

國科會計畫

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## 自我知覺的差異對魅力領導的感受之影響

### Self-Consciousness Differences in the Perception of Charismatic Leadership

鍾安宜

#### 中文摘要

本研究將測量下屬個別差異對領導者的感受之影響。為此，外在自我知覺與內在自我知覺將被視為下屬的個別差異，而魅力領導則為領導者的風格。此外，不同的組織承諾構面將被視為結果變數。因此，本研究架構在於探討自我知覺差異與魅力領導對組織承諾的影響。研究假設的理論基礎為：魅力領導為正向領導風格；內在自我知覺者關注個人的價值觀而外在自我知覺者在乎別人的觀點，因此，外在自我知覺者比內在自我知覺者更容易受魅力領導者的影響。詳言之，外在自我知覺與工具性承諾呈正相關，也就是，外在自我知覺者的組織承諾傾向建立在順從上。然而，內在自我知覺與魅力領導都與規範性承諾呈正相關，也就是，內在自我知覺者的組織承諾傾向建立在認同與價值觀內化之上，魅力領導者亦引導下屬建立認同與價值觀內化的組織承諾。再者，當下屬的外在自我知覺愈強烈時，魅力領導對規範性承諾的影響力愈大。本研究預期，魅力領導會改變外在自我知覺者的組織承諾的基礎，從行為的順從的基礎轉向以認同和價值觀內化的基礎。假使以上的研究假設可以獲得實證支持，研究結果將印證一件事實，即領導者對外在自我知覺者與內在自我知覺者的激勵方法不同。換言之，當下屬具有高度內在自我知覺的特質時，應給予自我領導的空間；對於高度外在自我知覺的下屬，則使其認同自己為組織成員的身份並且接受組織的更高使命與價值觀。

關鍵字：內在自我知覺；外在自我知覺；魅力領導；工具性承諾；規範性承諾

## Abstract

This study aims to examine how individual differences of followers affect their perception of leaders. In so doing, public and private self-consciousness traits and charismatic leadership are treated as individual differences of followers and leader behavior, respectively. Additionally, dimensions of organizational commitment are considered as criterion variables. This study proposes joint effects of self-consciousness traits and charismatic leadership on organizational commitment. Research hypotheses are based on premises that charismatic leadership is positive leadership and private self-conscious individuals attend to their personal values whereas public self-conscious counterparts are concerned with others' values and thus they are more likely to be affected by charismatic leadership than private self-conscious individuals. Specifically, public self-consciousness is positively related instrumental commitment, which is mainly based on compliance. Private self-consciousness and charismatic leadership are positively related to normative commitment, composed of identification and internalization. Moreover, the relationship between charismatic leadership and normative commitment is enhanced by public self-consciousness. Charismatic leadership is expected to change the base of public self-conscious employees' commitment from compliance to the one based on identification and internalization. If the hypotheses are supported, the results will confirm that public self-conscious employees should be motivated in a different manner from their private self-conscious counterparts. In other words, private self-conscious employees may prefer self-leadership while public self-conscious counterparts have the need for leadership to make them aware of organizational values and higher order goals.

Key words : Private self-consciousness; Public self-consciousness; Charismatic leadership; Instrumental commitment; Normative commitment