Study on Authoritarian Leader-Member Relationship*

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Authoritarian leadership is one of the main ways of paternalistic leadership. Firstly, the paper briefly describes the characteristic of authoritarian leadership, the leadership behavior, and the member reaction. And then, the paper studies on authoritarian leader-member relationship based on the organization-team-individual level. Specifically, based on the organization level variable, it analyses authoritarian leader-member relationship from three fields that are organization structure, organization ethics and culture, and organization commitment. Based on the team level variable, it analyses authoritarian leader-member relationship from three fields that are team communication and atmosphere of perceived consistency, team conflict and colleague relationship, team performance. Based on the individual level variable, it analyses authoritarian leader-member relationship from three fields that are individual behavior, individual attitude including subjective well-being, and individual job satisfaction. Through the above analysis, the authors expect that they can further promote the research on authoritarian leader-member relationship.

Keywords: authoritarian relationship, leader-member relationship, organization-team-individual level

Leadership is present in all societies and it is an element as an integral part of organization operating in the society. Therefore, the leadership phenomenon is always a hot research field of organizational behavior. In the early period dominating by the Western management theory, leadership theory developing from the Western society is often considered to be the principle everywhere and it has a cross-cultural universality. However, with the rapid growth of Asian economics in recent years, especially the growing prosperity of economics system dominated by Chinese such as mainland Chinese, China Taiwan, China Hong Kong, and Southeast Asia, management characteristic of Chinese enterprises becomes the focus of public attention. Scholars attempt to explore the leadership characteristic of Chinese family businesses top managers through the point of view of leaders. Their research results point out that the unique leadership style of the top managers in Chinese businesses is paternalistic leadership. Paternalistic leadership similar patriarchal style has a clear and strong authority, but it is care for and understanding members. It has moral leadership ingredients.

Paternalistic leadership contains three kinds that are authoritarian leadership, benevolent leadership, and moral leadership. The style of authoritarian leadership originates from the parental authority system of Chinese

traditional society. And it demonstrates the power distance from leaders to members of Chinese society relations to some extent. It is different from equality relations between leaders and members emphasized in the Western traditional leader theory. Besides exhibition in the home, moreover, the parental authority of Chinese society extends to the operation of other social relations through the history of pan-familism and even extends to the relations between leaders and members in the organization. In the scene of Chinese family, we can see the authority parenting style of parents for their children. And in the stage of Chinese businesses, we can see the authority leadership behavior of leaders to members.

Authority Leadership

In the domination of Confucianism, the axis between father and son is the most important society relationship and it is far more than the other society relationship. The authority of fathers is much higher than the other family members. Father's power is absolute. On the face of it, the father's authority is similar to ancient Mediterranean culture. However, like Bellah pointed out, there are fundamental differences of patriarchal views between Chinese culture and ancient Mediterranean culture. The differences mainly come from different sources of father's power but the governance rights of families. In Western, especially with the expansion of government power, father's power must to be incorporated into the government system. Therefore, patriarchy is debilitating and it is a victim of the society. In Eastern, because of the difference of the history of society development, patriarchy has been further strengthened in late imperial China. According to Guoshu Yang, the process of the experience from the Chinese family classified to the other organizations is pan-familism. When we put the concept of pan-familism into Chinese family businesses, leaders of businesses play the similar role of the father and members play the similar role of the son. In other words, leaders must protect and care for the welfare of members and members must to be loyal to leaders and they are willing to obey the guidance of leaders.

Based on the past research and the study on Chinese enterprises, scholars such as Boxun Zheng (1995), Jingli Fan (1995), Farh and Cheng (2000) point out that the characteristic of authoritarian leadership emphasizes absolute unchallengeable authority, tight control of members, requires members to obey instructions unreservedly. The main leader behaviors of authoritarian leadership are in the following four fields. The first is autocratic style means that leaders are reluctant to authorize and leaders control message and they are reluctant to open, they closely monitor to members. The second is the ability to belittle members. Leaders will deliberately ignore suggestions and contributions of members. The third is image embellishment means that leaders maintain their dignity and they show confidence and control some news. The fourth is instructional behavior. Leaders require good performance of members and they directly criticize bad performance and instruct members. The reaction of members is in the following four fields. The first is submissive behavior that means public echo, no open conflict, and not against leaders. The second is obedience behavior. Members unconditionally accept to assignment and they are loyal to leaders and believe in leaders. The third is awe behavior that means respect and fear. The fourth is shamed behavior that means the courage to admit, listening to lessons, and improving work.

