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自我領導:是領導者或個人的作為?
Self-Leadership: The Act of Leadership or the Self?

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Abstract

Drawn on a self-concept theory, this study hypothesized that self-leadership partly mediated between charismatic leadership and organizational commitment and self-leadership fully mediated between private self-consciousness and organizational commitment. The results indicated that charismatic leadership and private self-consciousness were positively related to self-leadership. The predictive validity of private self-consciousness for self-leadership was greater than the one of charismatic leadership. Moreover, the influence of charismatic leadership on identification or internalization was partly mediated by self-leadership. The influence of private self-consciousness on identification was fully mediated by self-leadership. However, the effect of private self-consciousness on internalization was not transmitted by self-leadership. The surprising result was explained and interpreted as evidence for the distinction between internalization and identification. Finally, further research was encouraged to identify and assess alternative subordinate processes in relation to the activation of individual and collective identity by charismatic leaders.

Key words : Self-leadership; Organizational Commitment; Charismatic leadership; Self-consciousness; Self-concept

中文摘要

本研究以自我概念的觀點探討魅力領導、外在自我知覺與內在自我知覺、自我領導以及組織承諾之間的關係。自我概念的觀點認為，個人的自我是由個人自我、人際自我與群體自我組成，而這些自我又是員工與組織互動的介面(Schlenker, 1984)。Kelman (1998)的順從、認同與內化的三構面社會影響力模型正好說明了不同自我獲得的途徑，即順從中可獲得人際自我、認同中可獲得群體自我以及內化中可獲得個人自我。

本研究認為是魅力領導會影響下屬的個人自我與群體自我；外在自我知覺與內在自我知覺是不同自我的體現以及自我領導重於個人自我與群體自我的表達。因此，魅力領導可以影響自我領導；高度內在自我知覺並低度外在自我知覺者將有較高程度的自我領導。由於，魅力領導除了授權賦能(即鼓勵下屬自我領導)外還包括其他行為，所以自我領導只會部分中介魅力領導與組織承諾(包括認同以及內化)之間的關係。然而，自我領導卻可完全中介自我知覺與組織承諾(包括認同以及內化)之間的關係。

研究結果顯示，魅力領導與內在自我知覺和自我領導呈正相關，並且內在自我知覺對自我領導的解釋度高於魅力領導。再者，自我領導部分中介魅力領導與組織承諾(包括認同以及內化)的關係。此外，自我領導可完全中介內在自我知覺與認同的關係，卻無法中介內在自我知覺與內化的關係。最後，作者對於未獲支持的假設提出解釋，並且建議未來的研究的方向，例如：個人對領導者的認同或組織基礎的自尊都可能受魅力領導影響，進而影響組織與個人的結果變數。

關鍵字：自我概念；自我知覺；自我領導；魅力領導；組織承諾