

Paternalistic Leadership and Employees' Deviant Behavior: The Mediating Role of Organizational Identification

BY

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Abstract

Enterprises pay more and more attention to their employees' management, especially their employees' management. Based on the theory of social exchange and taking the paternalistic leadership with Chinese characteristics as the breakthrough point, this study investigates the deviant behavior of the financial industry employees in Fujian Province, and takes organizational identity as the intermediary variable. This paper investigates the top ten financial institutions in Fujian Province and returns 487 valid volumes for quantitative analysis using SPSS and AMOS.

The results show that: The subjects of this survey belong to the status quo of low deviant behavior; the benevolence dimension of paternalistic leadership, the moral dimension has a positive impact on organizational identity, and the authority dimension hurts organizational identity; The benevolent dimension of paternalistic leadership has a positive effect on the employee's deviant behavior, the authoritative leadership has a negative influence on the employee's deviant behavior, the organizational identity has a negative influence on the employee's deviant behavior. Moral identity has a negative regulatory effect on the relationship between organizational identity and employee deviant behavior.

Key Words: Paternalistic Leadership; Organizational Identification; Deviant Behavior

Introduction

Enterprise management is not only the rational allocation of tangible assets but also the planning and management of talents. Since the 21st century, enterprises have paid more and more attention to the management of employees. China is currently in a state of rapid development, but there are still many management problems in the financial industry, such as lazy employees, intentional damage, bad consumption habits, corruption and bribery, cybercrime, financial deceit, etc., which have caused significant losses in recent years, showing an upward trend (Xie, 2017). How to reduce deviant behavior of employees and maximize the competitiveness of financial industry companies

through appropriate leadership methods is also an important issue in financial industry management (Yang et al., 2018).

Reviewing the research of existing scholars, it can be found that there is no doubt that leadership style has an impact on employee behavior (Avey & Palanski, 2011; Erkutlu, 2017; Li et al., 2018), and the relationship between the two the research on the mechanism of action is of great practical significance for reducing the deviant behavior of employees. Organizational identity, as an internal psychological activity of employees, can reflect the different behaviors of employees from changes in their psychological state. This identification is embodied in the influence of different leadership styles on the psychological state

of subordinates. In short, it is the result of the organizational identification characteristics felt by employees and their self-identification. How this intermediary mechanism affects the behavior of employees is the focus of this study. At the same time, it is hoped that this can improve the relevant theoretical system and provide theoretical references for the development of enterprises.

Zheng (1995) put forward a complete system of paternalistic leadership theory, and Zheng (2000) added the dimension of virtue to the paternalistic leadership discourse for the first time. Paternal authority combined with a benevolent and moral example of leadership. Although leadership styles are different, employee deviant behavior still exists. Robinson and Bennett (1995) put forward the concept of employee deviance behavior, which is defined as the employee will have a serious impact on the standard behavior of the organization, and the members of the organization will also be seriously threatened.

The results of Xie (2015) show that different dimensions of paternalistic leadership have a significant impact on employee deviant behavior, benevolent leadership and ethical leadership are negatively correlated with employee deviant behavior, and authoritative leadership is positively correlated with employee deviant behavior. Xu et al. (2014) pointed out that moral leadership hurt employee deviance behavior and enhanced the focus of moral adjustment by promoting employee-oriented ethics adjustment. A benevolent leader in an enterprise shows sympathy for subordinates, pays attention to their psychological needs and psychological state, and soothes their subordinates' work emotions, thereby reducing employees' deviant behavior. Authoritative leadership is different from the above two leadership styles. The leadership style is very tough and unreasonable. It establishes unbreakable authority in the minds of employees, so that employees fear the leadership, dare not speak out, and succumb to the authority of the leadership (Fu et al., 2012). Accordingly, the researchers put forward the following research hypotheses:

H1a: Benevolent leaders negatively impact employee deviance behavior.

H1b: Moral leadership hurts employee deviance behavior.

H1c: Authoritative leadership has a positive impact on employee deviance behavior.

Edwards (2010) believes that organizational identification is a process and result of individual employees using the organizational characteristics perceived by him, thereby producing a perception of being consistent with the organization or belonging to the organization.

Gumusluoglu et al. (2017) research based on the R&D environment shows that benevolent leaders are more likely to receive social support, which positively affects employees' innovative behavior. Li and Cai (2018) indicated that the charisma of moral leadership can attract employees' work efficiency, and team commitment also positively affects the mechanism of moral leadership and positively affects team performance. Ethical leadership is very helpful for employees to identify with the organization. Wang et al. (2015) stated that the higher the authority leader, the more insecure of employees. Thus, authoritative

leadership may be detrimental to organizational identity. Accordingly, the researchers put forward the following research hypotheses:

H2a: Benevolent leadership has a positive effect on organizational identity.