Authority Leader-Member Relationship

Over the past 30 years, leader-member exchange theory get broadly attention from many scholars, such as Gerstner and Day (1997), Xiaopeng Ren and Hui Wang (2005), Zhen Wang and Lifeng Zhong (2001).

Leader-member exchange theory is the research hot on leadership theory in recent years. It believes that the relationship between leaders and members develops through a series of activities including observation, exploration, interaction, negotiations, and other activities over a period of time. Compared with other leadership theories, the maximum value of this theory is that it points out that leaders do not treat members in the same way, but establish different exchange relation with different members. According to leader-member exchange theory, due to limited resources and energy, leaders build up different exchange relation with different members and adopt different management methods and strategies. Therefore, the relationship between leaders and members firstly is a team concept. That means in a work team, the exchange relation exist difference in quality. The relationship between leaders and members concerns coexisting reality of different exchange relationship in a team and reaction of members in this situation. Thus, it can fully explain the relationship between leaders and members in a team and the link of working results between the individual and team.

Leaders have initiative in the relationship between leaders and members. Whether leaders allocate resources to members and how to interact with members, decide the different relationship. Authoritarian leaders emphasize the power asymmetry between leaders and members. They strengthen the absolute control situation through awarding obedience behavior and punishment of disobedience of instruction behavior. Meanwhile, authoritarian leaders are willing to maintain different relationship in the organization team. Thus, they can illustrate the degree of different treatment to different members to show their authority. Therefore, based on organization-team-individual level, the paper adopts the cross-level approach to research authoritarian leader-member relationship and further promotes the study on authoritarian leader-member relationship.

From the Organization Level

Organizational Structure

The common organizational structure includes centralization, decentralization, linear and matrix, and so on. In the organization structure of centralization, authoritarian leadership is widespread, especially in the government organization. Mostly, members accept authoritarian leaders. Authoritarian leadership plays the important role in the centralization organization. And in the family workshop enterprise, authoritarian leadership also plays the positive role.

Some scholars study on the relation between paternalistic leadership and learning organization. The research results show that paternalistic leadership has a significant role in promoting six dimensions of organization learning. But authoritarian leadership plays a significant impeding role in group learning, developing learning, and so on. In the people-oriented business, if there is authoritarian leader, it is easy to transform harmony wood to hostile wood between members and organizations. With the development of industrialization, globalization, and modernization of society, authoritarian leadership has been weakened to some extent.

Organizational Ethics and Culture

Firstly, the organizational culture is different in different countries and different regions. Therefore, some scholars think that the concept of authoritarian leadership is different in different cultural background and we need closely connect it with organizational culture. Secondly, organizational cultural and ethics are different in different period of development. When some scholars are studying on the differences and similarities of paternalistic leadership in Chinese mainland and Hong Kong, they points out that authoritarian

leaders are negatively correlated to morality and kindness in businesses of Hong Kong, but authoritarian leaders are positively correlated to morality and kindness in businesses of Chinese mainland. Meanwhile, the role of authoritarian leaders is different in different period. In the start-up period, the role of authoritarian leaders is positive and is to promote the development of businesses. In the growth period, the role of authoritarian leaders is positive but the role is reduced and lower compared with the start-up period. In the maturity period, members are reluctant to be controlled by authoritarian leaders generally. In the recession period, organization needs a new innovation working atmosphere. Authoritarian leaders play the hindering role and they are not conducive to organization development. Finally, in the view of organizational ethics, for lower morality leaders, authoritarian leaders play the important role and have a positive effect in business management practice.

Organizational Commitment

Organizational commitment generally refers to individual identity and participates in an organization. It is different from work task and contract signed between individual and organization. It is a psychological contract. Members who have high organizational commitment have strong identity and belonging. When the authors study on the difference from paternalistic leadership between Chinese mainland and Hong Kong, they find that in Hong Kong business, authoritarian leaders are not conducive to organizational loyalty. In Chinese mainland business, authoritarian leadership and organizational loyalty are positively correlated. Scholars in the study of leader skill in the commercial environment point out, authoritarian leaders are conducive to the steady development of businesses, based on shareholders' satisfaction. From the governance structure in an organization, shareholders' satisfaction means the positive development of businesses. Leaders who can promote the development of businesses are authoritarian leaders, illustrate that businesses are suitable to organization leading by authoritarian leaders. The lower satisfaction is not conducive to emotional trust and thus lead to organizational commitment negatively correlated. Kohyar Kiazada in the study which is about the members' different action under the supervision of authoritarian leaders points out that members who are lower sense of belonging resist authoritarian leaders and they think that it is a battered behavior. Members for authoritarian leaders' behavior expectations play an intermediary role between highly intensive oversight and intensive supervision.

