



CEO transformational leadership and organizational outcomes: The mediating role of human–capital-enhancing human resource management

Weichun Zhu^{a,*}, Irene K.H. Chew^{b,1}, William D. Spangler^{c,2}

^aDepartment of Management and Gallup Leadership Institute, University of Nebraska Lincoln, Lincoln, NE 68588, USA

^bDepartment of Organization, Management and Strategy, Nanyang Technological University, Singapore 639815, Singapore

^cSchool of Management and Centre for Leadership Studies, State University of New York at Binghamton, Binghamton, NY 13902, USA

Abstract

Using a field survey and company data of 170 firms in Singapore, we tested an integrated theoretical model relating CEO transformational leadership (TL), human–capital-enhancing human resource management (HRM), and organizational outcomes, including subjective assessment of organizational performance, absenteeism, and average sales. We found that human–capital-enhancing HRM fully mediates the relationship between CEO transformational leadership and subjective assessment of organizational outcomes and partially mediates the relationship between CEO transformational leadership and absenteeism. We discuss practical and theoretical implications.

© 2004 Elsevier Inc. All rights reserved.

Keywords: Transformational leadership; Human resource management; Organizational outcomes

1. Introduction

The field of organizational behavior has witnessed an increasing interest in studies of transformational leadership (TL) and human–capital-enhancing (or progressive) human resource

* Corresponding author. Tel.: +1 402 472 9860.

E-mail addresses: wzhu0@bigred.unl.edu (W. Zhu), akhchew@ntu.edu.sg (I.K.H. Chew), spangler@binghamton.edu (W.D. Spangler).

¹ Tel.: +65 679 056 87.

² Tel.: +1 607 777 2563.

management (HRM). Both of these developments represent radical departures from previous research.

In the case of leadership, previous scholarship focused on command, coordination, delegation, and resource acquisition. The relationship between leader or manager and subordinate was supposed to be impersonal and based on an exchange or transaction of rewards for services. The focus was on efficient use of resources within the status quo. More recent transformational leadership focuses on changing the status quo, both the organizational status as well as individuals within the organization. Methods for accomplishing these changes or transformations differ greatly from previous administrative techniques. Here, the focus is on the relationship of the leader to other organizational members as well as the impact the leader has on others via such phenomena as charisma (or idealized influence), inspiration, and vision. At the risk of oversimplifying, we may say that the difference between traditional and more recent leadership research is the difference between management and leadership.

Likewise, newer research in the area of human resource management differs substantially from older research. Older research focused on administrative issues of selection, performance appraisal, compensation, training, and compliance with legal requirements. Newer theorizing and research also looks at how the HRM function may be used to serve the strategic interests of the organization and how HRM may increase the capacity of organizational members.

Although these two new streams of research have grown up together, little or no research has examined how these two organizational phenomena may be related to each other. Both transformational leadership and human–capital-enhancing HRM have positive effects on individual and organizational performance, but the nature of the relationship remains obscure. Perhaps they are independent phenomena. Much of the transformational leadership literature stresses the cognitive and affective relationship between leader and organizational members and stresses the differences between leadership and traditional management or administration of impersonal systems. Therefore, it makes sense to suppose that transformational leadership would have its primary effects outside of the formal administrative system. In this case, transformational leadership and human–capital-enhancing HRM would be independent inasmuch as human–capital-enhancing HRM is part of the organizational administrative system. An alternative, which we explore in the present research, is the somewhat less intuitively obvious proposition that transformational leadership and human–capital-enhancing HRM may work together to enhance individual and organizational performance. Specifically, we propose that much of the effect of transformational leadership is mediated by human–capital-enhancing HRM, in addition to any direct effect of transformational leadership on outcomes.

2. Literature review and hypotheses

2.1. Leadership and organizational outcomes

Leadership is one of the key driving forces for improving firm performance. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are potent sources of managerial rents and

متن کامل مقاله

دریافت فوری ←

ISIArticles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات