

CITY UNIVERSITY OF HONG KONG
香港城市大學

**How Transformational Leadership Influences
Employee Engagement: The
Self-Determination Theory Perspective**
變革型領導如何影響員工敬業度
—基於自我決定理論的視角

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摘要

近幾年來,隨著外部市場環境的變化及企業內部效率提升的要求,變革型領導的研究得到了學界和業界的重視,並取得了較大的進展。

本研究從自我決定理論(Self-Determination Theory)視角出發,從員工內在需求感受及滿足的角度,檢視變革型領導影響員工敬業度的影響機制。根據SDT理論,變革型領導對員工敬業度的影響機制,主要是基於對員工三種基本需求的滿足和動機激發。變革型領導充分滿足了員工的自主需要、勝任需要、歸屬需要,大幅提高員工的心理授權感與下屬員工的領導認同感,充分激發員工內在動機,最終影響員工的敬業度表現。通過調研1693個公司高管與其下屬員工的樣本,得到如下研究結論:

- (1)變革型領導與員工敬業度之間存在正向影響。
- (2)心裡授權感及下屬的領導認同在變革型領導與員工敬業度的影響過程中起到中介影響作用。
- (3)促進型調節焦點對變革型領導與心理授權感及下屬領導認同的關係過程中起到負向調節作用。

本研究的意義如下:

- (1)本文在自我決定理論(SDT)的基礎上展開實證研究,從新的理論視角豐富了變革型領導領域的研究。揭示出變革型領導在激發員工內在動機方面的重要性,為變革型領導結果變量的深入研究提供了有益的理論借鑒。
- (2)本研究識別了變革型領導,透過“下屬調節聚焦”機制,影響下屬心理授權和下屬領導認同,確定變革型領導風格結果,引起企業對變革型領導行為的重視。本研究可能會增進管理層對於變革型領導行為重要性的認識,從而激發他

們改善和提高其自身的變革型領導及領導力，進而推動管理層的變革型領導風格對員工的行為產生正向影響。

(3)本研究通過統計結果驗證了促進型調節焦點對影響變革型領導與心裡授權感及下屬領導認同的過程中起到負向調節作用。此研究對促進型調節焦點在變革型領導及員工敬業度領域的研究作出一定的貢獻。

(4)可以更好地通過變革型領導行為激發員工的內在動機，引導員工自我發展、自我激勵。本文通過實證研究，揭示了變革型領導風格在滿足員工基本自我需求，激發內在動機方面的獨特作用，對於改善和提高領導的變革型領導行為及領導力，最終提高員工的敬業度有著積極的推動作用。

(5)本文在中國的市場環境下，利用較多的配對資料驗證了一些西方較成熟的理論，並進一步指出中國的企業和管理團隊可以採取的做法，來進一步提升員工敬業度，從而提升企業的績效。另一方面，透過“變革型領導”的分析、討論，對國內企業培養變革型領導以及團隊建設，提升領導力，提出了有實踐意義的建議。

關鍵字：變革型領導，心理授權感，員工領導認同，下屬調節聚集，員工敬業度

Abstract

The changing market circumstances together with the demand of productivity increase have led to the need of change for enterprises. Studies on leadership and leadership style are of interest and urgent to both academic and business communities. Transformational leadership, as one of the leadership styles, has been studied by many researchers and it has obtained significant progress.

This study stems from the Self-Determination Theory (SDT). It acknowledges the mechanism of transformational leadership for influencing employee engagement in terms of their inner needs, feelings and satisfaction. According to the SDT, the mechanism should be based on meeting employees' three basic needs and inspiring their motivation. Transformational leadership fully meets the autonomy need, competence need and belonging need of the employees. This largely improves their psychological empowerment perception and their subordinate identification with leaders. Furthermore, this also serves as inspiration for their inner motivations and subsequently influences their engagement.

The following conclusions below were drawn from samples of business leaders and their subordinates (1693 samples):

1. Transformational leadership does indeed have positive effects on employee engagement
2. Psychological empowerment perception and subordinates' identification with leaders have a mediating effect in transformational leadership's influence on employee engagement.
3. Promotion focus has negative regulatory effects on the influence of transformational leadership—in terms of psychological empowerment perception and subordinates' identification with leaders.

The significance of this study is as follows:

1. We have conducted empirical research on the basis of the SDT and have enriched the study of transformational leadership from a new theoretical perspective. This study reveals the importance of transformational leadership, especially in inspiring the inner motivation of employees. It also offers theoretical references to further the study on the outcomes of transformational leadership.
2. This study has distinguished transformational leadership from other leadership styles, which affects the psychological empowerment and identification with leaders of subordinates. Through the “subordinate regulatory focus” mechanism, we could observe the impact of transformational leadership. This study may also improve the knowledge of the leaders in regards to the importance of behavior and style of transformational leadership. Therefore, it can inspire them to develop their own style and ability of transformational leadership—all of which will have positive effects on employee behavior.
3. Statistical results have testified that promotion focus has negative regulatory effects on the influence of transformational leadership on psychological empowerment perception and subordinates’ identification with leaders. this study contributes to research of promotion focus in the fields of transformational leadership and employee engagement.
4. Leaders can better inspire the inner motivation of employees and guide their self-development and self-encouragement. Through the empirical research, this paper reveals the unique effect of transformational leadership on meeting the basic needs of employees and inspiring their inner motivation. By

improving the transformational leadership and corresponding ability of leaders, it enhances employee engagement.

5. This paper has tested and verified some of the relatively mature Western theories using adequately matched data under China's market circumstances. It has pointed out some useful practices for China's enterprises and management teams in order to promote employee engagement and to subsequently improve business performance. In addition, the analysis and discussion of transformational leadership in this paper puts forward advice towards cultivating transformational leaders, team building and improving leadership in domestic enterprises.

Keywords: Transformational leadership, Psychological empowerment theory, Identification with leaders, Subordinate regulatory focus, Employment engagement

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