

以下內容擷取自 2016 年發表於 Asia Pacific Journal of Management 一篇文章的緒論，請詳細閱讀，然後回答文後五個問題。

I. Introduction

A team's leader plays a key role in directing the team (Campion, Medsker, & Higgs, 1993). The literature is rich with studies demonstrating the impact of leadership on team dynamics and effectiveness (e.g., Ishikawa, 2012; Mathieu, Maynard, Rapp, & Gilson, 2008). Among the various leadership behaviors, transformational leadership (TFL) is one of the most important styles which can create a proactive team environment by motivating followers to pursue higher-level aspirations and converting self-interest into collective interests, and thus enhancing team performance (Bass, 1985; Bass, Avolio, Jung, & Berson, 2003; Burns, 1978; Sun, Xu, & Shang, 2014). Meta-analytic studies have consistently supported the significance of TFL for various measures of team outcomes (Burke et al., 2006; Wang, Oh, Courtright, & Colbert, 2011). Nonetheless, researchers also call for more inquiries into the mechanisms through which TFL promotes team performance (Chi & Huang, 2014; Wang et al., 2011), in order to identify how this kind of leadership unfolds in a team (Dionne, Yammarino, Atwater, & Spangler, 2004).

Conversely, although the concept of TFL was originally proposed for CEOs of companies (Burns, 1978), most prior examinations focused on “the *close relationships* (i.e. the direct interactions between the leader and followers) at lower levels of the managerial hierarchy” (Ling, Simsek, Lubatkin, & Veiga, 2008a: 924), without paying sufficient attention to the effects of CEOs' transformational efforts on their subordinate top management team (TMT) members and subsequent firm performance (Ling et al., 2008b). Such neglect is notable given that transformational CEOs influence the survival and success of an organization through their direct leadership of the TMTs (Colbert, Kristof-Brown, Bradley, & Barrick, 2008; Wang et al., 2011; Zhang, Cao, & Tjosvold, 2011), and CEOs often hold a disproportionately dominant role in Asian countries, such as Vietnam (Schermerhorn, 2000), from where our research data were collected.

To address the aforementioned gaps in the literature, our study examines the mediating mechanism, or the so-called “black box” (Dionne et al., 2004), between CEO TFL and firm performance. To examine this concealed mechanism we refer to the team climate theory (Schneider, 1975, 1990), and specifically investigate the concept of TMT trust climate

(Carmeli, Tishler, & Edmondson, 2012). Team climate can exert either a mediating or moderating effect on the leaders' influence (Eisenbeiss, Knippenberg, & Boerner, 2008; West, 1990). Following the inputs-mediators-outcomes (IMO) model of team effectiveness (Mathieu et al., 2008), our study views TMT trust climate as a mediator (Liu, Hernandez, & Wang, 2014; Sun et al., 2014), and sees it as a psychological state that can explain why certain inputs affect team effectiveness (Ilgen, Hollenbeck, Johnson, & Jundt, 2005; Mathieu et al., 2008). Trust has emerged as a central construct in a variety of studies (Lau & Cobb, 2010; Rousseau, Sitkin, Burt, & Camerer, 1998), and is also vital for building intra- and inter-firm relationships in Vietnam (Nguyen & Rose, 2009). Conversely, trust climate has been shown to be a key mechanism through which leadership behaviors can promote advantageous outcomes (Boies, Fiset, & Gill, 2015; Braun, Peus, Weisweiler, & Frey, 2013; Carmeli et al., 2012; Shih, Chiang, & Chen, 2012).

Further, the effectiveness of CEO leadership depends on the environments in which a firm operates (Agle, Nagarajan, Sonnenfeld, & Srinivasan, 2006; Waldman, Ramirez, House, & Puranam, 2001), and the importance of various contextual variables for the consequences of leadership behaviors has been highlighted in the literature (Bass et al., 2003; Ling et al., 2008a), as these affect the nature of the leadership practices that teams or firms are likely to enact (Jung, Wu, & Chow, 2008). Because TFL theory was initially proposed for firms undergoing challenges and changes (Bass, 1985; Bass et al., 2003), it is worthwhile to examine how environmental dynamism moderates the relationships between CEO TFL, TMT trust climate, and firm performance.

In short, this study proposes a moderated-mediation framework to examine how CEO TFL affects firm performance through the mediation of TMT trust climate in dynamic environments. By so doing, we make several contributions to TFL theory. First, unlike previous studies that mainly focused on ordinary managers or supervisors, our study examines TFL at the CEO level. An identification of TMT trust climate as the intervening mechanism further reveals how CEO TFL can be translated into advantageous performance outcomes. Second, by investigating the moderating effect of environmental dynamism we delineate the contexts under which CEO TFL has more or less effects on firm performance through its impact on TMT process concerns. We also reveal how individual CEOs navigate the external environment to exercise their leadership influence in a transitioning

economy (Agle et al., 2006; Waldman et al., 2001). Third, recent research has called for more application of well-established leadership theories to Asian contexts, and especially in emerging countries (Lam, Huang, & Lau, 2012), as “most previous studies that examined effects of group-focused transformational leadership by CEOs on organizational performance were conducted in Western societies” (Zhang, Li, Ulrich, & van Dick, 2015: 5). An examination of CEO TFL and its implications for TMT dynamics and firm performance in Vietnam should help to increase the generalizability of the TFL theory (Walumbwa & Lawler, 2003). Moreover, our study contributes to the trust theory by investigating trust climate at the TMT level and considering it as a mediator in CEOs’ influence processes, which can complement prior examinations that mainly focus on its moderating role in workplace team contexts.

問題：

1. 請問這篇文章的主要研究問題為何 (10%)？主要想跟哪個領域的文獻對話 (5%)？
2. 請畫出本篇文章的研究架構圖 (包含自變數、依變數……等) (15%)？
3. 作者為何要撰寫本篇文章 (也就是說，本研究填補了那些文獻缺口) (20%)？
4. 您覺得本研究的實證發現，對企業或實務可以提供那些貢獻 (15%)？
5. 根據本篇研究，您覺得還可以延伸出那些新的研究議題 (20%)？探討這些議題的價值為何 (15%)？

注意事項：

1. 答題可以使用中文或英文，也可以兩者交互使用。
2. 回答問題以切中要點、論述清晰為宜，長篇大論未必有加分作用。