

行政院國家科學委員會專題研究計畫 成果報告

高階經營團隊之特性、策略決策模式、管理風格、與工作 績效關係之研究 研究成果報告(精簡版)

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行政院國家科學委員會補助專題研究計畫 成果報告
 期中進度報告

高階經營團隊之特性、策略決策模式、管理風格、與工作績效
關係之研究

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中文摘要

本計畫欲探討高階經營團隊之特性、策略性決策風格、管理風格對組織經營績效之影響。因此，本研究之目的為(1)釐清高階經營團隊特性、策略性決策風格、管理風格及組織經營績效間之關係；(2)了解影響高階經營團隊決策風格及管理風格之因素為何。藉由整合這眾多因素於同一模型中，本計畫預期將能對於高階經營團隊如何影響組織經營績效之運作有更全貌的了解。

關鍵詞：高階經營團隊、策略性決策風格、管理風格、組織經營績效

ABSTRACT

In this study, we investigate the effects of TMT' s characteristics on strategic decision-making styles and management styles, which are key determinants of firm' s performance. Therefore, our purpose is: (1) to clarify the relationships between TMT' s characteristics, strategic decision-making styles, management styles, and performance, and (2) to better understand the forces that impact strategic decision-making styles and management styles. By integrating these various dimensions into one model, we hope to provide a richer understanding of “how” TMT influence firm' s performance.

Keywords: top management team, strategic decision-making styles, management styles, organizational performance

INTRODUCTION

The research on top management team (TMT) using demographic indicators has made a lot of contribution to strategic management by showing that top managers do have great effects on firm's performance. However, Priem et al. (1999) argue that limitations inherent in demographics-based TMT studies can not explain effectively how top managers influence their firms. This problem needs our attention because questions of how top managers can influence their firms are important to strategic management. Since demographics-based TMT heterogeneity studies are limited by intrinsic trade-offs, which have more weights on measurement reliability, prediction, description than on construct validity, explanation, and prescription, the authors offer some suggestions to improve the usefulness of future TMT studies. One suggestion is to emphasize substantive indicators rather than demographic indicators. In view of their suggestions for future research directions on TMT issues and the significance of the TMT's role in determining organizational strategy, we pay more attention in this study to find "how" TMT can influence firm's performance through strategic decision making process.

Hambrick and Mason's (1984) propose that top management team, members at the upper echelons of an organization, formulate and implement strategy decisions. Management advisors have repeatedly described fast decision-making as a source of competitive advantage, and both the quality and speed of decision making is the key determinant of TMT success or failure (McGregor, 2002). Because complex decisions are the result of behavioral factors, and the strategic decisions reflect the decision makers' values and characteristics, we believe that top management team characteristics determine the strategic choices that it makes, and these choices determine organizational performance (Anderson, 2003). Hence, we take into consideration TMT characteristics to understand how TMT makes strategic decisions, which plays a significant role in firm's performance. If we can find out those characteristics TMT has which are beneficial to decision making and performance, we can also apply it to the strategic human resource management of TMT, such as recruiting, training,... etc.

In this study we investigate the effects of TMT characteristics on strategic decision-making styles, which are key determinants of firm's performance. Therefore, our purpose is: to clarify the relationships among TMT members' characteristics, strategic decision-making styles, and performance. By integrating these various dimensions into one model, we hope to provide a richer understanding of "how" TMT influences firm's performance.

LITERATURE REVIEW AND HYPOTHESES

TMT Characteristics and Strategic Decision-Making Style

In this study, we wonder how top managers' personality characteristics react environmental changes when making a strategic decision. From previous studies, we find that TMT display strategic decision making style in two ways, one is through their behaviors which are reflected of their personality characteristics, and the other is through consensus they build. For example, Gilley et al. (2002) propose that highly risk-seeking TMTs will be more likely to engage in behaviors that lead to process enhancements, highly competitive new products or services, innovative marketing techniques, and so on. Furthermore, risk-taking TMTs are willing to tolerate ambiguity, likely to become involved in groundbreaking new ventures in an attempt to enhance organizational success, and are pursuing faster actions than competitors in order to get the first-mover advantages. Some researchers have also shown that managerial risk proclivities can have a positive influence on effectiveness of strategy implementation and organizational outcomes (Gupta and Govindarajan, 1984; Knight et al., 2001). Therefore, we postulate that:

H1a: TMT members with risk-taking propensity are negatively related to strategic decision-making speed.

H1b: TMT members with risk-taking propensity are positively related to strategic decision-making quality.

Some studies found that TMT who had more flexible members believed that they had a positive attitude towards learning and therefore tended to perceive more information (Le Pine et al., 2000; Le Pine, 2003; Kauer et al., 2007). They also believed the flexible members were more open to new and creative alternatives, and more tolerant during team discussions, which slowed strategic decision-making but

might attain better decision quality. Taken as whole, the above argument suggested the following hypothesis:

H2a : TMT members with innovative personality are positively related to strategic decision-making speed.