H2b: Moral leadership has a positive effect on organizational identity.

H2c: Authoritative leadership hurts organizational identity.

Yu (2017) empirically pointed out the relationship between organizational identity and employee deviant behavior and pointed out that the improvement of employees' organizational identity can effectively reduce the occurrence of deviant behavior. The level of organizational identity perceived by employees directly affects their choice of behavior in the organization. He et al. (2014) stated that organizational identity positively affects employee work engagement. The opposite of work input is deviant behavior. Therefore, this study proposes the following hypotheses:

H3: Organizational identity hurts employee deviance behavior.

Based on the above assumptions, this paper believes that organizational identification has a mediating role, so the following assumptions are put forward:

H4a: Organizational support mediates the relationship between benevolent leadership and employee deviance behavior.

H4b: Organizational support mediates the relationship between moral leadership and employee deviance.

H4c: Organizational support mediates the relationship between authoritarian leadership and employee deviance behavior.

The theory of social exchange holds that interpersonal relationships change over time, and how they develop depends on the rules between different stakeholders, among which the rule of reciprocity is the common law of social exchange. When individuals obtain the benefits provided by others, they will also make necessary equivalent benefits to the benefit providers accordingly (Masterson et al., 2000).

Social identity theory defines and views people in social interactions. American social psychologist Schlemko proposed, when interacting for the first time, each person tries to know as much as possible about the other person, creates or projects a specific image of the other person, decides what the other person is like, and influences the other person's perception of themselves, thereby forming social identity. Social identity is the perception of identity with oneself or others, that is, apart from the perception of what other people are like, people have a concept of how others perceive themselves (Lin, 2013). As an antecedent variable of employee deviant behavior, the organizational identity reflects the cognitive and emotional attachment of employees to the organization. When employees identify with the organization, they will link their destiny with the development of the organization and pay more attention to the organization rather than just work, which can reduce employee deviance behavior. And this organizational cognition and emotional attachment are also influenced by leadership style.

Materials and Methods

Measuring tools

Paternalistic leadership adopts the PLS scale researched by Zheng et al. (2003), in which the benevolent leadership dimension includes 6 items, the moral leadership dimension includes 4 items, and the authoritative leadership dimension includes 8 items. There are 18 items in total. Use the Likert 5-point scale. Cronbach's α was 0.888, $\chi^2/df=1.499$, CFI=0.934, GFI=0.915, the scale has reliability and validity.

Organizational identification using the scale of Ashforth and Mael (1989). The scale uses a Likert 5-point scale. Cronbach's α was 0.824, $\chi^2/df=2.284$, CFI=0.979, GFI=0.943, the scale has reliability and validity.

Employees' deviant behavior using the scale of Bennett and Robinson (2000), after deleting two questions about race and religion that are not in line with the actual situation in China, there are a total of 10 items, and the scale adopts Likert 5-point scale. Cronbach's alpha was 0.847, $\chi^2/df=2.272$, CFI=0.939, GFI=0.903, the scale has reliability and validity.

Results

Samples and data collection

To ensure the recovery rate and authenticity of the questionnaires distributed this time, it is emphasized in the questionnaire that this survey is anonymous. To get the cooperation of employees, the author actively communicated with the issuing unit, especially the human resources department, to adopt a form that is more acceptable to them to conduct the survey, to improve the reliability of the questionnaire. During the whole investigation process, the author completed the whole process with the cooperation of the companies under investigation. The author participated in the whole process of issuing and recycling the questionnaire to ensure its validity of the questionnaire.

In this study, the top ten financial institutions in Fujian Province were surveyed. In these 10 enterprises and institutions, employees from different departments and different positions were selected, and the questionnaires were distributed in the form of online questionnaires. Each enterprise distributed about 50 questionnaires. A total of 500 employee questionnaires were distributed. Data collection is in August 2022, and 500 questionnaires were finally recovered, of which 487 were valid questionnaires, with an effective rate of 97.40%. Men accounted for 51.6% of the survey, 40.8% had a bachelor's degree, and 34.1% had worked for 1-3 years.

Hypothesis testing

As shown in model 1 from table 1, benevolent leadership of paternalistic leadership has a significant negative effect on employee deviance behavior ($\beta=-.17$, $p<.05$), H1a get supported; Authoritative leadership of paternalistic leadership has a significant effect on employee deviance behavior A significant positive effect ($\beta=.67$, $p<.05$), H1c get supported; Moral leadership of paternalistic leadership has no significant effect on employee deviance behavior ($\beta=-.04$, $p>.05$), indicating that hypothesis H1b does not supported.

As shown in model 2 from table 1, benevolent leadership of paternalistic leadership has a significant positive effect on organizational identification ($\beta=.56$, $p<.05$), and H2a get supported. Virtuous leadership of paternalistic leadership has a significant positive effect on organizational identity ($\beta=.21$, $p<.05$), H2b get supported. The authoritative leadership of paternalistic leadership has a significant negative impact on organizational identity ($\beta=-.15$, $p<.05$), and H2c get supported.

