

I'm not robot!

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No use, distribution or reproduction is permitted which does not comply with these terms. Although prior studies have found the negative relation of authoritarian leadership with workplace outcome, authoritarian leadership styles are particularly prevalent in emerging markets. This study examines the effectiveness of authoritarian leadership in organizational change by considering two boundary conditions: low perceived job mobility among employees in have-to-exchange situations and high cognitive trust in leaders in willing-to-exchange situations. Based on a sample of 203 employees and their supervisors in 39 work teams in China, multilevel modeling identified a negative impact of authoritarian leadership on employees' active support for organizational change. However, this negative effect disappeared when perceived job mobility was low and cognitive trust in the leader was high. The findings offer insights into the prevalence of authoritarian leadership in emerging markets despite negative impressions of this leadership style (Harms et al., 2018). Keywords: authoritarian leadership, job mobility, cognitive trust, employees' active support, organizational change Studies have demonstrated that authoritarian leadership is negatively related to workplace outcomes such as team interaction, employees' organizational commitment, task performance, helping, and vocalization behavior (Pellegrini and Scandura, 2008; Chan et al., 2013; Schuh et al., 2013; Chen et al., 2014; Duan et al., 2018; Harms et al., 2018; Shen et al., 2019). However, authoritarian leadership styles are still particularly prevalent in emerging markets (i.e., the Middle East, Pacific Asia, and Latin America; Harms et al., 2018). The factors that influence the effectiveness of authoritarian leadership should therefore be of great interest to organizational researchers. Chen et al. (2014) called for research on the conditions in which authoritarian leadership has less harmful or even beneficial influences on employee performance. They suggested that certain situational factors may explain the persistence of authoritarian leadership. Moreover, the effects of this style of leadership involve interactions with other potential factors, such as societal norms (e.g., one should work hard) and economic conditions (e.g., unemployment; Chen et al., 2014; Harms et al., 2018). In response to this call, the present study explores the effectiveness of authoritarian leadership in organizational change considering two boundary conditions: perceived job mobility and cognitive trust in the leader. When employees under authoritarianism perceive low job mobility, they are more likely to have to actively participate in organizational change; by contrast, employees are more likely to be willing to follow their authoritarian supervisors to involve into organizational change when they trust in the leader. Perceived job mobility reflects the favorability of the external job environment from the employees' perspective (Wheeler et al., 2007). Compared to developed economies, labor markets are less structured and flexible in emerging markets (Peng et al., 2008). The lack of availability of alternative work is likely to force employees to stay with their leaders. Although studies have demonstrated the relationship of authoritarian leadership with employee negative perception (Chen et al., 2014), employees may actively support the organizational change unless they believe that alternative work opportunities exist. Therefore, the present study proposes that the effects of authoritarian leadership on subordinates' active reactions are less negative in the presence of low perceived job mobility. Trust in the leader refers to an individual's trust in a specific supervisor, rather than general trust in colleagues and the organization as a whole (Luo, 2005). Studies of characteristics-based trust have revealed factors underlying perceived trustworthiness (Mishra, 1996), which include competence, ability, and expertise, that is, cognitive trust (Butler and Cantrell, 1984). Employees associate a leader high in expertise with an increased likelihood of the success of organizational change, which may in turn result in higher financial rewards. As monetary rewards have high valence for employees in emerging markets, cognitive trust based on a leader's expertise and professional achievements may reduce the shadow of authoritarian leadership because of the potential link between professional achievements and monetary rewards (Du and Choi, 2010). A high level of cognitive trust by employees in their leaders cultivates perceptions that following these leaders will lead to better living conditions and prosperity. In short, cognitive trust in a leader can create a willing or receptive frame of mind among employees. Employees are more likely to be willing to engage with their supervisors in exchange for the solid paycheck derived from their supervisors' expertise, even though the authoritarian style is not welcome (Blau, 1964; Liu et al., 2013). This study makes two theoretical contributions. First, we draw from the interactive process through which an authoritarian leader is likely to have positively influence on their employees (Blau, 1964; Yoshikawa et al., 2019). Previous studies usually utilized intrinsic motivation theory to explore the effectiveness of authoritarian leadership (Harms et al., 2018). For example, authoritarian leaders injure followers' intrinsic motivation by showing little respect for them, controlling work process, and lowering their contribution (Zhang et al., 2014). This study proposed that employees would likely to exchange with their authoritarian leaders by involving in organizational change to obtain job security and