H2b : TMT members with innovative personality are positively related to strategic decision-making quality.

Many theorists have proposed that charismatic leaders communicate an idealized goal or vision they want the organization to accomplish (Conger and Kanungo, 1987, 1998; Yukl, 2002). If TMT are like charismatic leaders who emphasize effective communication to share their new vision and build credibility, their followers will have strong motivation, enthusiasm, and commitment to attain goals. Through effective communication, TMT members will understand and commit to the strategic decision they have to make. Understanding is important because it provides common direction for team members (Amason, 1996). Commitment is also important because it reduces the likelihood that the time cost and some resistance or opposition that strategic decision implementation may involve (Allison, 1971; Mason and Mitroff, 1981; Mintzberg et al., 1976). Thus, it is important for top management teams to reach consensus to facilitate the strategic decision making through understanding and commitment by effective communication. At the same time, top management teams are intended to attain high-quality strategic decision through complete understanding. However, communication carries both benefits and costs when making a strategic decision. This idea has been explored in a number of simulation studies by Billard and Pasquale (1993, 1995). In their research, they find that by minimizing communication, members could avoid much cost of time and energy, but need to bear risky action on out-of-date information. Importantly, they observe that for a given communication cost, there exists an optimum communication that maximizes performance. If members communicate less than optimum, performance is compromised by acting on incorrect information, which leads to a strategic decision with a bad quality, but the decision-making speed is fast. If members communicate more than optimum, they will achieve a better-quality decision, however, performance is less efficient due to the cost of communication and diversion of time and resources, and the decision-making speed becomes low. Therefore, we expect that:

H3a : TMT members with effective communication abilities are negatively related to strategic decision-making speed.

H3b : TMT members with effective communication abilities are positively related to strategic decision-making quality.

Strategic Decision-Making Speed, Quality, and Performance

Baum and Wally (2003) proposed that fast decision speeds might improve performance across environments because fast strategic decisions led to (1) early adoption of successful new products or improved business models that provided competitive advantages (Jones et al., 2000), (2) early adoption of efficiency-gaining process technologies (Baum, 2000), and (3) preemptive organization combinations that enabled economies of scale and knowledge synergies. In sum, decision speed might enable firms to exploit opportunities before they disappeared (Stevenson and Gumpert, 1985).

The empirical evidence that decision speed affects firm performance rests with Eisenhardt (1988, 1989) and Judge and Miller (1991). In Judge and Miller's findings, they find positive relationships between strategic decision speed and firm's performance in high-velocity environments. Besides, in Baum and Wally's (2003) study, they find that decision speed affects subsequent 4-year "sales and employment growth" and "profit % of assets", which also supports the decision speed-performance relationships.

According to Amason (1996), TMT made strategic decisions by combining their diverse cognitive capabilities with some sort of interaction process. Decision quality and consensus were by-products of those decisions and together were all equally necessary for sustainable high organizational performance. In Hough and White's (2003) study, they found that controlling for the amount of unique knowledge held by decision-makers in stable environments, higher-quality decisions resulted from ensuring that all decision-makers were well informed. As a result, rational processes were used to gather information,

facilitate cognitive conflict within the teams, update cognitive schemas, and ultimately to increase decision quality (Schweiger and Sandberg, 1989). Papadakia et al. (1998) found that a positive relationship between corporate performance and comprehensiveness/rationality was obtained with return on assets. High rationality might lead to better performance thus reinforcing a positive relationship. Similarly, others have argued that more rational decisions may themselves lead to better performance (Smith et al., 1988). Because top managers gather necessary information as much as possible, using a rational process to make strategic decision, we expect that this kind of strategic decision will achieve higher quality, and then results in better performance. However, the rational process does take time gathering abundant information and building consensus, which might slow decision-making speed. Consequently, we postulate that:

H4: Strategic decision-making speed is positively related to strategic decision-making quality.

H5a : Strategic decision-making speed is negatively related to performance.

H5b: Strategic decision-making quality is positively related to performance.

METHODOLOGY

Sample

Facing keen competition and uncertainty in environment, TMT needs to proact changes in markets, make fast and high-quality strategic decisions, so that they can maintain and develop firm's competitive advantages. Since some industries have been identified in previous research as relatively uncertain, such as the aerospace, computer, motor vehicles, pharmaceutical, semi-conductor, surgical and medical, and telecommunications industries (Zahra et al., 2000), most of our sample were randomly selected in these industries in Taiwan. About 300 firms were selected randomly as our research samples. The sample included both large and small firms in order to enlarge our sample size. In this study, the sampled target are the managers whose positions are general manager, vice general manager, assistant manager, or department director listed in the 2009 annual report of each firm.