As shown in model 3 from table 1, organizational identity has a significant negative impact on employee deviance behavior ($\beta=-.78$, $p<.05$), and H3 get supported.

Referring to the causal step regression test method (Causal Step Regression) proposed by Baron and Kenny (1986), in Model 4 of Table 1, benevolent leaders to deviant behavior is reduced from -0.17 of M1 to -0.22, H4a was supported; Moral leadership to deviant behavior not significant, H4b was not supported; Authoritative leadership to deviant behavior decreased from 0.67 for M1 to 0.44 for Model 4, H4c was supported.

Table 1 Linear regression

IV	DV: DB M1	DV: OI M2	DV: DB M3	DV: DB M4
BL	-.17*	.56***		-.22**
ML	-.04	.21***		-.06
AL	.67***	-.15**		.44***
OI			-.78***	-.38***
R^2	.52	.37	.33	.32
Adj R^2	.48	.34	.31	.28
F	43.55***	30.55***	49.82***	53.22***

Notes: * $p<0.05$; *** $p<0.001$; DB=Deviant Behavior; BL=Benevolent Leaders; ML=Moral Leadership; AL=Authoritative Leadership; OI=Organizational Identification

Discussion and Conclusion

Discussion

1. The relationship between paternalistic leadership and organizational identity.

According to the results of this study, the benevolent dimension of paternalistic leadership has a significant positive impact on organizational identity, which is consistent with Wu and Sun (2018), Zhang and Sun (2017), Li (2017), and Gumusluoglu et al. (2017) and other scholars concluded that the moral dimension of paternalistic leadership has a significant positive impact on the sense of organizational support. Scholars such as Gumusluoglu et al. (2017) have similar conclusions, and the benevolence dimension has a stronger impact than the virtue dimension. Employees' perception of organizational identity comes from the attitude of leaders. Based on the research results, we can know that the characteristics of benevolent leadership are related to the happiness of subordinates and the well-being of their families. This kind of care will greatly improve the organization of employees. The sense of identity, the sense of identity from the organization is

the driving force for employees to work, and the knowledge reserves of knowledgeable employees will fully play their role in these two dimensions and contribute to the interests of the organization.

Authoritative leadership has a significant negative impact on organizational identity, similar to the conclusions of scholars such as Wu and Sun (2018), Li and Cai (2018), and Wang et al. (2015). The influence of the attention and competition for rights will over-value and rely on one's rights, and the organization will give its authority to the employees, so that the employees will obey their words, and the leaders will issue orders like an emperor. This will not only make the employees unable to enjoy their work but also Moreover, because employees only need to do things according to the requirements of the leaders, they do not need to use their brains to participate in and improve the organizational work. They do mechanical work day after day without feeling their value in the organization. Over time, the sense of organizational identity that employees feel will naturally change. reduce. The higher the authoritative leadership, the more it will increase the insecurity of employees. Thus, authoritative leadership may be detrimental to organizational identity. Leaders can shorten the distance between employees and leaders through benevolent and virtuous leadership behaviors at work, improve employees' sense of organizational support, and indirectly improve organizational efficiency.

2. The relationship between paternalistic leadership and employee deviance behavior.

The results of this study show that the relationship between different dimensions of paternalistic leadership and employee deviance behavior is different. First, the benevolence dimension has a significant negative impact on employee deviance behavior, which is similar to the conclusions of scholars such as Xie (2015), Wu and Sun (2018), Zhang and Sun (2017), and Li (2017).

Nowadays, the requirements of enterprises for employees are constantly improving, and employees have become a part of the organization's capital. Employees with higher education degrees have a correspondingly better ability to understand problems, deal with problems, and digest problems, and the kind treatment from leaders can Make them feel that they are cared for and respected by the enterprise, to better apply their abilities. A benevolent leader is considerate of subordinates, cares about the lives of subordinates and their families and the welfare of the organization, is considerate of their work, is tolerant of subordinates' mistakes, safeguards employees' faces, and gives subordinates room for correction at any time. When employees encounter difficulties in the process of work and bumps in life, they will give comfort and generous help promptly, and are willing to support their subordinates and help them develop their careers.

A benevolent leader is reflected in the care and understanding of employees' work and life, maintaining the subordinate's face, avoiding confrontation with subordinates, and being able to tolerate the existence of differences. The employees correspondingly show a high emotional commitment and are willing to pay for the organization. The negative impact of moral leadership on employee deviant behavior in this study is not

established, and it may be related to the object of this research and the number of samples; the role of moral leadership can stimulate the moral concept of employees in the organization and generate motivation to learn. And take moral leadership as the goal to restrain their behavior.

