

Research on the Influence of Authoritarian Leadership on Employees' Innovative Behavior

Zheyuan Zhang ^a, Lu Ma ^b

School of Management, Guangxi University of Science and Technology, Liuzhou 545006, China.

^a425967642@qq.com, ^bmalu6655@163.com

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Abstract. This paper summarizes the progress, development and related research progress of authoritative leadership, leadership exchange, innovation self - efficacy and employee innovation behavior by reviewing the domestic and international research results. This paper summarizes the shortcomings of the existing research and puts forward the conceptual model of this paper based on the organizational situation of our country. At the same time, it examines the relationship between authoritative leadership and employee innovation behavior, explores the mediating role of leading members' exchange and the self- Of the regulatory role for future research to provide a research ideas.

1. Introduction

Today, China has entered a new stage of economic transformation and social development, enterprises facing the market environment is more complex, grim, changeable. In order to adapt to the rapid changes in the new environment and maintain a competitive advantage, companies must continue to improve innovation. And because individual innovation is the basis of organizational innovation, therefore, how to cultivate and stimulate the staff's sense of innovation and innovation, has become the focus of today's enterprises.

China's traditional society emphasizes the relationship of "supreme inferiority", authoritative leaders in the management process often play the role of father, strict control subordinate behavior, subordinate psychology, attitude and behavior have a negative impact. However, most of the research on authoritative leadership is only one of the dimensions of the patriarchal leadership, the conclusions are susceptible to other dimensions. So this will further verify the relationship between authoritative leadership and employee innovation behavior.

The existing research based on the emotional relationship between the perspective of the leadership - membership exchange can be used as a link between the leadership style and subordinate behavior of the bridge. Therefore, this study chooses leadership-member exchange as the mediating variable, and explores the inherent mechanism of authoritative leadership influencing the innovation behavior of employees. In addition, this article is based on the theory of social cognition. This paper introduces the innovative self-efficacy as a regulating variable to clarify the boundary conditions that affect the innovation behavior of employees.

2. Concept Definition

2.1 Authoritative Leadership

Zheng Buxun (1995) in the long-term study of a family-owned enterprises in Taiwan to outline the authoritative leadership mainly refers to the leaders of the subordinates stressed that their authority absolutely can not challenge, and strictly control subordinate behavior, requires subordinates to retain, There are four kinds of behavior: the authoritarian style, derogatory subordinate ability, impression decoration, teaching behavior.

2.2 Leader-member Exchange

Dienesch and Liden (1986) describe the meaning of the exchange of leading members in the study as "the quality of the relationship between the superior and its subordinate employees". Scholar Graen, and Uhl-Bien in 1995, led the exchange of leadership is "between the leaders and members of the psychological benefit or human social exchange." [1].

2.3 Innovative Self-efficacy

Tierney and Farmer (2002) proposed the concept of "innovative self-efficacy", believing that employees' confidence in their ability to achieve creative performance is "innovative self-efficacy." Their definition of innovative self-efficacy is the belief that individuals can have creative performance and achieve creative results in their work [2].

2.4 Employee Innovation Behavior

Huang Zhikai (2004) through the study of personal innovation behavior into two stages, namely, the behavior of new ideas and new ideas will be realistic behavior. Gu Dongdong and Peng Jisheng (2010) define employee innovation as "Employee's work in the process of generating innovative ideas or problem solutions and trying to pay them to practice, including the creation and implementation of innovative ideas in two stages Various behavioral performance ". [3].

3. A Summary of Domestic and Foreign Research

3.1 A Summary of Related Research on Authoritarian Leadership and Employee Innovation Behavior

Zheng Bo Xun (1991) that because of China's attention to the family, and derived from the authority of the parents. And this cultural value in the enterprise is shown as business leaders of the authoritarian style and teachings of the act [4]. Relevant research shows that authoritative leadership can effectively predict the organizational commitment of employees, organizational loyalty, job satisfaction, happiness and other psychological state. However, empirical studies show that authoritative leadership in the measurement is easy to be subject to leadership and moral leadership of the interference, the measurement results are often different. Therefore, this study in the context of China's culture, the authoritative leadership as an independent leadership style of empirical research, has important significance.

For employees, whether to carry out initiative innovation behavior depends largely on the attitude of direct superior leadership. And Chinese leaders tend to show the authority of the leadership. When employees are treated with this "injustice" for a long time, they treat the superior "authoritative management" as a negative, meaningless sign, and thus reduce innovation. Therefore, this paper studies the impact of authoritative leadership on employee innovation behavior.

3.2 A Survey of Authoritative Leadership, Leadership Exchange and Employee Innovation Behavior

First of all, we believe that authoritative leadership has a negative impact on LMX. Focusing on power, good at fighting and controlling the powerful leadership will have a negative impact on the staff's large number of inner factors, to stimulate the anger of subordinates, thus hindering the establishment of good leadership exchange relations.

Barling & Zacharatos (1999) argues that employee innovation cannot be separated from supporting work situations, including communication, safety, training and supervision, and the quality of communication is a key factor affecting individual psychology and behavior [5]. Therefore, the exchange of low-quality leadership members will make employees lack of work initiative and innovative behavior.

3.3 A Review of Relevant Research on Innovative Self - efficacy and Employee Innovation Behavior

From the theory of social cognition, we can see that the key variables that stimulate human behavior and motivation are self-efficacy. Tierney and Farmer (2002) pointed out that to enhance personal innovation, first to enhance the sense of self-efficacy. With the deepening of research, the researchers

found that there is not only a positive correlation between employee self-efficacy and employee innovation, but also plays an intermediate role in many factors of employee innovation [6].

From the existing research can also be drawn: When individuals engage in innovative activities in the face of difficulties, the staff creativity of self-efficacy can help individuals continue to work hard to promote and achieve its goals. In general, the research on the role of employee's self-efficacy in creativity is inseparable from the innovation of employees. It can be used to verify the mechanism of innovation self-efficacy from more aspects, to explore more relevant factors of employee innovation, the black box.

4. Summary

In general, this study is based on the theory of social exchange and the theory of cognition, and further reveals the internal mechanism of authoritative leadership influencing the innovation behavior of employees based on the relationship between emotional relation and individual self-cognition, and tries to discuss the relationship between leadership and membership The role of mediation in the process and the role of innovative self-efficacy. And hope that through the details of the authority to reveal the leadership of the "black box" for the follow-up research direction, but also for the management practice to provide some useful reference. The research framework is shown in Figure 1.

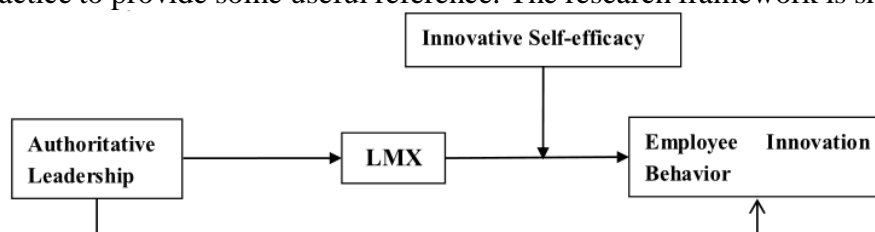


Figure 1 Research model

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Author in brief:

Zhang Zheyuan, postgraduate studying in Guangxi University of Science and Technology, mainly engaged in human resource management. E-mail: 425967642@qq.com.