

Research on Chinese-typed Leadership : Taiwanese manufacturing industry as an example

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ABSTRACT

Most theories of leadership originated from the United States of America. But over the past five thousand years, Chinese culture has developed its own characteristics, and its behaviors of leadership also reflect part of its distinguishing characteristics. The study utilizes the “model of Chinese-typed leadership” proposed by Kang Tze-Li, and establishes the leadership frame, including “law,” “sentiment,” and “principle,” suitable for people in Taiwan from the cultural aspect. Based on the frame, the three roles, “monarch,” “parent” and “mentor,” are demonstrated. In the research, three-part questionnaires were conducted. Results from these questionnaires are as follows. (1) Different Chinese-typed leadership behaviors of leaders lead to significance difference on effects of leadership. (2) The more leadership behaviors of being a “monarch,” “parent” and “mentor, a manufacturing leader has, the more effects of leadership there will be. (3) All aspects of “Maturity of employees,” “Chinese-typed leadership behaviors,” and “effects of leadership” are obviously interrelated.

Keywords: Chinese-typed leadership, Leadership effectiveness, Employees’ maturity, X Thoery and Y Thoery

INTRODUCTION

Yukl(1998) pointed out that no matter how many definitions of leadership are used, none of them can clearly express the concept of leadership[11]. Most theories of leadership originated from the U.S. The U.S research objects are used as the standards of theories. Its development process also takes the U.S. cultural values as its criteria[9]. Over the past 5,000 years, the Chinese culture had developed its own characteristics. Its leadership behaviors also reflect part of its distinguishing characteristics. However, the documents in Taiwan studying real examples of Chinese-typed leadership behaviors from the cultural aspect are still quite limited. Kang Tze-Li [6]proposed the “model of Chinese-typed leadership”, and established the leadership frame suitable for Taiwanese people, including “law,” “sentiment,” and “principle,” suitable for people in Taiwan from the cultural aspect. Based on the frame, the three roles, “monarch,” “parent” and “mentor,” are demonstrated[6]. The three roles correspond with the above-mentioned orientations, which bears special connotations to Chinese-typed leadership.

Maturity refers to a person’s readiness for work. Specifically speaking, it refers to achievement motivations, willingness to take responsibilities, and abilities. The performance shows the progress of functions of abilities and motivations [1] [8]. This theory believes that a subordinate’s performance is his or her embodiment of maturity[6].Based on different maturity of leaders, different types of leadership will be applied, which can lead to better organizational effectiveness and efficiency. The aim of this study is to take manufacturing employees in the Da-Fa Industrial Park in Taiwan as research subjects, and to probe into the influence of Chinese-typed leadership behaviors and maturity of employees on the leadership effectiveness, and then to prove this theory.

IMPLICATION OF CHINESE—TYPED LEADERSHIP

Leadership has come into being since human beings lived as a group. Therefore, leadership is a common social phenomenon [5]. It is believed that the management of human people is different from the management of goods, which has universality and unanimity. Thus, it is necessary to place the thread of thought of “culture/ social history,” in the thinking structure if people would like to understand Taiwanese’ current ideas and hypothesis of leadership[10]. Getzels

also noted that the influence of culture is profound. It changes and influences people's concepts of values unobtrusively and imperceptibly through the social trend of thought. The characteristic of the Chinese culture takes "people" as subjects, and is full of humanistic spirit. Scholars, thus, believed that Chinese-typed management centers in leadership. That is because the Chinese culture has its basis on people and so does all kinds of management activities[3] [12]. There is the shortage of comprehensive leadership models suitable for Taiwanese, and the inadequacy of foreign models in terms of national conditions and culture. Kang's Chinese -typed leadership frame proposed three orientations, "law," "sentiment," and "principle" originated from the Confucianism as the reference structure. Based on this frame, leaders play three roles, "monarch," "parent" and "mentor" [6]. According to the situation, leaders make decisions to take which structures. The relationship can be explained with the following illustration.

RESEARCH DESIGN

Hypothesis

- Different employees' X and Y attributes: Their leaders' Chinese-typed leadership has significant differences.
- Different employees' X and Y attributes: Their leaders' leadership effectiveness of the leaders has significant differences.
- Different employees' maturity: Their leaders' correspondence to behaviors of Chinese-typed leadership has significant differences.
- Different employees' maturity: Leaders' leadership effectiveness has significant differences.
- Employees' maturity and behaviors of Chinese-typed leadership is significantly related to leadership effectiveness.

Definitions of terms

- Chinese-typed leadership

Chinese-typed leadership picks the leadership ideas from the Chinese tradition and combines them with the ideas of transformation leadership. Among them, "law," "sentiment," and "principle" are important elements in the Chinese culture. Based on these, leaders play the three roles, "the role of monarch," "the role of parent" and "the role of mentor".

