公共部门领导影响力

THE STRUCTURE OF LEADER'S INFLUENCE
FROM THE PUBLIC SECTORS

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内容摘要

　　研究统计显示，组织成败有 45%～65% 的变异量是由领导者所决定[①]，由此说明了领导的重要性。领导影响力是领导者改变他人心理和行为的能力，贯穿于领导过程的全部，领导者影响力的大小直接与绩效相关。领导影响力既包括由职位带来的权力影响力，也包括领导者由于自身品格、知识、能力、感情等因素形成的个人影响力即非权力影响力。领导者采用不同的影响策略体现出不同的领导风格。随着信息化、知识化和全球化时代的来临，中国的政治经济体制改革的深入，公共领导体制的变革，社会民主化的发展，和谐社会的进步，组织权力结构的变化……都使领导环境发生了翻天覆地的变化，对领导者的素质和领导方式提出了新的要求。目前中国领导者尤其是公共部门领导者素质和领导方式有很大的提高和改进，但还存在着诸多不足，公共部门领导者的素质亟待提高，如何采用合理的权力影响策略，如何协调好权力影响力和非权力影响力的关系，使领导影响力发挥到最大，是摆在我们面前亟待解决的现实问题，也是意义深远的理论问题。

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① Bass B M. Bass and Stogdill's handbook of leadership: Theory, research, and managerial application. New York: Free Press, 1990. p. 760～830.

　　本书以领导者为研究对象，通过比较研究的方法重点考察公共部门领导者影响力的结构及内在要素，通过对影响力结构及内在要素关系的研究，最终摸清影响力形成发展的规律，以完善影响力结构理论并开发出合理有效的提高领导影响力的策略，为公共部门领导者的选拔、晋升、培训、开发、考核提供有效的理论依据。

　　本书的理论假设采用立体构思方法，以领导权变思想为依据，将各路学者从单维角度研究的权力影响力、非权力影响力、权力策略、上下级关系等问题，纳入到一个大系统中综合考虑，构建出一个三维模型，即权力、关系、策略等因素共同制约影响力的结果。

　　本书采用质的研究和量的研究相结合的方法，以定量研究方法为主，定性研究方法为辅。质的方法主要是采用访谈调查和开放式问卷调查，通过严谨的质的研究方法的程序，对 30 余位专家、领导者的访谈结果和 798 份开放式问卷的结果进行归纳，梳理出定性化的结论。量的研究主要是通过问卷调查方法，对分布在全国 9 个省 12 个城市五种组织性质的 1199 名被领导者进行施测，得到 731 份有效问卷，运用验证性因素分析、差异性检验、线性回归分析和复回归分析等多种统计方法探讨影响力结构模型及其内在关系。研究结果显示：运用验证性因素分析，经过信度和效度检验，修订领导影响力和策略量表后，得出领导影响力的结构因素为个人影响力、理性策略和强硬策略；在此基础上通过对研究领导者变量、被领导者变量、情境变量（组织性质、关系）在影响力结构各因素之间的显著性差异检验，表明众多变量差异显著，这对领导者针对不同的对象和情境采用不同的策略，非常具有现实意义。最后，对影响力各因素之间、影响力各因素与结果之间进行相关分析和回归分析，探明了影响力各因素之间的关系、得出了标准的影响力回归公式，回归公式解释率为 41.1%，

结果可以接受。在对领导者整个群体进行影响力结构研究的同时，专门对公共部门和非公共部门的领导者影响力结构分别进行了回归研究，结果表明：公共部门和非公共部门领导者影响力的回归模型不同，系数有很大差异，在理性策略的使用上在公共部门比非公共部门更受欢迎；非公共部门中个人影响力权重更高。这与公共部门和非公共部门组织性质的差异是有关系的，为公共部门领导者实施影响策略提供理论依据。

本书主要包括十篇内容，第一部分是前言，包括"导论"一章的内容，说明研究的起因、目的意义和整体研究路线；第二部分是研究设计，包括"文献综述"、"研究的理论基础与研究假设"两章内容；第三部分是实证研究过程，包括"问卷和抽样"、"问卷的信度与效度分析"、"差异性分析及基本假设检验"、"各因素间相关分析、相关假设检验"和"多元回归分析及领导影响力的模型构建"共五章内容；第四部分是质的研究过程，包括"开放式问卷和访谈研究过程"一章内容；最后一部分是"结论和应用"，共一章的内容，包括结论、理论探索、实践启发和研究的创新与不足之处。结论部分包括：质的研究结论、量的研究结论和自加题部分的结论，以量的结论为主，其他研究方法结论作为补充。事实证明，采用质和量相结合的研究方法非常有意义，对于数据的解释和理论的构建等，均是只采用一种方法所不能及的。理论探索部分根据本研究结论提出一些新的理论观点；实践启发部分根据研究结论针对公共部门领导者影响力的形成提出五项建议；创新与展望部分针对本研究的创新、不足和未来的后续研究进行了阐述。