rewards. Second, previous studies have focused on individuals' voluntary exchange behaviors using exchange theory (e.g., Colquitt et al., 2013). This study explores both voluntary and compelled exchange simultaneously by identifying perceived job mobility and cognitive trust in the leader as two moderators that shape subordinates' reaction to authoritarian leadership (Blau, 1964; Liu et al., 2013). Previous research have identified employee active support as the critical factor of the success of organizational change (Hornung and Rousseau, 2007; Furst and Cable, 2008). The present research tests the effects of authoritarian leadership on subordinates' active change support. These effects take changed forms depending on two moderators, namely, perceived job mobility and cognitive trust in the leader. We empirically validate our theoretical propositions via multilevel data collected from 203 employees of 39 work teams in China. Authoritarian leadership is a leadership style that stresses personal dominance, strong centralized authority and control over subordinates, and unquestioning obedience (Cheng et al., 2004; Chen et al., 2014; Harms et al., 2018). Authoritarian leadership has been found to negatively influence outcome variables such as team interaction, organizational commitment, task performance, and extra-role performance (Chen et al., 2014). Consistent with these findings, the present study proposes a negative main effect between authoritarian leadership and employees' active support for organizational change. Organizational change produces technical, structural, and conceptual innovation. Such change requires employees to not only modify their work routines but also go beyond the call of duty (Herscovitch and Meyer, 2002; Farahnak et al., 2019). Given the inherent uncertainty of organizational change, active support from employees is critical for its success. However, employees under authoritarian leadership are less likely to perform additional behaviors because of the low level of reciprocity between authoritarian leaders and employees (Chen et al., 2014). Reciprocity is one of the defining "rules" of exchange, especially functional exchange relationships (Blau, 1964; Emerson, 1976; Cropanzano and Mitchell, 2005). Reciprocity implies that a bidirectional transaction is required in an exchange; something must be given and received (Cropanzano and Mitchell, 2005). An inherent expectation of the social norm of reciprocity is that people will respond to each other in similar ways, such as responding to rewards and benevolence from others with similar effort, kindness, and loyalty or responding to harmful, hurtful acts from others with either indifference or some form of retaliation (Blau, 1964). An authoritarian leader behaves in a commanding and strongly controlling fashion, without expressing positive emotions or demonstrating amicable concern (Chen et al., 2014). Employees may perceive that their active and additional effort is unlikely to obtain payoff from the authoritarian leader (Blau, 1964; Yoshikawa et al., 2019), leading to an negative relationship between authoritarian leadership and employees' active support for organizational change. Thus, the following hypothesis is proposed: Hypothesis 1. Authoritarian leadership is negatively related to employees' active support for organizational change. Perceived job mobility is defined as an individual's perception of available alternative job opportunities (Wheeler et al., 2007). It represents an employee's assessment of the favorability and perceived ease of movement among organizations when scanning the external job environment: greater number of job alternatives and market opportunities leading to higher perceived job mobility (Hui et al., 1999). Previous studies have demonstrated that perceived job mobility weakens the relationship between job satisfaction and intent to stay in an organization (Trevor, 2001; Wheeler et al., 2007), as well as predicts less extra-role behaviors (Hui et al., 1999). This study proposes that perceived job mobility is likely to moderate the negative relationship between authoritarian leadership and employees' active support for organizational change. During organizational change, low perceived job mobility would increase the opportunity cost of non-cooperation with the organization, whereas employees with high levels of perceived job mobility would be more likely to leave the organization. When job alternatives are unavailable or undesirable, therefore, employees are likely to engage in exchange behaviors with the leader who can help them survive in an organization (Wheeler et al., 2005; Yoshikawa et al., 2019). Indeed, due to the unavailable outside job alternatives, current job position is even more valuable and precious. Based on the reciprocal norm of exchange (Blau, 1964), it is rational for employees low in job mobility to show support for critical events within the organization, such as organizational change. This implies that the original negative authoritarianism-employee reaction relationship is likely to be alleviated. Thus, the following hypothesis is proposed: Hypothesis 2. Perceived job mobility moderates the negative relationship between authoritarian leadership and active support for organizational change such that the relationship is less negative when perceived job mobility is low than when it is high. Cognitive trust in the leader refers to trust grounded on performance-relevant cognitions, such as competence, expertise, responsibility, reliability, and dependability (McAllister, 1995; Schaubroeck et al., 2011). Employees' beliefs about the leader's ability or competence are the primary element of cognition-based trust in the leader (Schaubroeck et al., 2011). Tannenbaum et al. (1977) identified task competence as a more important factor