- Leadership effectiveness

Leadership effectiveness refers to the subjective feelings of employees. It is applied to judge results of the influence of leaders' behaviors of leadership on subordinates. "The level of goal achievement" and "the level of employees' satisfaction" are included. The level of employees' refers to how employees are satisfied with their leaders, not with the organization. The results of leadership effectiveness at all levels refer to the average on statistical tables as indicators.

- Employees' maturity, including the following two types

- (1) Job maturity: Job maturity refers to skills and techniques related to job, including employees' working experience in the past, working knowledge, understandings of work. This shows a subordinate's ability to execute the work.
- (2) Psychological maturity: Psychological maturity refers to employees' self-esteem and self-confidence, including the maturity of motivation, willingness to take responsibility, and commitment to work. This reflects a subordinate's motivation to execute the work.

- X Theory and Y Theory

X Theory is a hypothesis indicating that employees do not like to work. They are lazy, and will try their best to avoid responsibilities. It is necessary to impose force on them. Y Theory, in contrast, is a hypothesis that employees have creativity, take initiatives to take responsibilities, and are able to make self-examination.

Research samples

Research samples in this study are employees from the manufacturing industry in the Da-Fa Industrial Park. Ten factories are selected, and each factory conducts the questionnaires with the sampling survey. Two hundred and fifty questionnaires were sent out while 190 were returned. Excluding 7 incomplete ones, valid questionnaires, 183, occupy 73%.

Research tool

The empirical part of this study uses inventories to experiment the relationship between subordinates' X and Y attributes, leadership behaviors, and leadership effectiveness. This study uses the 5-part inventory. The first part, Leadership Behaviors Inventory, uses qualitative statistics to evaluate leaders' behaviors of Chinese-typed leadership. As to the inventory of the role of mentor, the value of Cronbach α is 0.9699; the inventory of the role of parent, the value of Cronbach α , 0.9583; the inventory of the role of monarch the value of Cronbach α , 0.9525. In terms of the analysis of validity, the variable value of each structure and orientation is the role of mentor, 62.2%, the role of monarch, 62.2%, and the role of parent, 67.3%. All these show that the variable value of each structure and overall inventory is all up to 60[7]. The second part, The Employees' Level of Maturity Inventory, uses qualitative statistics to evaluate the maturity of employees' work and psychological maturity. Yang Hwang-Hong (1988) chose the 104 elementary schools in Taipei, and sampled 930 teachers as research objects. The value of Cronbach α in psychological maturity and job maturity is 0.944 and 0.916 respectively. The third part is Leadership Effectiveness Inventory, created by Chang Su-Xuan[2] and Kang Tze-Li[7]. As to the Inventory of Goal Achievements in an Organization, the value of Cronbach α is 0.9751. As to the Inventory of Satisfaction of Individual Needs, Cronbach α is 0.9713 while the value of Cronbach α of overall inventory is 0.9713. The validity analysis from two aspects is 76.1% and 69.7%. The fourth part is about background variables, including the variables of leaders' backgrounds and subordinates' backgrounds, and the fifth part is about individual variables of employees.

Research delimitations and limitations

In terms of research content, for the purpose of understanding the interactions between leaders at different levels and employees, the test method is to have the ones who fill in the inventory choose familiar direct leaders answering questions based on their leaders' basic information, leaders' leadership behaviors, leadership situation, leadership effectiveness, and background information. Research objects are from ten manufacturing factories in the Da-Fa Industrial Park. Leaders in each factory made their own decisions to take samples from their factories. This shortcoming had not been overcome by researchers. Therefore, the sampling might not be able to represent all people.

RESEARCH FINDING

Analysis of sampling structure

This study takes samples from 10 manufacturing factories in the Da-Fa Industrial Park, and conducts the questionnaire. 250 questionnaires were sent out, and 186 were returned. The valid rate, excluding 3 incomplete ones, is 73% based on the 183 valid questionnaires. Structural statistics of samples are conducted according to the returning valid questionnaires, such as Table 1. Table 1 shows that in the distribution of attributes of effective samples, Y occupies the most, 82.5% while the X the least, 17.5%. In terms of marital status, the married ranks number 1, 77.6% while the single, 21.9%. As to the age distribution, most employees are at age of 29-33, occupying 38.8%, while the ones under 28 occupy the least, 15.8%. As to seniority, employees working over 5 years account for the most, 36.6% while the ones working over 16 years account for the least, 11.4%. The size of the company mostly belongs to large enterprises, 59% while small-and-medium enterprises account for the least, 59%. Technical jobs make up 66.7%, the highest percentage, while the back-up jobs make up 27.3%.

