

## Theoretical Research on Junzi Leadership and Organizational Commitment

Lu LU<sup>1,a</sup> and Ru-xin WANG<sup>2,b,\*</sup>

<sup>1,2</sup>Sanya college school of management

<sup>a</sup>365276735@qq.com, <sup>b</sup>2765508548@qq.com

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**Abstract.** We define a new type leadership—Junzi leadership and further analyze the five components of it: humanity, generosity tolerance, wit and integrity. Based on theoretical analysis, we deduct that the staff's organizational commitment is positively influenced by this new leadership style.

### Introduction

“China is the most populous country in the world. And it took 10 years to transform it to a country rich in human resource, and then another 20 years, to one with powerful human resources. And in this process, what we value most is cultivation of the leaders. “Reported the former Chairman Hu Jintao at 17th Party Congress. Obviously, each successful leader such as Steve Jobs, Bill Gates and Ron Li has his own management philosophy. And many researchers set out to identify three major leadership styles: transformational leadership, transactional leadership and charismatic leadership.

However, this paper would present a brand-new style: Junzi leadership, which includes not only the key characteristics of a great leader—courage, charm, strength, but also the qualities of a gentleman. Different from the paternalistic leadership, Junzi leadership combines the advanced western management philosophy and the traditional Chinese theories. Junzi leaders would voluntarily make contribution to the society by perfecting the company or the enterprise. They are generally well-behaved, far-sighted, knowledgeable and dependable.

The goal of the present paper is twofold. First, we define Junzi leadership from five aspects. Second based on theoretical analysis, we examine that Junzi leadership positively associated with organizational commitment in a variety of organizational settings and cultures.

### Theoretical Framework and Hypotheses

Organizational commitment is defined as the relative strength of an individual's identification with and involvement in a particular organization. Prior research suggests that work experiences, personal and organizational factors serve as antecedents to organizational commitment. One such personal and organizational factor that is considered a key determinant of organizational commitment is leadership.

In this paper, Junzi leadership is a type of leadership style that inspires positive changes in those who follow. We suggest there are five components of Junzi leadership. Those are: humanity, generosity, tolerance, wit and integrity. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well. Based on the above arguments, we hypothesize that:

Table 1. Table headings

The Junzi leadership	Organizational Commitment
Humanity	Affective Commitment
Sociability	Continuance Commitment
Propriety	Normative Commitment
Wit	
Integrity	

### Further Explanation and Theoretical Analysis

The main topic of the Chinese classic book *The Great Learning* is about cultivation of a person. The writer of the book believed that “Everyone should cultivate oneself by learning to behave, to correct the mistakes and to be moderate and honest man.” With knowledge learned from the outside world and concluding the rules of the universe. And the aim of self-cultivation is to be “a good master of the house, a great king of the country, and an excellent leader of the world. What matters most is to lead a life of virtue. “And in the book *The Doctrine of the Mean*, humanity is considered as the essence of a successful leadership.

The concept of “the doctrine of the mean “or “the golden mean “can improve the leader’s management skills. With this idea, the leaders would make more room for imagination and creation from the stuff instead of limiting them to the daily routine. Even though there is no limit to one’s creativity, none is born with creativity. Therefore, it is very important that the staff are given much more time, room, moreover, freedom. In that case, the employees would be affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. In conclusion, humanity of the Junzi leadership could enhance the staff’s level of commitment to organization.

Chinese always pay more attention to develop and nurture the relationship with others. Just as fish cannot live without water, one cannot survive and thrive in society without networking. Most Chinese believe that one can rely on the parents as home and friends when he is out. Therefore, in China sociability always is of immense value in management. Just as the old saying goes in Hollywood. “It doesn’t what you know, whom you know does.” Many management scientists emphasize that a good networking paves the way to success and fortunate for an administrator.

However, sociability means differently to some people. Some argue that the connections the sociable people made boils down to exchanging favors, which called “guanidine china; On the other hand, a wide networking does help one succeed in career life. And a leader in a senior position would definitely be faced with more interwoven and complicated relationships. Junzi leaders are good at making connections with others, what’s more important, nurture and nourish the relationship with great social skills. Networking would make Junzi leaders dependable because they not only attend to offer support and encouragement to individual followers but also get more help from others. Therefore, it is obviously seen that connection of the Junzi leadership plays an important role in leveling up the organizational commitment of the stuff in a fiercely competitive environment today.

One of Buddhism sermons says that a wise man is a man who can tolerate everything. Tolerance also is considered a virtue in *The Book of History* (one of classic Chinese books). All emphasize the importance of tolerance to a leader.

Tolerance is also a pivotal trait of leaders of Junzi style. Tolerance means open-mindedness and the propensity for flexible thinking, Junzi leaders are able to suspend judgment while listening to others' ideas, as well as accept new ways of doing things that someone else thought of. Openness builds mutual respect and trust between leaders and followers, and it also keeps the team well supplied with new ideas that can further its vision. They stimulate and encourage creativity in their followers. They nurture and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn. The followers ask questions, think deeply about things and figure out better ways to execute their tasks. So the leaders with Junzi style could result in higher level of organizational commitment by encouraging followers to think critically by using novel approaches, involving followers in decision-making processes, inspiring loyalty, while recognizing and appreciating the different needs of each follower to develop his or her personal potential.

A sense of humor is part of Junzi leadership. It is vital to relieve tension and boredom, as well as to defuse hostility. Effective leaders know how to use humor to energize followers. Humor is a form of power that provides some control over the work environment. And simply put, humor fosters good camaraderie.

Junzi leaders are effective communicators with eloquence. They can convert the decisions into clear directives that others could understand and follow. What's more important, by the encouraging talking, they can get followers involved in envisioning an attractive future and inspire them to be committed to achieving that future. They provide meaning and challenge to their followers' work, enhancing followers' level of self-efficacy, confidence, meaning, and self-determination. The Junzi leaders choose to be more persuasive and attempt to put pressure on people rather than barking orders at them and this would appear to be a more effective way of keeping people happier and more settled.

In business, marketability determines profitability. And the leaders with integrity would definitely stand the test of market and time. The Junzi leaders have maintained the highest standard of character and act with integrity at all times. They are the role models by which the group that they command is most influenced. Eventually this will lead to a molding or modeling of the group's behavior. Maintaining integrity, honesty and values will set the tone for establishing those qualities within their organization. When the relationships within the organizations are built on the trust that comes from these values, the Junzi leaders can be sure that they will be following a common path to reach a common goal. Therefore, in this way, the Junzi leadership style enhances the followers' level of organizational commitment.

### **Calculation Results and Analysis**

The purpose of the present paper was to examine the linkage between Junzi leadership and organizational commitment. Our findings indicate that a complete understanding of a new leadership style—Junzi leadership which could drive levels of employee commitment. We defined and further explained the components of Junzi leadership. And consistent with previous studies and theoretical analysis, we have begun to explore what has been referred to as the 'black box'. How Junzi leadership influences

organizational commitment. Our findings suggest the main conclusion that the five components of Junzi leadership-humanity, generosity, tolerance, wit and integrity-positively lead to higher levels the staff's commitment to the organization. The type of Junzi leadership discussed in the current study is preliminary and speculative but certainly worth further exploration.

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