

十一、研究計畫中英文摘要：請就本計畫要點作一概述，並依本計畫性質自訂關鍵詞。

(二) 計畫英文摘要。(五百字以內)

Keywords : Supervisor-subordinate relationship, Guanxi, Conflict, Risk attitude, Core self-evaluation, Job satisfaction

Supervisor-subordinate relationship receives numerous attentions in that its positive benefits are beneficial to organization. Unlike past studies which focused on leader-member exchange theory, this article offers an alternative view and employs the concept of guanxi (i.e., extra-role relationship) and conflict (i.e., in-role relationship) to capture complete supervisor-subordinate relationship. Although guanxi has been regarded as one of the most vital characteristic in Chinese culture, it is admitted that it is essential to comprehend the social interaction, leadership, and management in both Western and Chinese society. Additionally, personal conflict in vertical dyads is an inevitable episode but ignored by related literature. Some types of conflict are deemed as functional; however, they may transform into destructive conflict and weaken the ability of cooperation. Thus, relative to guanxi emphasizing quality of supervisor-subordinate relationship, conflict here emphasizes interpersonal negative emotions.

The main purpose of this article is to explore the antecedents of supervisor-subordinate relationship (i.e., risk attitude and core self-evaluation) and its consequence (i.e., job satisfaction). Since supervisor-subordinate relationship can convey a signal to identify individuals with personalities that fit with the organization, it is important to further validate specific relationship between personality traits and supervisor-subordinate relationship. Both risk attitude and core self-evaluation (CSE) are close related to organizational behaviors and recognized as appropriate personnel selection criterion. These two kinds of inherent traits are critical for this issue. As a result, our findings can offer implications for management that how to select an appropriate employee who are comparatively fit with management.

Furthermore, supervisors look for right subordinates who can get along with them and fit their appetites. In this regard, interpersonal interaction theory proposes that similarity and dissimilarity between individuals governs their behaviors and attitudes toward each other. Specifically, personality traits may assist individual in developing harmony supervisor-subordinate relationship at individual level. Nevertheless, the quality of supervisor-subordinate relationship is contingent on traits of two parties rather than only one party at dyad level. Consequently, another objective of this article is to clarify whether similarity or dissimilarity of risk attitude and CSE between supervisor and subordinate facilitates relationship and job satisfaction in order to exhibit the essence of “fit.” Our findings are expected to provide some implications for unsolved controversies in relation to fit theory.