), individual performance (Vecchio, Justin, & Pearce, 2008), and organizational performance (Garcia-Morales, Matias-Reche, & Hurtado-Torres, 2008). Thus, examining its relation with SDO and authoritarianism could provide additional information as to the roles of supervisors and subordinates within the work environment.

## **II. SOCIAL DOMINANCE THEORY**

### **2.1 Principles**

SDT is originally used to explain intergroup relations that focuses on the durability of group-based social hierarchies (Sidanius & Pratto, 2001). An organization may be regarded as a social system with hierarchies. Leaders and masculine are often seen to be relevant to superior groups, while employees and feminine relate mainly to inferior groups (Gaucher, Friesen, & Kay, 2011). Inequalities among groups are maintained through three behaviors between groups: institutional discrimination, aggregated individual discrimination, and behavioral asymmetry (Sidanius & Pratto, 2001).

### **2.2 Apply to the Context of Organizations**

Following the reasoning of Sidanius (1993), there are two types of legitimizing myths in the organizations: (1) hierarchy-enhancing and (2) hierarchy-attenuating legitimizing myths. Hierarchy-enhancing ideologies (e.g., authoritarian leadership) contribute to greater levels of group-based inequality. Hierarchy-attenuating ideologies (e.g., subordinates identify with their supervisors) contribute to greater levels of group-based equality. Supervisors endorse the ideologies of authoritarian

leadership based in part on their psychological orientation toward dominance and their desire for unequal group relations (i.e., SDO). From an organizational frame, subordinates admire the specific resources and power which supervisors owned, preferred attenuating hierarchy, and desired that inferior groups would not be dominated by superior groups. Supervisors who are higher on SDO tend to endorse hierarchy-enhancing ideologies, preferred enhancing hierarchy with authoritarian leadership, and desired that inferior groups should be more dominated by superior groups, and subordinates who are lower on organizational position tend to endorse the ideologies of identification with their supervisors.

### **III. IDENTIFICATION WITH THE SUPERVISOR**

#### **3.1 Process**

Identification in organization may represent a top-down process whereby qualities of the supervisors foster employee identification (Ashforth, Harrison, & Corley, 2008). Supervisors are often viewed as role models given their formal status, position power, and referent power (Yukl, 2012), which results in subordinates imitating the beliefs of their immediate superiors (Weiss, 1977; Yaffe & Kark, 2011). Subordinate modeling of the supervisor's beliefs may also be prevalent because supervisors often serve as mentors to their subordinates (Sosik & Godshalk, 2000), who often learn by imitating the beliefs of their mentors (Lankau & Scandura, 2002). They would like to become the supervisor in future.

Subordinates are especially inclined to model the supervisor's beliefs when they perceive the supervisors as possessing desirable qualities (Lankau & Scandura, 2002) and attractive characteristics. Supervisors' position and power distance for others raise their attractiveness, as does the confidence that supervisors inspire in others (Schaubroeck, Lam, & Peng, 2011). Because supervisors tend to be respected and admired by subordinates, they become motivated to emulate the supervisors' beliefs. Subordinates solidify their identification with the supervisor.

#### **3.2 Common in Superior and Inferior Groups**

In-group favoritism is familiarly common in intergroup relationship. However, recent studies have found that the members of low-status groups may show outgroup favoritism (Brewer, 2007; Jost, Pelham, & Carvallo, 2002). Subordinates need to learn a lot from confident supervisors in organizational process, identification with the supervisor is seen as important to professional growth (Gordon, 1995). As they begin to view and project themselves to others as a proud member of the supervisor group, their work beliefs become part of how they see themselves as individuals (Dukerich, 2001).

### **IV. FRAMEWORK**

We argue that, if authoritarian leadership and identification with supervisor are tied to a particular domain, both supervisors and subordinates will seek to self-enhance, or demonstrate to themselves and others that they excel in that domain. By providing a novel theoretical model addressing when supervisors present their authoritarian leadership and when subordinates self-enhance, they, in turn, speak to when they

should expect to see behavioral effects of SDO. In particular, identification with supervisor should not only act as a mediator of SDO's effects when examining job performance in a domain authoritarian leadership are contingent upon (see Figure 1).

