

Empowering Leadership on Creative Performance : 領導激勵之調節效果與心理賦權之中介效果 / 朱冠宇 撰 .-

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ABSTRACT

Based on the theory of leadership, empowerment, and creativity, the purpose of this study is to examine the direct influence of empowerment leadership on creative performance. For this purpose, this study examined one intervening role of psychological empowerment in the relationship between empowering leadership and intrinsic motivation as well as the other intervening role of intrinsic motivation in the relationship between psychological empowerment and creativity. This study also examined the moderating effect of empowerment role identity on relationships between empowering leadership and psychological empowerment. Drawing on questionnaires on supervisor (teaching chair)-subordinate (class teacher) from 15 elementary schools, we measured constructs with different sources (e.g., class teacher rated teaching chair 's empowering leadership behaviors, their own psychological empowerment, intrinsic motivation and creative process engagement, while teaching chair rated teacher 's teaching creativity) in order to reduce the possibility of same source bias. Results showed that the class teachers with the sense of psychological empowerment will have effects on the creative performance. While the more the class teachers value the creative process engagement, the stronger the relationship between psychological empowerment and creative process engagement will be. The creative leadership inspires and adjusts the relationship between psychological empowerment and creative process engagement. High creative leadership will induce stronger relationship. According to the findings, the study proposed suggestions for academic and practice issues.

Keywords : empowering leadership、 creative performance、 psychological empowerment、 leader encouragement of creativity

Table of Contents

內容目錄	
中文摘要	iii
英文摘要	iv
誌謝辭	vi
內容目錄	vii
表目錄	ix
圖目錄	x
第一章 緒論	1
第一節 研究背景與動機	1
第二節 研究問題	3
第二章 文獻探討	4
第一節 授權領導	4
第二節 心理賦權	10
第三節 創新歷程投入	13
第四節 創新性績效	19
第三章 研究方法	25
第一節 研究架構	25
第二節 研究假設	26
第三節 研究對象與抽樣方法	26
第四節 研究工具	28
第五節 資料分析方法	31
第四章 統計分析與結果	33
第一節 樣本資料特性	33
第二節 描述性統計	35
第三節 信效度分析	41

第四節	驗證性因素分析	44
第五節	相關分析	45
第六節	迴歸分析與假設驗證	46
第五章	結論與建議	51
第一節	研究結果	51
第二節	實務意涵	56
第三節	研究限制與未來研究建議	58
參考文獻		60
附錄A	問卷 - 級任導師填寫	72
附錄B	問卷 - 學年主任填寫	77
表目錄		
表 4-1	樣本特性	35
表 4-2	授權領導之信度分析	38
表 4-3	心理賦權之信度分析	39
表 4-4	創新性領導激勵之信度分析	39
表 4-5	創新歷程投入之信度分析	40
表 4-6	創新性績效之信度分析	41
表 4-7	各變項驗證性因素分析	43
表 4-8	研究變項量測模式比較表	45
表 4-9	變項相關分析表	46
表4-10	迴歸係數表	50
圖目錄		
圖 2-1	Velthouse 授權賦能示意圖	6
圖 3-1	研究架構圖	25
圖 4-1	創新性領導激勵與心理賦權對創新歷程投入之交互作用圖	49

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