本书的创新之处：

一是理论构架上采用立体思维方式，将在不同维度上与影响力有关的因素纳入到一个立体的大系统中通盘考虑，有助于系统地而不是单一地探讨影响力的发生机理和规律；

二是研究方法上，在中国公共部门领导影响力研究领域，首次采用实证研究方法，并且样本有一定代表性，为该领域实证研究迈出坚实一步；同时，在研究方法上，采用质的和量的研究方法相结合的方式进行了分析比较研究，应该属于研究方法上少有的尝试。

由于受作者知识水平、研究能力、时间及研究条件的限制，本书在研究设计、统计方法运用、数据挖掘等方面存在诸多不足，需要在领导者、被领导者的变量中增加个性变量，并进行交互研究；同时，对影响力结构因素进一步细化研究将是今后的方向。另外，影响力是多方向的，本书仅从被领导者的角度，有一定的局限性，如能在上下级之间进行研究，并研究对上级的影响力、对平级的影响力、对外部的影响力，将会进一步完善影响力理论，恭请各位有志于该领域研究的专家学者携手向前。

Abstract

According to the research statistics, 45% – 65% of variables deciding the success or failure of organization depends on leaders. This fact further proves the importance of leaders in real life. The influence of leaders refers to the capability that leaders can alter the mind and behavior of other people, which takes place through the whole process of leading. The extent of leader influence is directly related to performance. The leader influence includes not only power influence due to the post but also personal influence, that is to say the influence not caused by power but leaders' character, knowledge, capability and affection, etc. Leading styles of different leaders are manifested by adopting different strategies. In China, under the circumstance of economic globalization, political system reform as well as the reform of the public leadership system is further developed. Besides, other positive evidences include the development of social democratization, flat trend of organizational structure, the transparency of information from society characterized by networks and the progress of harmonious society. The leading environment has changed tremendously because of

the above - mentioned developments, which raise a new requirement to leaders' quality and leading manners. Currently, Chinese leaders, particularly leaders from public sectors, have made great improvement in self quality and leading manners. However, some negative phenomena such as improper practice of power and misuse of authority still remain. The leaders' quality of public sectors needs to be improved immediately. That how to adopt reasonable power influence strategy and how to harmonize the relationship between power influence and non - power influence in order to maximize leader influence is the practical issue and the theoretical issue facing us.

The paper takes the leaders as the study object. Through the method of comparative research, author mainly examines the influence structure of public sectors' leaders and interior factors. By conducting the research into the influence structure and interior factors, author finally comes to know the rule of the influence. Author aims to improve the theory of influence structure and develop reasonable and effective strategies improving the leaders' influence in order to provide the effective foundation for public sectors to select, promote, train, develop and examine leaders.

As for the theoretical hypothesis of the investigation, author adopts the method of three - dimensional conceiving. According to the idea of adaptability in tactics, author incorporates the investigation of power influence, non - power influence, power strategy and relations between the superior and the inferior conducted by scholars of various subjects into a comprehensive system to establish a three - dimensional model, which is the result of restricting influence by power, relation and strategy.

Author adopts quantitative analysis combined with qualitative

analysis, among which quantitative analysis is the main research methodology and qualitative analysis supplementary. The qualitative analysis is carried out mainly by interview and questionnaires available to all. Author adopts strict procedure of qualitative methodology. Interviewing more than 30 experts and leaders and asking 79 people to fill in the questionnaires, author gets the qualitative conclusion. The quantitative analysis mainly adopts the method of questionnaire to conduct investigation. Author designs 731 questionnaires to investigate five kinds of organization natures in 12 cities of 9 provinces. Then author carries out validating factor analysis through the method of structure equation model to verify validity and efficiency and emend leader influence and strategic scale. Through this research method, author gets the conclusion that organizational factors of leader influence consist of individual influence, rational strategy and forcible strategy. It is of significance to research the prominent discrepancy existing in leader variable, the inferior variable and context variable (organizational nature and relation) in the respect of various influence factors of influence structure. The acts to research the prejudiced discrepancy between leaders, the inferior and different organizational nature in the respect of influence factors and to investigate the situation that leaders adopt different strategy to different objects and under different context are of realistic significance. Meanwhile author adopts method of Correlation put forward by Pearson to investigate the correlation of various factors and the correlation between various influence factors and influence results. Thereby author proves up the relationship between various influence factors, which is helpful to influence theory and practice. Lastly author carries out the regressive study to the relationship between organizational factors of various influence and influence results, investigating

predicting value of various factors to influence results, which is of great significance to thoroughly understand the changing rule of influence. The research finally elicits the standard regressive formula of influence, for which the rate of explanation is 41.1% . Thus the result is acceptable. On this basis, author specifically carries out the regressive study to the leader influence of public sectors and private sectors. The result manifests that the regressive models are different for public sectors and private sectors, of which coefficients are of much difference. The rational strategies adopted by public sectors are more popular than that of private sectors. In private sectors, personal enjoys more authority, which is related with difference in organizational nature of public sectors and private sectors. It is a logical phenomenon and provides theoretical basis for leaders to implement influence strategy.

