

DOCTORAL THESIS

威權領導對職場偏差行為的影響: 心理特權與權力依賴的作用 解曉光

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提要

威權領導是廣泛存在於中國企業裏的壹種領導方式，它很好地彰顯了“上尊下卑”和“專權”等中國傳統文化特征。在本土化領導理論中，威權領導壹直就是研究的重點領域，不過學術界對其影響效應存在嚴重分歧。

從當前企業人力資源的實際情況來看，很多“80 後”走向領導崗位，“90 後”已經成為基層員工的主力軍和中堅力量。隨著時代的變遷和企業現代化的進程，管理的組織情境和研究對象都有所變化。國外有研究表明，當代青年雇員的心理特權水平有了顯著提高，而心理特權往往和消極行為相關。

基於資源依賴理論，本文采用實證研究方法，選取重慶地區兩家大型國有製造企業 235 名小組長和 1009 名員工為樣本，檢驗了威權領導對員工心理特權和職場偏差行為的影響機制，並進壹步分析了權力依賴的調節作用。首先，對相關文獻進行回顧並據此提出研究假設和理論模型；其次，到樣本企業實地發放和收集組織管理研究問卷；最後，對收集的數據進行統計分析，包括描述性統計分析、信度效度分析、驗證性因子分析和多層次的混合線性模型進行分析，以檢驗假設並得出研究結論。研究結果表明，威權領導與員工心理反應和行為結果之間的相關性存在差異，威權領導與員工心理特權顯著正相關，而與職場偏差行為不相關。采用多層次的混合線性模型進行分析，威權領導和心理特權的交互與員工職場偏差行為顯著相關，威權領導和權力依賴的交互與員工職場偏差行為不相關。最後討論了本研究的理論貢獻、實踐啟示和研究局限，並對未來研究方向提出了壹些建議。

關鍵詞：威權領導、心理特權、職場偏差行為、權力依賴

Abstract

Authoritarian leadership is a kind of leadership style widely existed in Chinese enterprises. It shows the characteristics of Chinese traditional culture, such as "respecting and respecting" and "monopolizing power". In the theory of localized leadership, authoritarian leadership has been the focus of research for a long time, but there have been serious divergences in academic circles on its impact.

Judging from the actual situation of human resources in enterprises, many "post-80s" have moved to leading positions, and "post-90s" have become the main force and backbone of grass-roots employees. With the change of the times and the process of enterprise modernization, the organizational situation and research objects of management have changed. Foreign studies have shown that the level of psychological privilege of contemporary young employees has been significantly improved, and psychological privilege is often related to negative behavior.

Based on the theory of resource dependence, this paper adopts empirical research method and selects 235 team leaders and 1009 employees of two large state-owned manufacturing enterprises in Chongqing as samples to test the influence mechanism of authoritarian leadership on employees' psychological privileges and workplace deviation behavior, and further analyses the moderating role of power dependence. Firstly, the relevant literature is reviewed and the research hypothesis and theoretical model are

put forward accordingly; secondly, the sample enterprises are sent out and collected organizational management research questionnaires on the spot; finally, the collected data are statistically analyzed, including descriptive statistical analysis, reliability and validity analysis, confirmatory factor analysis and multi-level mixed line. Sex model is analyzed to test hypotheses and draw conclusions. The results show that there are differences in the correlation between authoritarian leadership and employees' psychological reactions and behavioral outcomes. Authoritarian leadership is positively correlated with employees' psychological entitlement but not with deviant workplace behaviors. Using a multi-level mixed linear model, the interaction between authoritarian leadership and psychological entitlement is significantly related to deviant workplace behaviors, while the interaction between authoritarian leadership and power dependence is not related to deviant workplace behaviors. Finally, the theoretical contribution, practical enlightenment and research limitations of this study are discussed, and some suggestions for future research directions are put forward.

Keywords: Authoritarian leadership; Psychological entitlement; Deviant workplace behaviors; Power dependence