

Is benevolent leadership invincible?

Case of religious non-profit organization.

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Abstract

This paper takes the Asia area as the research background and discusses the most Asia-specific paternalistic leadership style. Leadership styles will produce different results due to differences in countries, races, and values (Linnet al., 2014; Chemers, 1993; Hofstede, 1980).

Based on a sense of duty based on role norms, subordinates will follow the leader's instructions when they are favored by a benevolent leader (Farh & Cheng, 2000)—repaying the leader's favor (Farh & Cheng, 2000; Cheng et al., 2004). According to the social exchange theory (Blau, 1964), under the benevolent leadership of the leader. More comprehensive care and support, subordinates are more willing to show loyalty and obedience, and also will repay the leader's loving care by working harder (Farh et al., 2008). A benevolent leader will inspire hope and create meaning for subordinates, and subordinates will further improve performance in return (Karakas and Sarigollu, 2012).

Benevolent leadership is the leadership style, managers should establish a good social connection with member and strengthen member's attachment and identity to the organization, and effectively reducing deviant behaviors.

Based on the previous study, the following hypotheses are put forward. We focus on benevolent leadership invincible - case of Religious non-profit organization.

Hypothesis 1: Benevolent leadership is positively associated with the leader-member exchange;

Hypothesis 2: Non-profit organizational citizenship behavior is positively related to organizational performance;

Zhao and Gao (2005) pointed out that the positive effect of benevolent leadership and moral leadership on the mental health of subordinates by supervisors. And the relative improvement of employees' physical and psychological health, can contribute to the organization. In case, we summarized hypothesis 3 as follows.

Hypothesis 3: A benevolent leadership team is positively related to organizational performance.

Keywords : Benevolent leadership , Religious non-profit organization