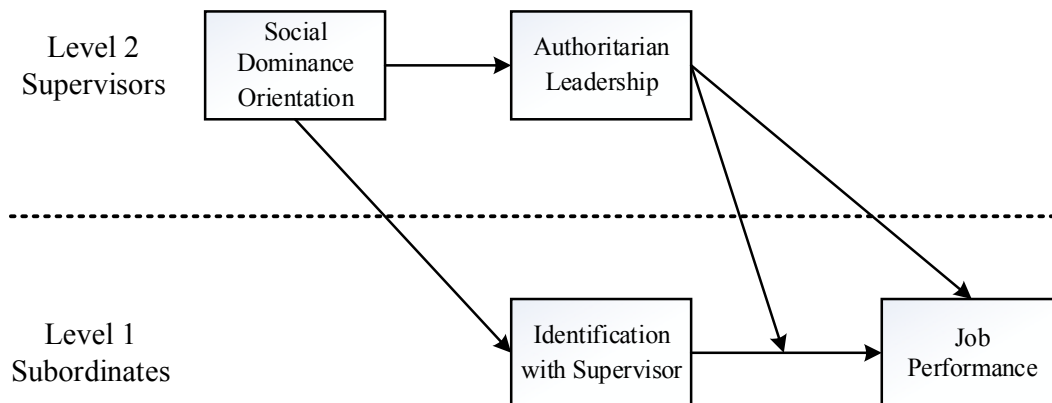


Figure 1. The moderated mediation relationship between social dominance orientation and job performance.

More formally, we hypothesize the following:

Hypothesis 1. Authoritarian leadership will mediate the relationship between SDO and job performance, such that SDO will have a positive relation with authoritarian leadership, which will have a positive relation with job performance.

Hypothesis 2. SDO will have a positive relation with subordinate's identification with their supervisors.

Hypothesis 3. Authoritarian leadership will moderate the relation between subordinate's identification with their supervisors and job performance, such that the relation is stronger when authoritarian leadership is low.

Hypothesis 4. Authoritarian leadership moderates the mediating effect of subordinate's identification with their supervisors on the relation between SDO and job performance, such that the mediated effect of SDO on job performance through subordinate's identification with their supervisors is stronger when authoritarian leadership is low.

## V. RESEARCH DESIGN

To test our hypotheses, we collected data from two source samples. The supervisor sample examined SDO, authoritarian leadership, and job performance as an outcome variable; the subordinate sample examined identification with the supervisor as a mediated variable. We randomly selected 34 branches of banks in Taiwan and contacted their supervisors, and 65 of them agreed to participate in the survey.

### 5.1 Social Dominance Orientation

The SDO measure as identified by Pratto et al. (1994), which measures intergroup relations and focuses on group dominance, was included here. This instrument is

comprised of 14 items each using a 1, very negative, to 7, very positive, scale. An example item is, “Some groups of people are simply inferior to other groups.” A high score suggests a high SDO.

## 5.2 Authoritarian Leadership

Authoritarian Leadership Scale from Cheng, Chou, and Farh (2000) was used. The total score is based on 9 items, each item is answered using a 1, very strongly disagree to 6, very strongly agree. A sample item is, “I always behave in a commanding fashion in front of employees.” A high total score reflects high authoritarian leadership.

## 5.3 Identification with Supervisor

Measure of identification with the supervisor as identified by Shamir, Zakay, Breinin, and Popper (1998). This instrument is comprised of 7 items each using a 1, very negative, to 7, very positive, scale. An example item is, “I trust his judgment and decisions completely.” A high score suggests a high identification with supervisor.

## 5.4 Job Performance

Measure of identification with supervisor as identified by Hochwarter, Witt, Treadway, and Ferris (2006). This instrument is comprised of 6 items each using a 1, very strongly disagree, to 7, very strongly agree, scale. An example item is, “[employee name] finds creative and effective solutions to problems.” A high score suggests a high job performance.

## 5.5 Demographic Questionnaire

Questions regarding age, sex, and whether the participant belonged to a work group were asked as well as the extent to which the participants had leadership experience.

# VI. RESULTS

To test the cross level effects posited in Hypotheses 1 to 4, we used the group-mean centering approach for all Level 2 variables to generate unbiased coefficient parameters (Hofmann & Gavin, 1998).

## 6.1 Hypothesis 1

As the results, SDO were positively related to authoritarian leadership ( $\gamma = .68, p < .01$ ) and authoritarian leadership were positively related to job performance ( $\gamma = .16, p < .05$ ), supporting Hypothesis 1.

## 6.2 Hypothesis 2

Results shown, in support of Hypothesis 2, SDO was positively related to the level of subordinate’s identification with their supervisors ( $\gamma = .19, p < .01$ ).