From the Team Level

The Consistency on Team Communication and Atmosphere Perception

Under normal circumstances, authoritarian leaders are unwilling to express their true thoughts to members and they want to maintain their own authority and to retain control authority. Moreover, the written instructions of authoritarian leaders are usually brief, and they do not go any further than necessary. While the general concept of authoritarian leadership, such as hard work, loyalty, frugality, and so on is clear. However, these policies and actions of implementation of these ideas may change from time to time. Sometimes, the organization lacks the job descriptions. The authoritarian leaders' intentions are not clear. Therefore, members must spend a lot of time to observe the intention and stand in the leader's position to consider things. Authoritarian leaders determine whether subordinates can be trusted that is a great relationship to their members standing "in the same front".

Whether members are classified as insiders or outsiders, depending on the following three criteria:

(1) Interpersonal relationship: refers to the social solidarity relations between authoritarian leaders and members, such as relatives, fellow, teachers, and students, and the relationship closeness state arising due to social solidarity;

(2) Loyalty: refers to member pledge allegiance, obedience to the leader and the degree for the leader to sacrifice personal interests;

(3) Members' competence: authoritarian leadership by their own people in the community and outsiders to distinguish between groups of mental processes.

The mental process to distinguish insiders and outsiders' community groups by authoritarian leaders is very close to the describing of leader-member exchange theory. However, it is different from the standards of distinguishing.

Authoritarian leaders would deliberately keep their distance to members, including aspects of interpersonal contact and daily work, and so on. Authoritarian leader considers that as a leader, you must have the boss's dignity, and to look dignified. At the level of work atmosphere, authoritarian leaders are not conducive to construct the harmony atmosphere of the organization. Because authoritarian leaders mean the absolute authority and they control members who are against to organizational rules. Members do not like to be controlled by the strict management system. Some research results illustrate that authoritarian leaders are not conducive to the occurrence of members' suggestions. Authoritarian leaders will defuse to members' suggestions, even these suggestions are reasonable and correct. Therefore, it results that members defuse to communication with leaders gradually. Members will take the tolerant attitude to accept. Information sharing is not useful, because authoritarian leaders adhere to strict standards, discipline, and high performance.

Team Conflicts and Relationships With Colleagues

In relation of authoritarian leaders and members, leaders believe that strict control is more important than the operational flexibility.

Firstly, in public, authoritarian leaders rarely exhibit a high degree of confidence to members, and the purpose of it is maintaining the imbalance rights of both sides. However, in private, authoritarian leaders might be expressed confidence in their ability and loyalty to subordinates. Secondly, authoritarian leaders usually take divide-and-rule tactics and encourage members to compete with each other, or even to be differentiated in order to achieve individual or group goals. Thirdly, he will not allow any director to know his plan, in order to avoid having the power of control by members. He will promote a number of loyal members to occupy some important position and report to him. Therefore, he can overview of the entire organization so that without being blinded. Management of power concentrated in the hands of authoritarian leaders, decisions often do not follow certain conventions. Power is not shared with members, but not easy to authorize. Authoritarian leaders do not believe to perform work relying on members. All action is started by him.

Under the authoritarian leadership, how members to do to comply with the leaders' expect? Members must completely obey and rely on leaders, and fully trust leaders and the judgment by leaders. In an authoritarian organization, members must remember that their leaders are not wrong and not publicly put forward different views. Otherwise, it expresses a lack of support in his leadership. Members must be respectable to authoritarian leaders. As the power of the great distance between the upper leaders and lower members, the way to show respect for its leadership that is modest fear. Therefore, the strict control and the divide-and-rule tactics taking by authoritarian leaders have the positive impact on the role of team's conflict, and they can add the team's

conflict. Of course, if the behavior of members is to take full obedience. And then, the behavior of authoritarian leaders will lead to a large extent reduce the team's conflict.

From the relationship between leaders and members, we find that authoritarian leaders may increase the occurrence of the probability of the members' riot. The higher the frequency of the riots is, the lower members' job satisfaction is, and the lower emotional trust to authoritarian leaders. If members completely obey, the relationship is harmony in authority leader oriented business. Because members usually adopting tolerant attitude to complete their tasks, but they are contradictive in the depth of their hearts. Members are usually tight to be same group between themselves and crusade against leaders. But some researchers find that in the authority leader oriented business, the surviving members most of the time accept this mode of leadership. Once members promote to the leaders, they will become authoritarian leaders. Therefore, members are mostly divided two parts: One part is tightly following with leaders. They are fawn on leaders and flattery, and members are competing with each other to beware between themselves. The other part is finishing the task on time and does not participate in the office fight. These members are usually more offensive and directly ignored to leaders.

