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Does Autonomous Gene Carry on? The Role of Parenting Styles in Shaping Authentic and Empowering Styles

（Thesis submitted for the degree of Executive Doctorate in Business Administration）

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ABSTRACT

Purpose: The purpose of this paper is to examine the role of parenting style in shaping leadership style. Research predictions were that childhood perceived parental practices will fulfill a significant role in shaping the individual's potential leadership behavior in adulthood.

Design: The author conducted extensive qualitative study comprised of 20 in-depth, semi-structured leader interviews to explore this issue. we tested the research hypotheses with questionnaire data from 245 leader participants (112 in study 2, 133 in study 3) and 798 employee participants (417 in study 2, 381 in study 3) from diverse industrial and service organizations. During their attendance in annual corporate training, they were asked to report their childhood experience using Autonomous Parenting Scale, Motivation to Lead Scale, Learning Goal Orientation Scale, Proactive Personality Scale and Affect-based and Cognition-based Scale. Their fellows are required to answer survey questions regarding their leadership behaviors using Authentic Leadership Scale and Empowering Leadership Scale.

Findings: Across qualitative interviews, several themes emerged around leadership style development. Quantitative results indicated association between parenting style and leadership behaviors. Specifically, autonomous parenting was positively associated with both authentic leadership and empowering leadership.

Research limitations: Testing the perceived parenting style in childhood to the individual's leadership style helps to advance our theoretical understanding of key leadership antecedents. The findings may help the organizations in developing leadership skills and help organizations to explore the potential leaders in finding approaches to better cooperate with, delegate, and empower the fellow employees.

Originality: This empirical study provides evidence of how the role of autonomous parenting style in the development of authentic leadership and empowering leadership. The effects found in the study also reinforce the existing findings by showing that parenting style play a significant role in shaping the individual's leadership behaviors.

Keywords: Leadership Style, Parenting Style, Authentic Leadership, Empowering Leadership.

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Table of CONTENT

ABSTRACT I
ACKNOWLEDGEMENT II
Table of CONTENT IV
Table of TABLES VII
Table of FIGURES IX
Chapter 1: Introduction 1
1.1 Research Background 1
1.2 Purpose of the study 6
1.3 Significance of the study 7
Chapter 2: Literature Review 11
2.1 The Bibliometric Analysis: 11
2.1.1 The Rationale Behind the Bibliometric Method 11
2.1.2 Why Knowledge Map the Literature? 12
2.1.3 Knowledge Mapping and CiteSpace: 14
2.1.4 Reviewing Method: Building Database for CiteSpace: 14
2.1.5 Knowledge Mapping Results: 17
2.2 Conceptualizing autonomous parenting and authentic/empowering leadership 21
2.2.3 Cultural Influence on Parenting Style 25
2.2.4 Parenting in Chinese Culture: Traditional Chinese Roots and Contemporary Phenomena: 35
2.2.5 Early Developmental Factor: 37
2.2.6 From Autonomous Parenting to Authentic Leadership & Empowering Leadership 38
2.2 Intrinsic Motivation and Self-Determination Theory (SDT) 40
2.3 Leader Development Versus Leadership Development: 44
2.4 Boundary Condition: 44
2.5 Prospective Leader Motivations: 45
2.5.1 Motivation to Lead: 45
2.5.2 Learning Goal Orientation: 47
2.6 Prospective Leader Attribution (Relational Association) 49
2.6.1 Proactive Personality 49
2.6.2 Affect-based and Cognition-based Trust: 49
2.9 Summary 50
Chapter 3: A Qualitative Study of Leadership Development and Parenting Style 52
3.1 The Rationale of Qualitative Study 52

3.2 Study 1：Qualitative Interview 54
3.2.1 The Rationales behind the interview method: 55
3.2.2 The subject of the interviews: 56
3.2.3 Research Design: 56
3.2.4 Participants and Procedure: 59
3.2.5 Data Analysis: 63
3.2.6 Open Coding: 82
3.2.7 Axial Coding 90
3.2.8 Selective Coding 93
3.2.9 Theoretical Saturation 95
Chapter 4: A Quantitative Study of Autonomous Parenting and Leadership Styles 96
4.1 Study 2: The relationship between autonomous parenting and authentic leadership 96
4.1.2 Research Design 98
4.1.3 Research Result: 104
4.1.4 Reliability and validity of the scale 108
4.1.5 Correlation analyses: 114
4.1.6 The mediating effect test: 115
4.1.7 The moderated mediation model analysis: 116
4.2 Study3: The Relationship Between Autonomous Parenting and Empowering Leadership 119
4.2.1 Research Design 120
4.2.2 Measure: 122
4.2.3 Result 127
4.2.4 Reliability and validity of the scale 130
4.2.5 Correlation analyses 135
4.2.6 The mediating effect test 136
4.2.7 The moderated mediation model analysis 137
4.3 Summary of the quantitative study of autonomous parenting and leadership style: 140
Chapter 5: Summary, Conclusions, Limitations and Future Research Implications 141
5.1 Summary 141
5.2 Conclusions: 143
5.3 Future Research Implications: 144
References 146
Appendix A: Interview questions asked in semi-structured interviews. 192
1. Current job: 192
2. Family Background: 192

3. Career History: 192
4. Motivation to lead: 192
5. Learning Goal Orientation 192
6. Leadership style 192
Appendix B: Transcriptions of Interviews on Leaders (Study 1) 193
Appendix C: Sample Survey Questionnaires 270
Appendix D: Detailed Explanation of rs 4950 Genotype 279
Appendix E: Conceptual tenets operationalized for Confucianism, Buddhism and Taoism 283
Appendix F: How Confucianism Relates to the Wu Lun (五伦) 288
DECLARATION 290
RESUME 291