But this study did not find the role model of moral leadership, which may be related to the fact that the subjects in this study are financial professionals, and the working environment makes them impetuous and vain. And greed, etc., is pinned on climbing the peak, which is difficult to achieve overnight, numbness and repetition, and walking on the edge of hope (Zhao, 2008). Therefore, the influence of virtuous leadership on deviant behavior is not significant.

Employees in contemporary society are an independent generation with the complete will to think independently. Therefore, the pressure of authoritative leaders on their rights will cause employees to doubt their abilities. The result of obeying leaders is that some leaders cannot see They show their uncontrolled and retaliatory side. This kind of retaliatory behavior is ultimately disapproval of the leadership style. Authoritative leadership has a significant positive impact on employee deviant behavior, which is similar to the conclusions of scholars such as Li and Cai (2018), Li (2017), Gao and Hu (2014).

Therefore, leaders of Chinese enterprises should learn to control their leadership The wanton use of authoritative behaviors in the way, oppressive working atmosphere, and the obedient way of working will produce results that backfire. Appropriate combination and use of the three dimensions of paternalistic leadership, caring for subordinates, and setting an example to reduce the occurrence of employee deviant behavior are correct methods.

3. The relationship between organizational identity and employee deviance behavior.

The results of this study show that organizational identification has a significant negative impact on employee deviance behavior, which is similar to the conclusions of Zhang (2018), Yu (2017), He et al. (2014), and other scholars. The level directly affects employees' choice of behavior in the organization, and the improvement of employees' organizational identification can effectively reduce the occurrence of abnormal behaviors. This shows that organizations should pay more attention to the psychological problems of employees. As organizational behavior is more and more valued by today's enterprises, the psychological state of employees has become a key focus of leaders, especially for some new employees who have short working hours and have not yet been able to integrate into the general working atmosphere. It is the psychological pillar to put into the new job. When the employee's psychology cannot be comforted, an abnormal work attitude will occur. This dissatisfied attitude will then evolve into the motivation for his deviant behavior, which is harmful to the employee and the organization. Therefore, leaders in the organization should set an example and care for their subordinates, rather than exerting pressure through power, to enhance the organizational identity of employees.

Suggestion

In light of the conclusions drawn from this study, the study will shed some light on business management practices, specifically:

- 1) Managers should show more acts of kindness and virtue, and fewer behaviors of gaining authority and authority. Managers or leaders have the power to allocate resources, raise wages to subordinates, and provide opportunities for promotion in the organization. In addition, Chinese Confucian culture has been rooted for thousands of years. The concept of "ruler and subject" in Chinese thought makes managers play a leading role in the behavior of subordinate employees in the workplace. Therefore, how should leaders properly and effectively demonstrate their leadership style and achieve positive interaction with employees? and then stimulate employees' voice behavior. In the context of Chinese culture, to better motivate employees' behavior, business managers should focus on the three dimensions of the paternalistic leadership style in practice and should show more flexibility in dealing with others instead of abusing authority. Specifically, on the one hand, the leader should show the behavior of benevolence and granting, and actively win the recognition and feedback of the subordinates, so that the subordinates feel the favor of the leader and are willing to think about the organization and put forward their own constructive opinions on the development of the enterprise. On the other hand, we should pay attention to the cultivation of self-morality, "do what you are doing if you don't order", take the lead in setting an example, practice, and consciously establish and maintain a role model image of yourself in the hearts of employees, to gain the follow and imitate of your subordinates, Demonstrate voice behavior consistent with leadership
- 2) Strengthen the focus on employee organizational identity. As mentioned above, employees with organizational identity are more inclined to think and act from the perspective of the overall interests of the organization, become a community of shared destiny with the enterprise organization, and dedicate themselves to the development of the organization with a strong sense of responsibility and emotional belonging. As the saying goes, in Chinese culture, the world is full of responsibilities and responsibilities, and everyone is suitable for the country. Therefore, how strengthening the organizational identity of employees has become a major issue in current enterprise human resource management.

The psychological basis of organizational identity is employees' views on their position and role in the organization, and they can obtain the identity of the organization and the leader. This reminds managers in practice that, on the one hand, managers need to pay attention to the role of their leadership behaviors in the identification of subordinate organizations. Managers should show a lot of benevolent behaviors, care about the work progress and

daily life of subordinates, and achieve positive interaction with employees; at the same time, managers should pay attention to the cultivation of personal morality, reflect on the role of leadership as an example, and cause employees to learn and improve. follow suit. On the other hand, managers should pay attention to employees with high organizational identity, such as middle managers, be good at listening to their voices, and actively listen to or take their suggestions. Managers should realize that this type of employee is not a "thorn" looking for trouble, but a person who is loyal to the organization has a sense of responsibility, has ideas, and should accept their direct remonstrance.

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