

Abstract of thesis entitled:

A Moderated-mediation Model of Transformational Leadership on Follower Engagement:

The Role of Psychological Capital

Submitted by LEUNG, Lok Chi

for the degree of Master of Philosophy in Industrial-Organizational Psychology

at The Chinese University of Hong Kong in July 2013

Abstract

With the emerging interest in positive organizational behaviour, this study adopted a positive psychological perspective in examining the impact of transformational leadership on employee work engagement. The study proposed a moderated-mediation model with supervisor transformational leadership as an antecedent in predicting follower work engagement, psychological meaningfulness as a mediator that explains the underlying leadership process, and psychological capital (PsyCap) as a boundary condition that moderates the association between psychological meaningfulness and work engagement. Two hundred and seventy-one Chinese employees, from a diverse range of industries, completed the online questionnaire. The study found that (a) transformational leaders enhanced followers' level of work engagement; (b) psychological meaningfulness played a partial mediating role in translating the positive impact of transformational leaders to increased follower work engagement; and (c) the strength of the link between psychological meaningfulness and work engagement depended on the level of PsyCap. PsyCap moderated the mediated leadership process such that it enhanced the positive psychological process to lead to higher levels of work engagement. The study investigated the understudied impact of followership in leadership processes. Moreover, it suggested a broader leadership framework that encompasses the underlying motivational mechanism and the effective followership

characteristic in bringing out leaders' impact on follower engagement. Theoretical implications and applied implications on employee training are discussed.

摘要

隨著積極組織行為學 (positive organizational behaviour) 的研究趨勢，本研究通過正向心理的角度，考察轉換型領導 (transformational leadership) 對員工工作投入感 (work engagement) 的影響。本研究提出一個中介調節模型，旨在探討轉換型領導透過心理意義 (psychological meaningfulness) 的中介效果對下屬工作投入感之影響；此外本研究亦試圖探討下屬的心理資本 (psychological capital) 是否能夠調節心理意義和工作投入感之間的關聯。二百七十一名從事各種不同行業的中國人完成了網上問卷調查。研究發現：（一）領導者的轉換型領導行為有效增強下屬的工作投入感；（二）心理意義在轉換型領導與下屬工作投入感之間具有部分中介效果；（三）心理意義和工作投入感之間關聯的強度取決於下屬心理資本的水平；下屬的心理資本正向調節了整個中介過程，強化了積極的心理過程 (positive psychological process)，激發更高水平的工作投入感。這項研究關注了下屬在領導過程的角色；此外它擴大了目前領導領域的研究，涵蓋了底層的激發積極性機制 (motivational process)，和有效的下屬特性，以帶出領導者對下屬工作投入感的影響。最後，本文亦討論了這研究對理論發展的貢獻，以及對應用層面於員工培訓方面的實際啟示。