The paper consists of five chapters. The first chapter is the introduction, introducing the reason of conducting research, objective of research and the significance of the research. The second chapter is devoted to the research design, including research methodology, literature review and forming hypotheses. The third chapter is about the progress of demonstration research, including sample and questionnaire, validity of questionnaire and verifying of efficiency, testing of discrepancy, relative analysis and regressive analysis. The fourth chapter is devoted to the research progress and result of the qualitative analysis, including interview and questionnaires available to all. The last chapter is the conclusion and application, including the conclusion, theoretical exploration, and empirical elicitation, innovation of the research and the shortage of the research. The conclusion includes conclusion eliciting by qualitative research, conclusion eliciting by quantitative research and the conclusion eliciting by the additional questions,

of which the quantitative conclusion takes primary position and conclusions eliciting by other research methods supplementary. It has been proved that it is of significance to adopt quantitative analysis combined with qualitative analysis. Only one method is not sufficient to explain data and formulate theory. On the basis of the research conclusion, author puts forward some new theoretical viewpoints in the part of theoretical exploration; the part of empirical elicitation puts forward five pieces of suggestions on the basis of the research conclusion pertaining to leaders' influence from the public sectors; the part expounds on the innovation, shortage and future development of the research.

The innovation lies in:

First, as for the theoretical framework author adopts three - dimensional thinking mode, surveying all factors related with influence and not in the same dimension, which is helpful to discuss the occurring mechanism and rule of the influence;

Second, in the respect of research method, it is the first time to adopt demonstration research method in the realm of leader influence in Chinese public sectors and the quantity of sample and scope are representative, which contributes lot to demonstration research of the realm. Meanwhile, it is seldom to adopt quantitative analysis combined with qualitative analysis to conduct research, which is an attempt in the research methodology.

There are limitations in research design, the handling of data and data study, etc due to the restrictions in the aspect of author' s knowledge, investigation capability and research conditions. It would be better if the subsequent studies can add particular variable into the study of leader variable and the inferior variable and conduct interactive study at the same time. Meanwhile, the intensive study to structural factors of

influence will be the study direction in the future. In addition, influence is various. The research is limited because author only conducts research in the aspect of the inferior. Researches on the relationship between the superior and inferior and the influence to the superior, counterparts and the external will perfect the influence theory. Therefore, as for experts and scholars devoted to the research of the field, we can work together to further this research.

序

萧鸣政

　　无论是在国外还是在国内，关于领导影响力的书籍、文章都是比较丰富的；无论是在理论上还是实践上，关于领导影响力的理论和应用都备受推崇；专家学者们分别从政治、经济、社会等不同的角度探讨领导影响力现象，研究成果更多地集中在管理和领导两个领域上。

　　然而，关于领导影响力的这些理论研究和实践应用的成果中却体现出不均衡的现象：一是国外学者研究起步早，成果丰富，国内学者起步晚，成果较少；二是国外学者多是采用实证方法进行研究，国内学者多是采用规范方法进行研究；三是研究对象多集中在赢利型组织的领导影响力研究，很少对公共部门的领导影响力进行研究。这种研究的不均衡现象就造成了我国关于公共部门领导影响力的研究呈现起步晚、数量少、实证研究匮乏的现状。

　　随着社会主义和谐社会的构建，服务型政府的推进，领导体制改革的深入，对公共部门领导者的素质、能力和作风提出了更高的要求，亟待提高公共部门领导的影响力进而提高执政能力。目前关于公共部门领导影响力研究的现状不能满足现实的需要，无论在理论上还是在实践上都需要一种科学的理论和一种有效的方法作为培养和提高公共部门领导者影响力的工具。

在这样的背景下，《公共部门领导影响力》一书无疑为中国特色的社会主义领导学理论研究进行了有益的探索，为当代中国公共部门党政领导者的素质能力和作风的提高提供了可操作的方法。

本书是作者在其博士论文的基础上整理完成的。这一题目在2005年初就已经确定下来，作者搜集了大量的国内外资料对这一问题进行系统的资料梳理，访谈了多位国内外相关领域知名专家，初步构建了领导影响力结构模型。之后采用实证研究的方法，对分布在全国9个省12个城市五种组织性质的1199名被领导者进行问卷调查，运用高级统计学中的原分析、聚类分析、差异性检验、线性回归分析和复回归分析等多种统计方法探讨影响力结构模型及其内在关系。初步探明了领导影响力的结构模型，同时采用比较研究的方法，重点对公共部门和非公共部门领导者影响力进行差异研究，从而确定公共部门领导影响力结构，为公共部门领导者提升领导影响的策略选择提供理论依据。

本书主要有两个创新点：一是在研究设计上，从独特的视角，采用立体思维方式，摒弃了以往同类研究采用单一维度做法，尝试将不同方向维度的因素纳入到一个立体的大系统中，更加全面地探讨影响力的内容结构，可以说是一次有益的大胆尝试；二是在研究方法上，在中国公共部门领导影响力研究领域，首次采用了实证研究方法，为该领域实证研究迈出坚实一步；同时，采用质的研究和量的研究相结合的方式进行了分析比较研究。

最后，本书在理论构建的深化、研究方法的精准、研究对象的细化、研究结论的操作应用等方面，还有进一步发展的空间。

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目 录