Table of TABLES

Table 2.1.2 The top 10 journals of the search result 13
Table 2.2.3 The origin and meaning of Chinese characters (man, woman, husband, wife, father, mother) .. 34
Table 3.2a Process of Building Theory from Case Study Research 58
Table 3.2b The Basic Information of Interviewees 62
Table 3.2.5.a Demographic Distribution of Top Managers Interviewed (N=20) 63
Table 3.2.5b The Timeline of the Economic and Social Development in China (1949-1999) 64
Table 3.2.5.c How Confucian/cultural values are transmitted through the expectations and behaviors of parents 74
Table 3.2.5.d the Key Characteristics from Early Family Experience to the Later Leadership Behavior Formation 77
Table 3.2.5.e Graphical Chart of Word Frequency Report. 80
Table 3.2.5.f Tree Map of Word Frequency Query: 81
Table 3.2.5.g Significance of Nodes Compared by Codes 82
Table 3.2.6 The results of open coding 83
Table 3.2.7 The result of axial coding 91
Table 4.1.3a Descriptive Analysis N=112 105
Table 4.1.3b Demographic Distribution of CEOs (N=112) 105
Table 4.1.3c Demographic Distribution of Employees (N=381) 107
Table 4.1.3d Common Method Bias Testing 108
Table 4.1.4a Reliability of the scales 109
Table 4.1.4b The Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity of the scales 110
Table 4.1.4c The fitting indices of the scales 110
Table 4.1.4d The fitting indices of the models 112
Table 4.1.4e Factor Loading 113
Table 4.1.5 Correlations between main variables 115
Table 4.1.6a The mediation effect 115
Table 4.1.6b Total effect, direct effect and indirect effect 116
Table 4.1.7a The moderated mediation model analysis 117
Table 4.1.7b Conditional effects of autonomous parenting on motivation to lead at three levels of managerial coaching 117
Table 4.1.7c Conditional effects of autonomous parenting on learning goal orientation at three levels of managerial coaching 118
Table 4.1.7d Results of the Hypothesis 118
Table 4.2.1 Demographic Distribution of CEOs (N=133) 122
Table 4.2.3a The Frequency of the Variables 127
Table 4.2.3b Demographic Distribution of CEOs (N=133) 128

Table 4.2.3c Demographic Distribution of Employees (N=417) 129
Table 4.2.3 Common Method Bias Test 130
Table 4.2.4a Reliability of The Scales 130
Table 4.2.4b The Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity of the scales 131
Table 4.2.4c The fitting indices of the scales 132
Table 4.2.4d The fitting indices of the models 133
Table 4.2.4e Factor Loadings 134
Table 4.2.5a Inter-correlations between main variables 135
Table 4.2.6a The Mediation Effect 137
Table 4.2.6b Total Effect, Direct Effect and Indirect Effect 137
Table 4.2.7a The Moderated Mediation Model Analysis 138
Table 4.2.7b Conditional Effects of Autonomous Parenting on Proactive Personality at Three Levels of Managerial Coaching 138
TABLE Appendix E Conceptual tenets operationalized for each ideology 285

Table of FIGURES

Figure 2.1.1The timeline distribution of the publications of literature 12
Figure 2.1.2a Co-citation map of the reference literation by using CiteSpace..... 13
Figure 2.1.4 a Three Steps of Building Database for CiteSpace: 14
Figure 2.1.4c Bibliographic coupling and co-citation coupling 16
Figure 2.1.5 Authors of Core Articles 18
Figure 2.1.5a Author Cluster Analysis of CiteSpace..... 18
Figure 2.1.5b Keyword Co-occurrence Analysis by CiteSpace..... 19
Figure 2.1.5c The Timeline Distribution of the Keywords in Leadership Style..... 20
Figure 2.1.5 d Top 20 keywords with the strongest citation bursts..... 21
Figure 2.2.0 From autonomous parenting to authentic/empowering leadership (illustrated by author)..... 21
Figure 2.2.1 Sum of times cited per year..... 24
Figure 2.2.2 The tree map of citation in “parenting style” and “leadership” 25
Figure 2.2.3 How Confucian values empower the Chinese family values and future leadership development..... 29
Figure 2.2.5 The Contextual Model of Parenting Style 38
Figure 2.2.0a Summary model showing the growth environment..... 41
Figure 2.2.1 Internalization and Integration of Intrinsic and Extrinsic Motivation..... 41
Figure 2.4.1.A Theoretical Framework of Manager as Coach..... 45
Figure 2.5.1 Fixed Mindset versus Growth Mindset (Dweck, 2016)..... 48
Figure 2.9 Summarization of Theoretical Model 1 and 2 51
Figure 3.1.a The process of grounded theory (Birks & Mills, 2015, p.39) 52
Figure 3.1.b Research methods and processes (author design). 53
Figure 3.2.a The Qualitative Research as the Unit of Analysis. 55
Figure 3.2.4 The Process of Data Collection (Illustrated by Author) 59
Figure 3.2.b Sample coding stripes from Nvivo 12 79
Figure 3.2.c The coding paradigm: 90
Figure 3.2.8 The influencing mechanism models from parenting style to leadership style. 94
Figure 4.1.2 Conceptual model for mediation. Plus signs indicate positive correlations; minus signs indicate negative correlations..... 104
Figure 4.1.7 The effect of the moderation 117
Figure 4.2.0 Conceptual model for mediation. Plus signs indicate positive correlations; minus

signs indicate negative correlations..... 127
Figure 4.2.7a The Moderating Role of Managerial Coaching..... 139
Figure 4.2.7b The Mediating Roles of Proactive Personality and Affect and Cognition Based Trust..... 139
Figure 4.2.7c The Moderated Mediation Model..... 140