Team Performance

How is the relationship among the type of authoritarian leadership, member satisfaction, and job performance？

(1) The allegiance of members to authoritarian leaders mainly bases on the members' view of the capability of leaders is much higher than his ability rather than the good interpersonal emotions;

(2) As the management strategy of differentiation taking by the authoritarian leaders, members' fierce competition with each other, making cooperation in various departments within the enterprise, it is difficult to increase the burden of coordination by authoritarian leaders;

(3) Members feel little power, lowly, and then reduces morale, thus also hurt the proactive spirit and innovative ideas. In the organization of the authoritarian leadership, allocating resources by leaders is not relying on the ability of member but may largely be based on the loyalty of members to leaders. Therefore, allocation and use of limited resources do not achieve the optimal.

By this time, it will result in a negative emotion and behavior of members. These negative emotions and behaviors may damage the exchanges and cooperation between members, and lead to the detriment of the overall performance of the team.

Scholars' researching the relationship between members' work performance and authoritarian leaders find that authoritarian leaders are not conducive to members' work performance and their relation is negatively correlation. If leaders are eager to become an authority, it must weaken the spirit of equality in a high performance team. The emotional trust is not playing an intermediary role for authoritarian leaders. Members do not produce emotional trust, because leaders are authoritarian leaders. The emotional trust of members to authoritarian leaders so does not promote the members' performance.

From the Individual Level

Individual Behavior

According to Zheng Boxun (1995), authoritarian leader is autocratic and arbitrary.

All decisions are determined by the leader, and then announce to his subordinates. All things including identifying

problems and discussing possible countermeasures and choice are single-handedly by the leader. Then, the leaders drum up and ask their members to perform. The authoritarian leaders lack authorization to their members. Members lack opportunities to participate. The authoritarian leaders emphasize on downward communication. They do not share the message with members and strict control of members. The authoritarian leaders monopolize information, they are one kind of person alone occupies information…

This seems to imply authoritarian leaders for the operation of the management system, the tendency in power, and to highlight their position of authority and through the exclusive control information. Members show publicly echoed, not conflict, not against it, unconditionally accept assignment, expressing fear and other acts. Therefore, from the "power-based" point of view, authoritarian leaders are highly coercive power and reward power for members, with a high degree of intellectual rights to his members. The social power generating from the authoritarian leadership is sufficient to improve the submissive behavior of members, and to make members to restrain the expression of negative emotions.

Some scholars point out that authoritarian leadership play an important role for authoritarian oriented members, but no effect to equality oriented members. When authoritarian leaders work together with expert or peer members who have more work experience than themselves, these people may think that authoritarian leaders are much too proud and cannot be close. At this situation, authoritarian leaders are failure. According to the work experience, entrepreneurs find that although authority of authoritarian leaders comes from the power of organizational position most extent, if authoritarian leaders have great authority charm, they often welcomed by their members. Because leaders come from individual authority are outstanding in the field of works, and members have been impressed with their leaders. According to Diane Linimon's study on sex difference of leaders' reaction, different gender members have different style perception for authoritarian leaders. Relatively speaking, female members are more receptive than male members to the style of authoritarian leadership.

When Simon is researching the relationship between paternalistic leadership and members' suggestions, he points out that authoritarian leader oriented organizations have few suggestion activity of members. Authoritarian leadership is not conducive to the suggestions of members. Xiao-Ping Chen points out that members' work can be simply divided into own jobs and extra jobs. In the authoritarian leadership business, members only finish their jobs, and they are not care for extra jobs. The impact of authoritarian leaders to members' jobs is uncertain, but the impact to members extra jobs is negative correlation. Moreover, in leading of the authoritarian leadership, emotional trust cannot promote members to act or change on behavior. Min-Ping Huang points out that moral leaders gradually replace some elements of authoritarian leaders, morality allows members to act than authority. Authoritarian leaders increase moral component according to members needs. Otherwise, they are not conducive to members' behavior and the development of the organizations.

Individual Attitude (Including Individual's Subjective Well-Being and Job Satisfaction)

Individual's subjective well-being. The behavior of the authoritarian leaders such as verbal blame, attack, or criticism is similar to the behavior with the "teaching behavior" such as reprimanding staff performance is not good. In addition, such as unreasonable, unfair or inappropriate treatment, that is caused probably by the behavior such as "autocratic style" of the authoritarian leaders. The other is being ignored or rejected, which is quite similar to the behavior of "derogatory subordinate capacity" of the authoritarian leaders. Therefore, the behavior of the authoritarian leaders covers a lot of typical ingredients leading the negative emotions of members.