The relationship between employees of X and Y attributes and Chinese-typed leadership behaviours

The differences between employees of X and Y attributes and behaviors of Chinese-typed leadership can be obtained by running Multivariate Analysis and t-test. As to employees with different attributes, Y attribute, $M=3.83$, is higher than X attribute, $M=3.52$, in terms of "the role the mentor." Concerning "the role of parent," Y attribute, $M=3.77$, is higher than X attribute, $M=3.45$, while for "the role of monarch," Y attribute, $M=3.85$, is higher than X attribute, $M=3.52$. Overall, Y attribute, $M=3.81$, is higher than X attribute, $M=3.50$, and both of them reach significant levels. See table 1.

Table 1 Different employees of X and Y attributes and their feelings toward leadership behaviors.

	X	Y	t	Eta square
The role of mentor			-2.46*	.03
Mean	3.52	3.83		
SD	.88	.80		
The role of parent			-2.48*	.03
Mean	3.45	3.77		
SD	.91	.85		
The role of monarch			-2.60*	.04
Mean	3.52	3.85		
SD	.85	.84		
Chinese leadership			-2.60*	.04
Mean	3.50	3.81		
SD	.83	.80		

*P<.05

The relationship between the level of employees' maturity and Chinese-typed leadership behaviors

Different "level of employees' maturity" is divided into four scales, M1: job and psychological immaturity, M2: job immaturity and psychological maturity, M3: job maturity and psychological immaturity, M4: job and psychological maturity. When Multivariate Analysis was used for analysis, the level was significant, Wilks'Λ=.666. When it was further analyzed with one-way ANOVA, the results showed that in terms of "the role of mentor," "the role of parent," and "the role of monarch," the feelings of employees with different maturity toward Chinese-typed leadership behaviors had significant differences. Scheffe method was applied to make further analysis, and the findings indicated that at all levels, M4 was higher than the other three. See Table 2 for details.

Table 2 Different employees' maturity and their feelings toward leadership behaviours

	M1	M2	M3	M4	F	Eta square	Post-comparison
mentor							M2>M1 M3>M1 M4>M1 M4>M2
Mean	3.07	3.62	3.37	4.13	24.22*	.29	
SD	.76	.77	.62	.70			
parent							M2>M1 M4> M1 M4>M2
Mean	3.03	3.58	3.52	4.10	22.11*	.27	
SD	.81	.82	.67	.75			
monarch							M2>M1 M4> M1 M4> M2
Mean	3.10	3.61	3.73	4.15	23.46*	.28	
SD	.77	.83	.60	.71			
leadership							M2>M1 M3> M1 M4> M1 M4> M2
Mean	3.07	3.60	3.67	4.13	25.96*	.30	
SD	.75	.78	.59	.66			

*P<.05

Notes: M1: job and psychological immaturity, M2: job immaturity and psychological maturity, M3: job maturity and psychological immaturity, M4: job and psychological maturity.

The relationship between employees of X and Y attributes and leadership effectiveness

The values for the independent variables of individual "X and Y attribute" at all levels of leadership effectiveness are as follows. Statistical analysis shows that at goal achievement level, Y attribute, M=3.89, is higher than X attribute, M=3.62. At the level of satisfaction of members' needs, Y attribute, M=3.83, is higher than X attribute, M=3.51, while Y attribute, M=3.86, is higher than X attribute, M=3.57, at the level of overall leadership effectiveness. All the values have reached the significant level. See Table 3 for details.

Table 3 Different employees of X and Y attributes and leadership effectiveness

		X	Y	t	Eta square
Goal achievement	Mean	3.62	3.89	-2.17*	.03
	SD	.86	.81		
Satisfaction of embers' needs	Mean	3.51	3.83	-2.50*	.03
	SD				
Overall leadership effectiveness	Mean	3.57	3.86	-2.37*	.03
	SD	.86	.82		

*P<.05

The relationship between employees' maturity and leadership effectiveness

Different "level of employees' maturity" is divided into four scales, M1: job and psychological immaturity, M2: job immaturity and psychological maturity, M3: job maturity and psychological immaturity, M4: job and psychological maturity. When Multivariate Analysis was used for analysis, the level was significant, Wilks'Λ=.670. When it was further analyzed with one-way ANOVA, the results showed that in terms of "Goal achievement," "Satisfaction of members' needs," and "Overall leadership effectiveness," the leadership effectiveness of employees with different maturity toward Chinese-typed leadership behaviors had significant differences. Scheffe method was applied to further make further analysis, and the findings indicated that in all levels, M4 was higher than the other three. See Table 4 for details.