in complying with an immediate supervisor's request than the reward or the level of coercion. This study proposes that cognitive trust in the leader is likely to diminish the negative relationship between authoritarian leadership and active support for change. Leaders with employees' cognitive trust can initiate strong reciprocal leader-follower interactions (Colquitt et al., 2007). Any form of change brings both achievement and crisis. When employees have cognitive trust in their leaders, however, they are willing to be vulnerable to the leader's actions because of the high confidence that the success and corresponding rewards are beyond the call of duty (Herscovitch and Meyer, 2002; Farahnak et al., 2019). Given the inherent uncertainty of organizational change, active support from employees is critical for its success. However, employees under authoritarian leadership are less likely to perform additional behaviors because of the low level of reciprocity between authoritarian leaders and employees (Chen et al., 2014). Reciprocity is one of the defining "rules" of exchange, especially functional exchange relationships (Blau, 1964; Emerson, 1976; Cropanzano and Mitchell, 2005). Reciprocity implies that a bidirectional transaction is required in an exchange; something must be given and received (Cropanzano and Mitchell, 2005). 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Employees' cognitive trust in their leader moderates the negative relationship between authoritarian leadership and active support for organizational change such that the relationship is less negative when cognitive trust is high than when it is low. The present data were collected from supervisors enrolled on a training program in a Chinese university. Supervisors who had engaged in implementing organizational change (e.g., change in performance appraisal, process reengineering, and introduction of new tools or methods) were selected. With approval and support from the executives and employees, initial data were collected from 220 employees and their supervisors (90% response rate). To protect the confidentiality of responses, each respondent received an envelope to seal the completed questionnaire. Records with unsealed and broken-seal envelopes, unmatched supervisor-subordinate pairs, less than 1 year of company tenure, and groups with fewer than three members were eliminated (Du and Choi, 2010). This screening procedure resulted in a final analysis sample of 203 employees from 39 work teams. The size of the teams in the final sample ranged between 3 and 11 members, excluding team leaders, with a mean of 6 (SD = 2.27). This sample consisted of 46.8% males, with an average age of 29.94 years; 45.3% of the sample was unmarried. The average organizational tenure was 3.76 years. The education level of the participants was diverse and included middle school (1%), high-school graduate (16.2%), 2 years of college (26.6%), bachelor's degree (50.7%), and master's degree (5.4%). Authoritarian leadership was measured using three items ($\alpha = 0.86$) from the scale developed by Cheng et al. (2004). The items were as follows: (a) "My supervisor asks me to obey his/her instructions completely"; (b) "My supervisor makes all decisions in our team, whether they are important or not"; and (c) "My supervisor always has the last say in meetings." A three-item measure ($\alpha = 0.70$) of perceived job mobility was adopted from the turnover literature (Hui et al., 1999; Wheeler et al., 2007). The items were scored in reverse, including (a) "Right now, it's necessary for me to stay with this organization"; (b) "It's hard to find job alternatives better than the current one"; and (c) "It's very inconvenient for me to switch to another company." Cognitive trust in the leader was measured using three items ($\alpha = 0.91$) adapted from the scale developed by McAllister (1995). The items were as follows: (a) "My supervisor approaches his/her job with expertise, professionalism, and dedication"; (b) "My supervisor possesses strong work ability"; and (c) "My supervisor convinces me of his/her capability." Employees' behavioral support for organizational change was measured using three items ($\alpha = 0.88$) taken from Herscovitch and Meyer (2002). The items included (a) "This employee actively accepts organizational changes"; (b) "This employee actively accepts changes to rules and requirements"; and (c) "This employee actively participates in organizational changes." To control for potential effects of demographic factors on employees' active change behavior, age, gender, education, work experience, organizational tenure, and group size were included in the analysis. Age was measured in years; gender was coded 0 for female and 1 for male; tenure with the company was measured in years; and education was coded 1 for middle school, 2 for high school, 3 for 2-year college, 4 for bachelor's degree, and 5 for master's degree. The empirical distinctiveness of the study variables, i.e., authoritarian leadership, perceived job mobility, and cognitive trust in the leader, was examined by confirmatory factor analysis (CFA). The CFA results are shown in Table 1. The three-factor model for the variables reported by employees produced a significantly better fit [χ^2 (df = 19) = 54.98, $p < 0.001$; CFI = 0.96, RMSEA = 0.09] than the two-factor model [combining perceived job mobility and cognitive trust in the leader, χ^2 (df = 21) = 129.78, $p < 0.001$; CFI = 0.88, RMSEA = 0.16] and the one-factor model [χ^2 (df = 22) = 426.95, $p < 0.001$; CFI = 0.57, RMSEA = 0.30]. The means, standard deviations, and inter-scale correlations for all study variables are reported in Table 2. Means, standard deviations, and correlations of the variables (N = 203). 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