## 6.3 Hypothesis 3

The interaction between identification with supervisor and authoritarian leadership significantly predicted job performance ( $\gamma = -.11, p < .05$ ). We calculated simple effects at high and low levels of authoritarian leadership ( $\pm 1$  SD around the mean). The path estimates indicated that the strength of the relationship between identification with supervisor and job performance varied depending on authoritarian leadership. As seen in Figure 2, results were in support of Hypothesis 3.

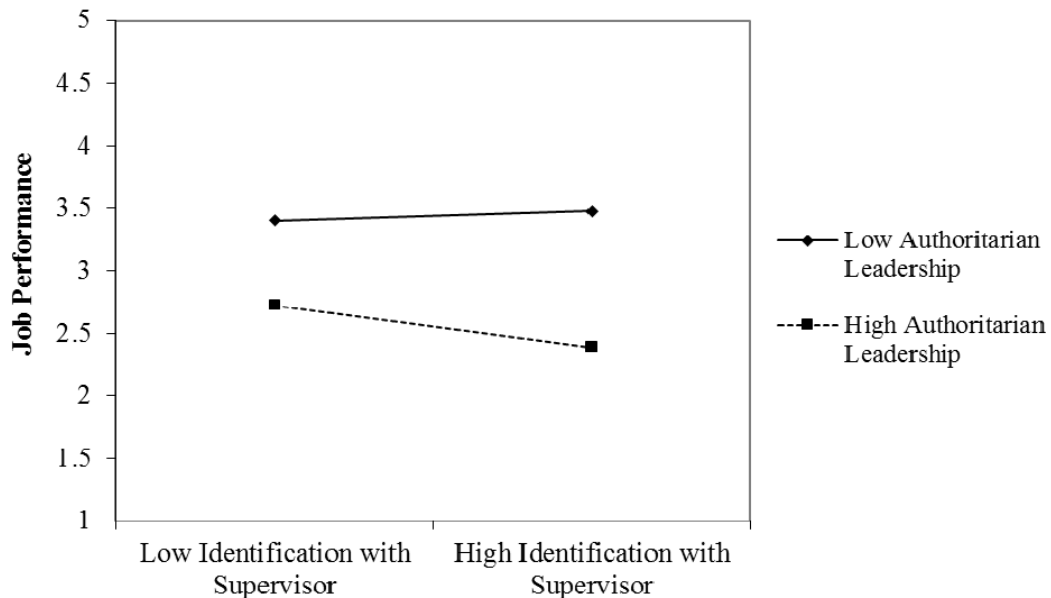


Figure 2. Interaction between identification with supervisor and authoritarian leadership on job performance.

#### 6.4 Hypothesis 4

Results consistent with Hypothesis 4, SDO were positively related to identification with supervisor ( $\gamma = .16, p < .05$ ). And there are moderated mediation that authoritarian leadership moderates the mediating effect of subordinate's identification with their supervisors on the relation between SDO and job performance.

## VII. RESEARCH IMPLICATIONS

While our work provides a framework for the effects of SDO on job performance, it is important to note that SDO represents but one of negative interpersonal beliefs. As such, our model may help to account for how negative interpersonal beliefs influence job performance. It stands to reason that decreasing performance is a universal consequence of receiving such treatment. In this sense, our model simply scratches the surface in terms of its potential explanatory power for both accounting for how negative interpersonal treatment influences subordinate outcomes and for providing a common framework to a highly fragmented literature.

Conceptualizing SDO effects on performance through a moderated mediation model also provides several implications for organizations. First, by outlining a mediating mechanism of SDO's effects, a better understanding is gained regarding why SDO

relates to job performance. Second, by outlining a moderator of SDO's effects, a better comprehension is gained regarding for whom SDO will relate to job performance. In particular, this suggests that organizations may wish to implement programs designed to select or develop supervisors with low authoritarianism.

Our results also contribute to the authoritarian leadership literature. Typically, authoritarian leadership research has focused more on the negative effects of job performance (Chou, Cheng, & Lien, 2014). However, our results point to one of the positive sides of authoritarian leadership: when leaders are with higher authoritarianism, subordinates can easily follow the clear rules to excel in their jobs and maintain high levels of performance. Although this work does not discount the potential downside associated with authoritarian leadership, we believe it is important to acknowledge that authoritarian leadership can have an upside as well.

Some limitations should be noted. First, employing convenience samples indicates that generalizing the results to other populations should be cautioned. Second, field data are cross-sectional in nature, and hence conclusions regarding causality are necessarily limited.

