

CITY UNIVERSITY OF HONG KONG
香港城市大學

**An Affective Events Perspective of Leaders'
Daily Negative Family Events Experience on
Their Daily Leadership Behavior: The
Buffering Effect of Trait Gratitude**
情感事件理論視角下領導者負面家庭事件經歷
對領導行為的影響研究：特質感恩的緩沖作用

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摘要

經濟、技術以及疫情等多方面的影響，使得負面家庭事件成為不可忽視的社會現象。全球範圍內經濟的持續低迷，使得越來越多的家庭經受財務壓力，促進了負面家庭事件的發生。遠端辦公技術、郵件和即時通訊等技術的使用，使居家辦公成為可能。日常生活中的各種瑣事，隨時都可能演變為家庭衝突和暴力。更直接的影響來自疫情，疫情造成的焦慮和不安全感等問題，更使負面家庭事件頻發。負面家庭事件不僅得到了實踐者的關注，還受到研究者的討論。現有研究大都將領導者看作是員工家庭生活的塑造者，卻忽視了領導者自己也有家庭，也會受到自身家庭事件影響這一基本事實。基於以上缺陷，本文提出了以下三個重要的，相互聯繫同時又相互遞進的研究問題：領導者經歷的負面家庭事件會不會影響領導者的領導行為？通過何種機制影響？如何降低或緩衝領導者經歷的負面家庭事件對領導者行為的負面影響？

基於情感事件理論，本文指出，在個體內層面上，負面家庭事件將會對啟動結構、關懷和變革性領導等建設性領導行為產生負面影響。同時，負面家庭事件將會促使領導者做出更多的辱虐管理行為等破壞性領導行為。上述跨領域的影響，是通過領導者在工作中的積極情緒實現的。根據情感事件理論，本文指出領導者感恩特質將會緩衝負面家庭事件對其領導行為帶來的負面影響。具體來講，領導者的感恩特質越高，在個體內層面上，領導者經歷的負面家庭事件通過工作中積極情緒對建設性領導行為帶來的負面影響越小。領導者感恩特質越高，在個體內層面上，領導者經歷的負面家庭事件通過工作中積極情緒對破壞性領導行為帶來的促進作用也越小。

本文使用基於間隔的經驗抽樣法來收集資料。我們對寧波市某電子設備行業的領軍企業的 96 位各層級管理者做了為期 10 個工作日(連續兩周)的、一天三次的調研。通過資料匹配、按照抽樣法最佳實踐處理完資料後，得到了 96 位管理者的 827 個樣本點的資料支援了上述理論模型。

本文對拓展負面家庭事件、積極情緒、領導行為以及情感事件理論的相關研究具有重要的理論意義。首先，本文豐富了領導者家庭領域-工作領域互動相關的研究，提出了積極情緒這一新的機制。其次，本文指出積極情緒不僅能夠促進建設性領導行為，還能降低破壞性領導行為。再次，本文豐富了領導行為動態研究，將領導者動態行為的前因變數從工作領域引向非工作領域。最後，本文將情感事件理論的使用邊界從工作事件和普通員工拓展到非工作領域事件和領導者身上。

同時，本文還為組織和管理者如何應對負面家庭事件帶來的挑戰，起到了良好的借鑒作用。組織應當更多的招聘和培養具有感恩特質的領導者，領導者也要注意在日常生活中注意培養感恩，實施感恩干預和訓練，以應對日益增長的負面家庭事件。

Abstract

Economic, technological, and epidemiological influences have made negative family events a nonneglectable social phenomenon. The continued global economic downturn has caused more and more families to experience financial stress, contributing to the occurrence of negative family events. The use of technologies such as telecommuting, email and instant messaging have made it possible to work from home. The minutiae of daily life can evolve into family conflict and violence at any time. A more direct impact comes from the epidemic, which has caused issues such as anxiety and insecurity, adding to the frequency of negative family events. Negative family events have not only been concerned by practitioners, but also been discussed by researchers. Most existing studies view leaders as the shapers of employees' family lives, but ignore the basic fact that leaders themselves have families and are also affected by their own family events. Based on these shortcomings, this paper poses the following three important, interrelated, and progressive research questions: Will the leaders' experience of negative family events affect leaders' leadership behaviors? Through what mechanisms is it affected? How to reduce or buffer the negative effects of leaders' experience of negative family events on leader behaviors?

Based on affective events theory, this paper suggests that at the within-person level, negative family events will negatively affect constructive leadership behaviors such as initiating structure, consideration, and transformational leadership. At the same time, negative family events will prompt leaders to engage in more destructive leadership behaviors such as abusive leadership behaviors. The aforementioned cross-domain effects are achieved through the leaders' positive affect at work. Based on affective events theory, this paper suggests that leader trait gratitude will buffer the negative effects of negative family events on their leadership behaviors. Specifically, the higher the leaders' trait gratitude, the less the

negative impact of leaders' experience of negative family events on constructive leadership behaviors at the within-person level through positive affect at work. The higher the leaders' trait gratitude, the less the leaders' experience of negative family events at the within-person level contributes to destructive leadership behaviors through positive affect at work.

In this paper, we use an interval-based experience sampling method to collect data. We conducted a 10-workday (two consecutive weeks), three-times-a-day study of 96 managers at all levels in a leading company in the electronic equipment industry in Ningbo. After data matching and processing the data according to the best practice of sampling method, the data obtained from 827 sample points of 96 managers supported the above theoretical model.

This paper has important theoretical implications for expanding research on negative family events, positive affect, leadership behaviors, and affective events theory. Firstly, this paper enriches the research on leaders' family domain-work domain interaction by proposing a new mechanism of positive affect. Secondly, this paper shows that positive affect not only promote constructive leadership behaviors, but also reduce destructive leadership behaviors. Thirdly, this paper enriches the study of leadership behavior dynamics by introducing its antecedents from the work domain to the non-work domain. Finally, this paper expands the boundaries of the affective events theory from work events and general employees to non-work domain events and leaders.

Also, this paper serves as a good reference for how organizations and managers can respond to the challenges posed by negative family events. Organizations should recruit and cultivate more leaders with trait gratitude. Leaders should be mindful of developing gratitude in their daily lives and implementing gratitude interventions and training to address the growing number of negative family events.

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