# The Study of Paternalistic Leadership in Taiwanese Enterprises- An Example of Formosa Plastics Group

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## ABSTRACT

"Paternalistic Leadership" is a production of a humane management specific to Chinese culture; it also reveals a strict but impartial discipline and authority, a father-like benevolentness, and an honest moral leadership. "Father of Management," Wang Yung-Ching, has created a lithification empire. Not only has the style of his leadership become a model among the industry, he himself has also become a constant subject within academic studies. This research paper is a gathering of in-depth interviews with several Formosa Plastics senior executives. A brief summary of their experience is as follows: 1. Wang uses task management as his major leadership strategy. Furthermore, his "diligence and sincerity" and "thorough inquiring of issues" have helped him pursue "rationalization" within all his decisions. His ability of self-reflection also enables him to cease only when perfection is attained. 2. There are three elements that have influenced Wang's leadership: (1)A "self-driven," "knowledgeable," and confident" personal characteristic. (2)A societal culture that is based on "law of reciprocity," "harmonious interpersonal relationships," and "convincing people with virtue." (3)Possessing organizational elements such as a "simple management environment and stable technique," a "pioneering structure," as well as "full authorization of operation and ownership." 3. Authoritarianism leadership is a leadership in which the leader possesses a determined consciousness that is strong but not dictatorial. It is a leadership that hears the voices of its employees; and they, in return, willingly revere and obey their employer. 4. By using benevolence leadership, the leader takes meticulous care of the employees so as to attain their gratitude and repayment. 5. The leader of moral leadership not only "sets examples with his own conduct," he is also "scrupulous in separating his public and private interests." By doing so, the employees are able to "identify and therefore learn from" the leader. 6. The new successor, chairman Wang, succeeds in a detailed layout of his team as well as a complete system in leadership. The enterprise culture is also deeply rooted in the hearts of every Formosa employee. As a result, the changing of leader does not alter the management leadership within Formosa Plastic Corporation.

Keywords : paternalistic leadership ; authoritarianism leadership ; benevolence leadership ; moral leadership

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