

中國式領導模式在製造業之應用---中國式領導量表之編製

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摘要

本研究係運用康自立(民 86,87)所發展之國人「法、情、理」領導架構,據此對應出「君、親、師」三種領導角色,編製製造業主管領導行為量表,並探討其在我國製造業之運用情況。研究方法係採描述研究,除文獻探討以作為研究架構之立論基礎外,並以問卷施測我國製造業之從業人員,母群以經濟部工業統計調查聯繫小組(民 88)所出版之《各行業工廠名錄》為對象,依分層隨機方式共抽取 700 廠家,每家 5 份共 3500 份樣本,總共獲得有效樣本 1196 份。本研究以統計分析製造業從業人員對主管之領導行為感受、期望;並探討不同情境狀況下,領導行為與領導效能的關係。最後再針對製造業主管之實務應用,及未來之研究提出建議。

關鍵字: 中國式領導;情境;領導效能;製造業

The Application of Chinese Leadership Model in the Manufacturing Industries---To Develop the Chinese Leadership Instrument

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Abstract

This study applied the Chinese leadership frame orientations ---law, affection, rational, corresponded to three leader roles--- “the role of monarch”, “the role of parent”, “the role of mentor”, which were established by Kang, Tze-Li(1997), to check its usage in the manufacturing industry. The descriptive research method was used. This study reviewed the literature that related to leadership for constructing a theoretic frame,and constructed the inventory to test the employees of the manufacturing industry. The population of sampling was from the Book of Factory Name, which was published by Ministry of Economic in 1998. 3500 samples from 700 factories were based on stratified random sampling, and 1196 effective inventories were answered by the employee. By using statistics this study analyzed the perception and expectation of leadership behavior of the employees, and probed the relation between leadership behavior and leadership effectiveness in different situational control condition, when used in the manufacturing industry. Finally, According to the conclusions as mention above, this study brought up several suggestions to the practical application in manufacturing factory and to the future research.

Key words: Chinese leadership;Situation;Leadership effectiveness;
Manufacturing industry