Boxun Zheng and Jingli Fan (2000) believe that in the view of cultural difference, authoritarian leaders reflect the relationship of "higher-up superiors are superior to subordinates" between leaders and members in Chinese businesses and also demonstrate the large power distance. Thus is different from the equality and respect position emphasized in Western traditional leadership theory. Allcorn and Calabrese found that the way to using the power by leaders can affect interpersonal conflict within the organization. If the leader's actions or decisions are construed as unfair by members, it will cause unhappy and angry response of members. If there is no proper opportunity to give members to speak that may also cause doubt on the fairness, and produce negative emotions. Therefore, for the behavior of authoritarian leaders, authoritarian leaders demanded members completely obey to them. Making decisions is always decided by themselves, and not to listen to the views of others. And authoritarian leaders like to control information, are unwilling to let members understand information. These actions not only deprived the members' opportunity to participate and speak, and let members have not complete understanding of organizational affairs and information. So it may lead to unfairness and then members are not feeling the respect, and result in the heart wroth. In addition, authoritarian leaders would make a public rebuke and reprimand to members, which could allow members to feel humiliated and not respected, and leading the negative emotions.

Weick considered the emotional interaction between two people is a double reaction. Rafaeli and Sutton (1989) also pointed out that in the process of emotional interaction of two people, one emotional feedback will affect the other's subsequent emotional expression. For the emotional interaction between authoritarian leaders and members, when authoritarian leaders express emotions associated authoritarian, members will produce negative emotions. Members are trying to show some degree of negative emotions in order to test the reaction of the leaders. The authoritarian leaders will be based on the members' emotional performance to adjust the subsequent emotional response. Finally, the two sides will find the most appropriate way to express emotions. Oliver Schlösse, Michael Frese, and Heintze (2014) find that authoritarian leaders are easy to change harmony emotion to hostility emotion in authoritarian organization, when they research people oriented organizational culture. Thus, it is not conducive to work with passion and productivity of members. Under normal circumstances, when authoritarian leaders exhibit negative emotions to members, thus members feel so unhappy. In the beginning, members might try to show a little anger. However, in order to maintain the dignity, most of the authoritarian leaders will try to maintain or enhance the expression of the original negative emotions. At this point, most of the members would choose to give way, such as weakening the negative emotions or simply convert emotions. After the emotional interaction between authoritarian leaders and members authoritarian multiple for many times, each position of unequal relationship between the leaders and members is more determined. The results will lead that authoritarian leaders still retains the power to express negative emotions, but members only repressed anger expression and thus feel fear. Therefore, the behavior of authoritarian leaders will affect members' negative emotions, negative emotions thereby affecting members' subjective well-being. The higher the negative emotion is, the lower the subjective well-being is.

Individual's job satisfaction. In the research field of organizational behavior, job satisfaction has always been a highly regarded research content. Because job satisfaction is highly predictive effect on the other result variables such as organizational commitment, turnover intention, turnover rate, etc. Many scholars have conducted in-depth research on job satisfaction.

Some studies have shown that the negative emotions of subordinates can affect job satisfaction of members. The feelings of positive and negative emotion of members have a significant influence on job

satisfaction. The higher negative emotion is, the lower job satisfaction is. Rutter and Fielding (1988) found that when individuals need more depressed mood at work, job satisfaction is lower. When the authors study on authoritarian leadership and organizational ethics, they find that authoritarian leaders are easy to form the tighter work atmosphere, and thus it is not conducive to interact between leaders and members. It will lead to the bad attitude to authoritarian leaders. According to the "theory of emotional events" of Weiss and Cropanzano (1996), many events that occur in the work will affect the emotional reactions of employees, thereby affecting the employees' work attitudes and job satisfaction. Therefore, if the behavior of authoritarian leadership as a work event, the members of negative emotions as a kind of emotional reaction, then job satisfaction as the attitude indicator, from the above, we can draw a conclusion that the behavior of authoritarian leadership firstly can affects the negative emotions of members, negative emotions thereby affecting members' job satisfaction. Negative emotion is higher, job satisfaction is lower.

Authoritarian leadership-member relationship has been a hot issue in recent years. Based on organization-team-individual level, the paper is mainly from the perspective of qualitative to analyze it. If quantitative research can be carried out on the basis of this paper, it can enrich research results.

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