

CITY UNIVERSITY OF HONG KONG

香港城市大學

**The Entrepreneur's Doctrine of the Mean: Its
Effect on the Middle Managers' Psychological
Contract Breach and Job-Hopping Intention**

領導者中庸思維對中層管理人員心理契約違
背及離職傾向的研究

Submitted to
College of Business
商學院

in Partial Fulfilment of the Requirements
for the Degree of Doctor of Business Administration
工商管理博士學位

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April 2021
二零二一年四月

摘要

中庸思想是中國文化的核心，在中庸哲學的影響下，中庸思維無論是在中國人意識和潛意識中都是中國人的主要思維方式之一。近年來中庸思維受到了心理學家及管理學者的高度重視，儘管本土心理學對於中庸思維的研究，已經從哲學定性描述層面逐漸拓展到定量的可操作化層面，但大多數是基於個體層面來研究員工的中庸思維對其行為和工作績效的影響，很少有研究將這一重要構念應用于領導層面的研究之中。實際上，把領導者的中庸思維與心理契約違背及中高層離職傾向相結合的研究更為少見。領導者的思維方式和管理風格在企業管理中非常的重要，領導者在決策中的思維方式和偏好將通過戰略決策，企業文化或工作氛圍等方式影響到企業的方方面面。而作為員工與組織關係的重要基礎，心理契約反映了員工在與組織交換行為中的期望和對雙方行為的認知，心理契約違背會帶來諸如憤怒、怠工、和離職等負面效應，這樣會影響到企業的生產效率和經營業績。而企業中層管理人員又是企業員工中的核心部分，對企業的穩定和發展至關重要，因此領導者的思維方式如何影響中層管理人員的心理契約違背及離職傾向是一個很重要的研究課題。

本文以領導者的中庸思維為引數，在對其概念進行歸納和界定的基礎上，從理論上提出了其對於中層管理人員心理契約違背和離職傾向的影響作用，以及不同領導者性格特質的情境條件下心理契約違背對離職傾向影響程度的變化。本研究採用兩個樣本資料來源，兩個時間點的形式進行問卷收集，即第一個時間點收集中層管理人員問卷，第二個時間點（1個月之後）收集領導者問卷，通過收集和分析 69 家有效中國企業層面的資料對所提出的假設進行了驗證，研究結果表明，領導者中庸思維對中層管理人員心理契約違背和離職傾向具有顯著的負向影響，中層管理人員心理契約違背在領導者中庸思維與其離職傾向之

間起着仲介作用。此外，自戀型領導的性格特質會加劇心理契約違背對離職傾向的正向作用，而謙卑型領導的性格特質會減弱心理契約違背對離職傾向的正向作用。

本文借鑒近年來本土心理學的研究成果，探討了中國文化中的中庸思維及領導特質對中層管理人員心理契約違背和離職傾向的影響，研究的理論貢獻在於，通過研究探討領導中庸思維及性格特徵對中層管理人員行為的影響，進一步補充和擴展了現有關於中庸思維的研究成果，並使企業領導者對中庸思維有一個正確的認識，以澄清目前企業實踐中關於秉持中國傳統文化的中庸思想及思維的領導能否有助於企業經營管理的爭議；通過檢驗中層管理人員心理契約違背受到領導者中庸思維的影響及討論了謙卑型和自戀型兩種領導特質的調節作用——自戀型領導會強化中層管理人員的心理契約違背對離職傾向的正向影響，謙卑型領導會弱化中層管理人員的心理契約違背對離職傾向的正向影響，從而發現並檢驗了心理契約違背和離職傾向之間關係的邊界條件。總之，本文把中國傳統哲學中中庸思維與西方心理學及管理領域的心理契約違背聯繫起來進行研究，是對中國傳統哲學管理科學化及西方管理科學中國化的更進一步發展和推進，也是對組織行為文獻中涉及中國傳統文化的管理理論的一個突破。