Table 4 Different employees' maturity and leadership effectiveness

	M1	M2	M3	M4	F	Eta square	Post-comparison	
Goal achievement	Mean	3.16	3.60	3.90	4.23	26.80*	.31	M3>M1
	SD	.84	.65	.53	.65			M4> M1
Satisfaction	Mean	3.12	3.53	3.71	4.14	20.61*	.26	M3>M1
	SD							M4> M1
Overall effectiveness	Mean	3.14	3.56	3.80	4.19	24.25*	.29	M3>M1
	SD	.80	.70	.57	.70			M4> M1

*P<.05

Notes: M1: job and psychological immaturity, M2: job immaturity and psychological maturity, M3: job maturity and psychological immaturity, M4: job and psychological maturity.

The relationship between Chinese-typed leadership behaviors and leadership effectiveness

For the purpose of understanding the relationship between employees' leadership effectiveness and Chinese-typed leadership behaviors, the value of the feelings of the testee at all levels of Chinese-typed leadership behaviors is divided into the high, medium, and low groups. The division method is to rank the number from the high, medium to low groups. The first 33% belongs to the high group; the last 33% belongs to the low group while the rest is under the medium group. In Multivariate Analysis, the high, medium and low groups at all levels of "the role of mentor," "the role of parent" and "the role of monarch" are dependent variable while "Satisfaction of members' needs" and "Goal achievement" in the aspect of leadership effectiveness are independent variables. The results of analysis showed that Wilks'Λ for "the role of mentor" was .853, for "the role of parent" .879 and for "the role of monarch." All the numbers have reached a significant level. The results of further analysis with One-way ANOVA indicated that individual feelings toward Chinese-typed leadership behaviors all fell in the high group in terms of "the role of mentor," "the role of parent" and

“the role of monarch.” As to leadership effectiveness, the figures at “Satisfaction of members’ needs” and “Goal achievement” are both higher than the low group, and reach the significant standard. See Table 5 for details.

Table 5 Different Employees’ Feelings Toward Chinese-Typed Leadership Behaviors

	High 3	Medium 2	Low 1	F	Eta square	Post-comparison
The role of mentor						
Goal achievement	4.51	3.86	2.90	135.36*	.07	2>1 3>1 3>2
Satisfaction	4.45	3.74	2.83	104.78*	.09	2>1 3>1 3>2
Overall effectiveness	4.48	3.76	2.89	125.61*	.08	2>1 3>1 3>2
The role of parent						
Goal achievement	4.51	3.83	2.91	119.84*	.03	2>1 3>1 3>2
Satisfaction	4.47	3.72	2.82	114.87*	.07	2>1 3>1 3>2
Overall effectiveness	4.49	3.77	2.86	124.46*	.05	2>1 3>1 3>2
The role of monarch						
Goal achievement	4.40	3.91	2.89	111.28*	.03	2>1 3>1 3>2
Satisfaction	4.34	3.79	2.81	97.14*	.06	2>1 3>1 3>2
Overall effectiveness	4.37	3.85	2.85	109.69*	.05	2>1 3>1 3>2

*P<.05

CONCLUSION

- I. Different Chinese-typed leadership behaviors lead to significant differences in leadership effectiveness.
- II. The relationship between employees’ X and Y attributes, Chinese-typed leadership behaviors and leadership effectiveness
 - A. Employees’ X and Y attributes have significant differences in leadership effectiveness. The leadership effectiveness of employees with the Y attribute is significantly higher than that of employees with the X attribute.
 - B. Employees with X and Y attributes have different feelings toward the Chinese-typed leadership behaviors of “the role of mentor,” “the role of parent,” and “the role of monarch.” Employees with the Y attribute have significantly more positive feelings than employees with the X attribute.
- III. The relationship between individual maturity, Chinese-typed leadership behaviors, and leadership effectiveness.
 - A. The higher maturity an individual has, the higher the leadership effectiveness he has. People with the highest maturity also have the highest leadership effectiveness. Medium-high mature people rank second while the least mature people have the lowest leadership effectiveness.
 - B. In terms of Chinese-typed leadership behaviors, highly mature people have stronger feelings than those of medium-high, medium-low, and low mature people.
- IV. When manufacturing leaders perform more leadership behaviors of “the role of mentor,” “the role of parent,” and “the role of monarch,” their leadership effectiveness will also be improved.
- V. All levels of “Employees’ maturity,” “Chinese-typed leadership behaviors,” and “leadership effectiveness” are significantly correlated. In other words, if employees have stronger feelings toward leaders’ Chinese-typed leadership behaviors, the understandings of leadership effectiveness will become better. Similarly, the more maturity the employees have, the better understandings of leadership effectiveness they will have.

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