

題目	家長式領導與倫理氣候如何促進公民行為：跨層次分析觀點
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摘要	家長式領導是華人領導模式的獨特形態，現有的文獻中家長式領導大多是以企業組織、運動團隊為研究對象，較少以學校組織為對象。而目前對於家長式領導的文獻大多以單一層次為主，較少同時整合個人層次以及組織層次之效果。本研究以階層線性模式來探討組織層次的家長式領導是否可透過形塑組織倫理氣候，跨層次影響個人層次的教師公民行為，本研究採用分層隨機抽樣，以台灣公立國民小學教師所填答之問卷作為跨層次迴歸分析之資料來源。本研究之發現與貢獻如下：1. 仁慈式、德行式、威權式領導對於組織倫理氣候有不同的影響效果；2. 仁慈式領導與德行式領導對於教師公民行為有正面效果，威權式領導則為負面效果；3. 關懷型與原則型倫理氣候對教師公民行為有正面效果，自利型倫理氣候則為負面效果；4. 組織倫理氣候會中介組織層次家長式領導與教師公民行為之間的關係。對提升教師公民行為而言，學校領導者除了善用家長式領導之外，更應重視形塑利他人與利組織的倫理氣候，以有效轉化家長式領導與教師公民行為之間的正向關係。
關鍵字	家長式領導、倫理氣候、公民行為、跨層次分析
Title	How Paternalistic Leadership and Ethical Climate Promote Citizenship Behavior: The View of Cross-level Analysis
Author	Jing-Wen Huang, Shao-Lan Chang
Abstract	Paternalistic leadership is an unique leadership model for Chinese society. Most existing literature explores paternalistic leadership in the contexts of enterprises and sports teams. Little research integrates organizational level and individual level to explore paternalistic leadership. This study uses hierarchical linear modeling to explore whether the paternalistic leadership at the organizational level can influence ethical climate, and then affect the teacher's citizenship behavior at the individual level. The stratified random sampling was used to collect data. The questionnaires collected from the teachers of elementary schools in Taiwan were used for cross-level regression analysis. The findings of this study revealed different effects of paternalistic leadership on organizational ethical climate. Paternalistic leadership and ethical climate have significantly effects on teacher's citizenship behavior. Ethical climate has a cross-level mediating effect on the relationship between organizational level paternalistic leadership and teacher's citizenship behavior. To promote teacher's citizenship behavior, school leaders should realize that building positive ethical climate can effectively transform the relationship between paternalistic leadership and teacher's citizenship behavior.
Keyword	Paternalistic Leadership; Ethical Climate; Citizenship Behavior; Cross-Level Analysis