關鍵字： 中庸思維；心理契約違背；離職傾向；自戀型領導；謙卑型領導

ABSTRACT

Zhongyong thinking is the core of Chinese culture. Under the impact of zhongyong philosophy, zhongyong thinking is one of the main ways of thinking in the Chinese people's consciousness and subconsciousness. In recent years, the zhongyong thinking has been highly valued by psychologists and management scholars, although the research on the zhongyong thinking in indigenous psychology has gradually expanded from the philosophical qualitative description level to the quantitative operational level. However, most of them are based on the individual level to study the influence of zhongyong thinking of employees on their behavior and work performance. Few studies apply this important construct to the research of leadership level. It is even rarer to combine the leader's zhongyong thinking with psychological contract violation and turnover tendency of middle managers. Leaders' thinking and management style are very important in business management. In fact, the way of thinking and preferences of leaders in decision-making will affect all aspects of the company through strategic decision-making, corporate culture or working atmosphere. As an important foundation of the employee-organization relationship, the psychological contract reflects the employee's expectations in the exchange behavior with the organization and the cognition of the behavior of both parties. The violation of psychological contract will bring negative effects such as anger, sabotage, and resignation, which will affect the company's operation and production. As the mainstay of business management, middle-level managers play a key role in the stability and development of the company. Therefore, whether and how the thinking style of leaders affects the psychological contract violation of middle-level managers is an important and interesting research topic.

This study takes the leader's zhongyong thinking as an independent variable, and on the basis of summarizing and defining its concept, theoretically proposes its influence on the psychological

contract violation and turnover tendency of middle managers, as well as the influence of different leaders' personality traits on the changes in the degree of influence of psychological contract violation on turnover intention. This study uses two sample data sources and two time points to collect questionnaires. That is, the middle manager questionnaire is collected at the first time point, and the leader questionnaire is collected at the second time point (1 month later). Analyzing the data of 69 effective Chinese companies to verify the proposed hypothesis, the research results show that the leader's zhongyong thinking has a significant negative impact on the psychological contract violation and turnover tendency of middle managers, and the psychological contract violation of middle managers plays an intermediary role between the leader's zhongyong thinking and their intention to leave. In addition, the personality traits of narcissistic leaders will intensify the positive effect of psychological contract violation on turnover intention, while the personality traits of humble leaders will weaken the positive effect of psychological contract violation on turnover intention.

Based on the research results of local psychology in recent years, this paper explores the effect of the leadership's zhongyong thinking on the psychological contract violation and turnover tendency of middle managers, and pays attention to the influences of two seemingly contradictory but coexisting leadership traits: narcissism and humility. The theoretical contribution of the research lies in the fact that starting from the actual management issues of enterprises and responding to scholars' call for increasing attention to traditional Chinese culture, this research further supplements and expands the existing research results on the zhongyong thinking, and enables the business leaders to have a correct understanding of the zhongyong thinking, in order to clarify the current corporate practice about whether the zhongyong leadership can help the business management controversy. This study explores the influence of the doctrine of leadership

on the behavior of middle-level managers and enriched the existing organizational behavior literature involving Chinese traditional culture; By examining that the psychological contract violation of middle-level managers is influenced by the leader's doctrine of the mean, this study expands and enriches the discussion of the antecedents of the influence of the existing research on the psychological contract violation; By discussing the moderating effects of the humble and narcissistic leadership traits -- narcissistic leadership will strengthen the positive impact of middle-level management's psychological contract violation on turnover intention, and humble leadership will weaken the positive impact of middle-level management's psychological contract violation on turnover intention, this study discovers and tests the boundary condition of the relationship between psychological contract violation and turnover intention. In sum, this article tries to combine the Chinese traditional philosophy of the zhongyong thinking and the western psychology of the psychological contract violation in the field of management. It is a further development and advancement of the scientific management of traditional Chinese philosophy and the sinicization of western management science. At the same time, it is also an incremental breakthrough in the application of Chinese traditional culture in the organizational behavior literature.

Keywords: Zhongyong thinking; Psychological contract violation; Turnover tendency; Narcissistic leadership; Humble leadership

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