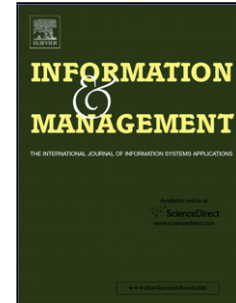


Accepted Manuscript

Title: When and How Authoritarian Leadership and Leader Renqing Orientation Influence Tacit Knowledge Sharing Intentions

Authors: Zhen-Jiao Chen, Robert M. Davison, Ji-Ye Mao, Zhao-Hua Wang



PII: S0378-7206(16)30213-0
DOI: <https://doi.org/10.1016/j.im.2018.03.011>
Reference: INFMAN 3055

To appear in: *INFMAN*

Received date: 10-10-2016
Revised date: 22-3-2018
Accepted date: 25-3-2018

Please cite this article as: Zhen-Jiao Chen, Robert M. Davison, Ji-Ye Mao, Zhao-Hua Wang, When and How Authoritarian Leadership and Leader Renqing Orientation Influence Tacit Knowledge Sharing Intentions, Information and Management <https://doi.org/10.1016/j.im.2018.03.011>

This is a PDF file of an unedited manuscript that has been accepted for publication. As a service to our customers we are providing this early version of the manuscript. The manuscript will undergo copyediting, typesetting, and review of the resulting proof before it is published in its final form. Please note that during the production process errors may be discovered which could affect the content, and all legal disclaimers that apply to the journal pertain.

When and How Authoritarian Leadership and Leader Renqing Orientation Influence Tacit Knowledge Sharing Intentions

Zhen-Jiao Chen *

School of Management and Economics, Beijing Institute of Technology, Beijing, China
sharon2009@bit.edu.cn

Robert M Davison

Department of Information Systems, City University of Hong Kong, Kowloon, Hong Kong, China
isrobert@cityu.edu.hk.

Ji-Ye Mao

School of Business, Renmin University of China, Beijing, China
maojy@rbs.ruc.edu.cn

Zhao-Hua Wang

School of Management and Economics, Beijing Institute of Technology, Beijing, China
wangzh@bit.edu.cn

*Correspondence to: Zhenjiao Chen, Room 229, School of Management and Economics, Beijing Institute of Technology, No. 5 Zhongguancun South Street, Haidian District, Beijing, China.

Phone: +86-15210983138; e-mail: sharon2009@bit.edu.cn

Abstract

In this study of tacit knowledge-sharing intentions in China, we examine the roles of authoritarian leadership and fairness with respect to the way managers make decisions and treat their subordinates. In particular, we examine the role of leader renqing orientation, i.e., the way leaders distribute favors and emotional concern to their subordinates, as a moderating factor. We draw on the research literature in the domains of knowledge management and cross-cultural Psychology to identify constructs that we then test with a survey of 309 Chinese employees. Our findings are counter-intuitive and are discussed in detail before we conclude with implications for research and practice.

Keywords: *Authoritarian leadership; renqing orientation; fairness; tacit knowledge sharing intentions.*

1. Introduction

With the exacerbation of global competition, enterprises are facing much more complex tasks, which cannot be processed by one individual but require employees to share, integrate

Download English Version:

<https://daneshyari.com/en/article/10226024>

Download Persian Version:

<https://daneshyari.com/article/10226024>

[Daneshyari.com](https://daneshyari.com)