

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar

Reversed Dynamics: How and When Team Performance Shapes Leadership Perceptions and Behaviors By

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Date : 7 May 2024 (TUE)
Time : 2:30 – 4 pm
Venue : GH120c

Abstract

In this presentation, I will discuss a working paper by Hu & Chuang that examines the overlooked aspect of influence within the leader-team dynamic. Leadership is fundamentally a relational process, necessitating the coexistence of leaders and followers. Despite this, existing research has largely focused on the influence of leaders on team performance, neglecting the reciprocal aspect of the leader-team relationship. Our study employs attribution theory to investigate the bidirectional impact of team performance on leaders' perceptions and behaviors. We propose that team performance shapes leaders' trust in their teams and their self-perception, specifically regarding psychological entitlement, moderated by their perceptions of the team's prosocial motivation. Furthermore, a leader's trust in their team fosters servant leadership behaviors, whereas psychological entitlement may lead to abusive supervision. Our research includes three studies: a time-lagged survey of 211 real estate teams, a vignette-based experiment with 396 managers across various industries, and a longitudinal study involving 103 university managers. The results broadly support the notion that team performance enhances leaders' trust in their teams and encourages servant leadership behaviors, particularly when leaders perceive their teams to have a high level of prosocial motivation. Conversely, when team prosocial motivation is low, it can increase leaders' psychological entitlement and abusive supervision behavior. These findings highlight the significant, yet frequently overlooked, impact of team performance on leadership dynamics.

Prof. Jia (Jasmine) Hu is a Full Professor of Management at the Ohio State University and the Citi Visiting Chair at Tsinghua University. Previously, Jasmine received tenure from Mendoza College of Business at the University of Notre Dame. After receiving her Ph.D. in Organizational Behavior from University of Illinois at Chicago, her research focuses on prosocial leadership, team effectiveness, and the use of digital technology for work. Her work has been published in top management journals, such as *Academy of Management Journal (AMJ)*, *Journal of Applied Psychology (JAP)*, *Organizational Behavior and Human Decision Processes (OBHDP)*, and *Personnel Psychology (PPsych)*, and has been discussed in prominent media outlets such as *Forbes*, *Fortune*, *Times*, and *Washington Post*. Jasmine currently serves as an Associate Editor of *JAP*, Deputy Editor of *Management and Organizational Review*, and sits on the editorial boards of several management journals such as *AMJ*, *OBHDP*, *PPsych*, *Human Relations*, *Journal of Management*, and *Journal of Organizational Behavior*. She has also taught leadership courses at various academic levels, from MBA and executive education programs to advanced seminars for Ph.D. students. Jasmine actively engages with professional organizations, currently serving as a representative-at-large for Academy of Management's OB division and IACMR. Jasmine was elected a Fellow of the Society of Industrial and Organizational Psychology and ranked among the top 10 most productive leadership scholars in the Organizational Behavior field from 2011 to 2017. She was named a "Best 40 under 40 Professor" by Poets and Quants and received the NLS Mid-Career Standout Scholar award at the Academy of Management.

All interested are welcome.



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