

# **Dissertation Evaluation for DBA Candidate, Fumiaki Katsumura**

## **DBA Thesis Title**

### **A Moderated Mediation Model of Authoritarian Leadership and Employee's Organizational Citizenship Behavior: The Role of Job Satisfaction and Interdependent Self-Construal**

May 15, 2018

ICS DBA Candidate, Fumiaki Katsumura has successfully completed his dissertation defense on April 10, 2018. The Dissertation Committee concludes that Fumiaki Katsumura's dissertation has fulfilled the requirements for the DBA degree and recommends to grant him Hitotsubashi University's doctoral degree in business administration. Below is a summary of this dissertation research, followed by the Committee's evaluation and conclusion.

#### **1. Overview of the Dissertation**

This dissertation examined how bosses' authoritarian leadership affects subordinates' organizational citizenship behavior. The research was motivated by recent studies that shed light on the negative impact of leadership, which is important yet under researched until recently. In particular, it focused on authoritarian leadership (a leader's behavior of asserting strong authority and control over subordinates and demanding unquestioned obedience from them)<sup>i</sup> that is considered to be a commonly observed negative leadership style.

Based on a thorough literature review, the author developed the following moderated mediation model: bosses' authoritarian leadership has an effect on subordinates' organizational citizenship behavior (behaviors of employees that are not evaluated directly but important for maintaining the organization)<sup>ii</sup>, which is mediated by subordinates' job satisfaction, and the indirect effect is moderated by subordinates' interdependent self-construal (oneself as part of an encompassing social relationship and recognizing that one's behavior is determined, contingent on, and, to a large extent organized by what the actor perceives to be the thoughts, feelings, and actions of others in the relationship)<sup>iii</sup>.

The moderated mediation model was empirically examined and supported by a series of studies. The participants of the studies include a screened panel of a marketing-survey company (Study 1, N=125), a qualifying group of employees of a listed apparel SPA company (Study 2, N=201), and a qualifying group of employees of a listed IT service company (Study

3, N=108). The author demonstrated that authoritarian leadership has a negative association with organizational citizenship behavior, which is mediated by decrease in job satisfaction, and the indirect effect is significantly higher for individuals with higher (vs. lower) interdependent self-construal.

## **2. The Dissertation Committee's Evaluation**

This dissertation has successfully fulfilled DBA research requirements: the research is grounded both in practice and in academia, investigates and addresses an important managerial issue with solid academic research methods, and makes a couple of contributions to the leadership and cultural psychology research.

**Contributions** This dissertation advances the literature and contributes to the practice in the following ways: First, a contribution of this dissertation is the examination of the negative effect of authoritarian leadership on subordinates' job satisfaction and organizational citizenship behavior in Japan. While previous studies of authoritarian leadership have been conducted in China and Taiwan, so far as the author knows there has been no study of authoritarian leadership in Japan. On one hand, one can expect that knowledge and insights derived from studies of other East Asian countries could be applicable to Japan as it is a part of East Asia. On the other hand, the Japanese society and the Chinese society have numerous differences with respect to the factors that might affect authoritarian leadership such as education and democratization. Thus, it is worth conducting studies in Japan and examining its applicability to Japanese organizations.

Second, most previous studies of authoritarian leadership focused primarily on causal relations and, with the exception of a few studies, did not examine its boundary conditions. This dissertation integrated interdependent self-construal into the model as a moderation variable, which further contribute to the literature.

Third, this dissertation contributes to the practitioner community by providing a managerial implication that job satisfaction matters more for those with higher interdependent self-construal in committing to organizational citizenship behavior. In Japanese society, where interdependent self-construal is prevalent, in order to promote organizational citizenship behavior, it is very important to increase their job satisfaction.

**Limitations and Further Development** As any piece of research, this dissertation has limitations. Some of these are areas that can be further developed and improved as the dissertation is revised for publication. Others offer starting points for new research. First, studies in this dissertation were all cross-sectional, and it was hardly identify the respective

causal relationships. It can be said theoretically that bosses' authoritarian leadership has an effect on employees' job satisfaction and that their job satisfaction has an effect on their organizational citizenship behavior. In order to prove these causal relationships, it would better to conduct studies multiple times at different time periods (e.g., Time 1 and Time 2) to examine whether the independent variable at Time 1 predicts the mediator and the dependent variable at Time 2. Another solution is to examine the theoretical model through qualitative research, such as interviewing the participants. With these additional studies, this theoretical model would be further improved.

Second, this dissertation posited a model whereby the effect of authoritarian leadership on organizational citizenship behavior is mediated by job satisfaction, but there could be other variables mediating the effect. For example, authoritarian leadership could make employees feel pressured and end up decreasing motivation for organizational citizenship behavior. Also, authoritarian leadership could have a negative effect on organizational identification and thereby decrease organizational citizenship behavior. Future studies need to examine these psychological processes and the moderation effect of interdependent self-construal.

Finally, there might be another independent variable besides bosses' leadership; in particular, the institutional system should have a psychological effect on employees. This dissertation did not focus on this point. For example, the institutional payment-system of many Japanese companies today is changing from seniority-based to performance-based. It would be valuable for future studies to address the impact of institutional system on employees' behavior through their psychological processes.

**Conclusion** The Dissertation Committee concludes that Fumiaki Katsumura's dissertation has fulfilled the requirements for the DBA degree and by successfully conducting this research he has demonstrated his qualifications as an academic scholar. The Committee therefore recommends to grant Fumiaki Katsumura Hitotsubashi University's DBA degree.

Satoshi Akutsu

Jin Suk Park

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<sup>i</sup> Chen, Eberly, Chiang, Farh, & Cheng, 2014, p. 799

<sup>ii</sup> Organ, 1988, p. 4

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iii Markus & Kitayama, 1991, p. 227