THE HONG KONG POLYTECHNIC UNIVERSITY

DEPARTMENT OF MANAGEMENT & MARKETING

DEPARTMENTAL RESEARCH SEMINAR

“Why doesn’t Authoritarian Leadership Necessarily Decrease Subordinates’ Performance in China?”

By

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Date: Monday, 19 March 2007
Time: 3:35 p.m. - 4:35 p.m.
Venue: M802

All interested are welcome
“Why doesn’t Authoritarian Leadership Necessarily Decrease Subordinates’ Performance in China?”

ABSTRACT

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Although authoritarian leadership has long been considered as undesirable or even destructive for contemporary workforce, it remains prevalent in Chinese organizations. We investigated whether authoritarian leadership would inhibit or enhance subordinates’ work performance. Using a sample of 686 supervisor-subordinate dyads collected in a manufacturing firm in People’s Republic of China, we found that organization-based self-esteem (OBSE) mediated the relationship between authoritarian leadership and subordinates’ in-role and extra-role performances. We also found that the negative relationship between authoritarian leadership and subordinates’ performance was weaker when supervisors exhibited higher level of benevolence and was stronger when supervisors exhibited higher level of morality. Implications for the theory and practice are discussed.

Keywords:
Authoritarian leadership; benevolent leadership; moral leadership; organization-based self-esteem; subordinates’ performance