#### **ACKNOWLEDGEMENTS**

This research is partially supported by Ministry of Science and Technology, Taiwan, R.O.C. under Grant no. MOST 104-2811-H-259-004.

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# 行政院國家科學委員會補助國內專家學者出席國際學術會議報告

105 年 8 月 8 日

報告人姓名	林家五	服務機構及職稱	國立東華大學企業管理學系教授
時間	07/19-07/21/2016	本會核定	NSC 103-2410-H-259-014-SS2
會議地點	Hokkaido, Japan	補助文號	
會議名稱	(中文) 2016 國際商學研究、經濟、財務與管理資訊研討會 (英文) 2016 International Business Research, Economics, Finance and MIS Conference		
發表論文題目	(中文) 不是好部屬的後果：員工原型到工作績效的兩階段中介模式 (英文) The Consequences of Not Being a Good Follower: A Two-Stage Mediation Model from Employee Prototype to Job Performance		

報告內容應包括下列各項：

## 一、參加會議經過

此研討會是小型國際研討會，但參加人數尚可，有超過70位參與者註冊參加。會議於7/19早上於北海道的Premier Hotel Tsubaki Sapporo舉行。此次研討會，計畫主持人的論文以poster的方式呈現，被安排在07/20 早上09: 30~10:30的時段。

## 二、與會心得

此種小型研討會，在國際知名度假景點舉辦，吸引力相當高，可以讓許多國際學者願意在暑假期間，來報告自己的研究成果，互動交流之餘，順便放鬆身心，且舉辦成本不高。台灣的國立大學，亦可考慮舉辦此種國際研討會。

## 三、考察參觀活動(無是項活動者省略)

無

## 四、建議

目前國際研討會的舉辦，似乎逐漸形成一個產業，建議台灣的各大學應可進行合作來舉辦國際性研討會，不僅可提升研究的能量、國際知名度，更可以將收入回饋給學校。

## 五、攜回資料名稱及內容

該研討會雖有出版會議論文集，但因有其申請正式的 SSSN 碼，顧及未來此篇文章在期刊發表的可能，報告人要求此論文不要放入論文中。

## 六、其他



# 科技部補助計畫衍生研發成果推廣資料表

日期:2016/10/12

科技部補助計畫	計畫名稱: 錯把馮京當馬涼: 以資訊處理觀點探討魅力領導的前因
	計畫主持人: 林家五
	計畫編號: 103-2410-H-259-014-SS2      學門領域: 工商心理學
無研發成果推廣資料	

103年度專題研究計畫成果彙整表

計畫主持人：林家五			計畫編號：103-2410-H-259-014-SS2				
計畫名稱：錯把馮京當馬涼：以資訊處理觀點探討魅力領導的前因							
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		
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		收入		0	千元		
	國外	學術性論文	期刊論文		0	篇	
			研討會論文		2		<p>Lin, Chia-wu, Chia-Yen Wu &amp; Ching-Chou Chen (2016). "How Supervisors' Belief Affects Subordinates' Performance: A Social Dominance Perspective", presented at 2016 Bangkok Conference on Interdisciplinary Business and Economics Research, June 02-03, Bangkok, Thailand.</p> <p>Chia-Wu Lin, Kai-yu Wang, Shu-Hao Chang &amp; Jui-An Lin (2016). "Investigating the Development of Brand Loyalty in Brand Communities from a Positive Psychology Perspective", presented at 2016 Global Marketing Conference, July 21-24, Hong Kong.</p>
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		其他		0	篇		
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		博士生		1			
		博士後研究員		1			
		專任助理		1			
	非本國籍	大專生		0			
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		博士後研究員		0			
		專任助理		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。)							

## 科技部補助專題研究計畫成果自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現（簡要敘述成果是否具有政策應用參考價值及具影響公共利益之重大發現）或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估

達成目標

未達成目標（請說明，以100字為限）

實驗失敗

因故實驗中斷

其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形（請於其他欄註明專利及技轉之證號、合約、申請及洽談等詳細資訊）

論文： 已發表  未發表之文稿  撰寫中  無

專利： 已獲得  申請中  無

技轉： 已技轉  洽談中  無

其他：（以200字為限）

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性，以500字為限）

This study collected 263 effective paired questionnaires, 64 supervisors and their subordinates, from the banks of Taiwan. As a result, social dominance orientation of supervisors could influence job performance of subordinates, through two paths: (1) mediated by authoritarian leadership, and (2) mediated by identification with their supervisors but moderated by authoritarian leadership.

4. 主要發現

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

說明：（以150字為限）