

DOCTORAL THESIS

变革型领导对部属实际经营绩效的影响: 探讨领导-部属交换的仲介作用 蒋勤

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提要

关于变革型领导和实际经营绩效的研究比较有限，我们希望能补充这个部分的空白，因此采用了变革型领导风格中针对个体层面的两个维度：智力激发和个性化关怀，作为主要变量，提出了一个针对实际经营绩效的领导模型。在这个模型里，领导-部署交换（LMX）作为中介变量，领导的教育程度作为调节变量。从结果看到领导-部署交换对于智力激发和部属实际经营绩效的完全中介成立，领导教育程度对于智力激发的调节作用也同样成立。研究对于变革型领导理论和领导-部属交换理论以及对于实践的意义在文章有被讨论。

关键词：变革型领导，领导-部属交换（LMX），领导力，客观绩效，智力激发，个性化关怀

Abstract

There is little study on the transformational leadership and its connections with real business performance. We seek to fill this gap and propose a model using intellectual stimulation and individualized consideration as key independent variables to explain real business performance. We use leader-member-exchange as a mediator and leaders' education level as a moderator. We show that the leader-member exchange fully mediate intellectual stimulation and real performance, and leaders' education level moderates intellectual stimulation. Implications for the theory and practice of leadership are discussed.

Keywords : Transformational leadership; Leader-member exchange; Leadership; Objective performance; Intellectual stimulation; Individualized consideration

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