Research Design and Data Collection

Questionnaire protocol serves as the primary means for data collection. The questionnaire is developed and refined on the basis of (1) the original instruments used in other studies and (2) interviews with CEO in a company.

We conducted interviews with CEO in each company for the reason that it allowed the researcher to explain more fully the purpose of this study and to obtain the CEO's approval and endorsement of the study. We invited the CEO to identify the team members and for one team member to complete a questionnaire.

Within each company, we collected (1) detailed TMT questionnaires to measure TMT characteristics, decision-making style, and performance, and (2) detailed subordinates questionnaires to measure TMT's effective communication abilities. This data collection strategy would eliminate the possibilities of percept-percept bias because the data for some variables were collected from different sources.

The data was collected from September, 2009 to June, 2010. Questionnaire was issued a pair each firm (one is for leader, and the other is for subordinate). We sent out 300 pairs questionnaires and a total of 198 pairs usable questionnaires were returned. The overall response rate was 66%. Most respondents were 31-40 years old (39%) and 41-50 years old (36%), and 74% were male attendants. 81% of our respondents had about 10 years in tenure, and about 58% and 35% had completed university and graduate degree, separately. As for company information, about 55% had less than 10 years of establishment, and 62% had less than 300 employees. 37% earned less than US \$15 million revenues, 18% earned US \$15- US \$30 million revenues, and 19% earned US \$30- US \$150 million revenues.

Measures

TMT Characteristics

Three psychological characteristics are in this dimension, including risk-taking propensity, innovative attitudes, and communication abilities. We used the scale measured by Stam and Elfring (2008), which was adapted from Covin and Slevin's (1989) nine-item scale to measure risk-taking propensity and innovative attitudes. All items employed a seven-point semantic differential scale with a neutral midpoint.

An example of item is “asking whether a firm prefers to “emphasize the marketing of the present products ” or to “emphasize the R&D of new products, innovation, and technology leading”. Besides, effective communication is measured by a Likert 7-point scale, using three indicators: (1) “If I have a suggestion to make, my supervisor (the person I directly report to) will listen, even if he or she does not agree with me”; (2) “My supervisor and I communication well with each other about the topics related to work”; (3) “I have a clear understanding of what is expected of me in my work”.

Strategic decision-making speed

We followed the research method presented by Baum and Wally (2003) to measure strategic decision-making speed. They used three decision scenarios to measure decision speed : (1) an acquisition decision, (2) a new product introduction decision, and (3) a technology adoption decision. Since prior academic studies had identified the importance of the topic (Bowen *et al.*, 1994; Zahra and Covin, 1993; Jones *et al.*, 2000; Klein *et al.*, 2001), the three scenarios were selected. Each scenario asked respondents to point out how many days (2, 5, 10, 20, 30, 60, 90, 120, 150, 180 or more) they would decide whether or not to make a strategic decision.

Strategic decision-making quality

Same with Amason (1996), three items were used to measure this construct. Respondents were asked to rate, on a Likert scale ranging from 1 “poor” to 7 “excellent”, the overall quality of the decision, the quality of the decision relative to its original intent, and the quality of the decision given its effect on organizational performance.

According to Amason (1996), a perceptual measure of relative decision quality was used because an objective measure of the quality of a single decision was difficult to isolate. A decision that is good in one context may produce poor results if that context suddenly changes. Thus, the best way to measure the quality of an individual strategic decision is to ask those who have observed its effects and who understand its context to judge how the decision is.

Performance

Subjective measures are particularly useful for assessing the broader, non-financial dimensions of performance, are generally more accessible than objective indicators, and have been shown to exhibit strong reliability and validity (Stam and Elfring, 2008). Objective performance measures, on the other hand, are less prone to common method bias and are especially helpful in assessing a venture’s financial performance. A potential disadvantage is that objective indicators are often hard to obtain (Chandler and Hanks, 1993). Since Venkatraman and Ramanujam (1987) suggested that subjective measures of performance accurately reflect objective measures, in this study we used subjective performance to measure. Five self-reported items were evaluated by respondents, for example, “your firm’s performance over the last three years relative to your competitors.” Seven point Likert scales ranging from 1 “Low performance” to 7 “High performance” were used.

RESULTS

Measurement Model

We used confirmatory factor analysis (CFA) to assess the validity and reliability of the questionnaire. Content validity was established through personal interviews with one CEO, one top manager, and one professor. The objective was to ensure that the selection of scale items included theoretical and practical considerations (Hair *et al.*, 1998).

As for discriminant validity, we examined bivariate inter-item correlation. Table 1, which summarized means, standard deviations, and correlations among all variables, provided some initial evidence of discriminant validity. No inter-factor correlation was above the recommended level 0.65 (Tabachnick and Fidell, 1996), showing discriminant validity was achieved.

[Insert Table 1 about here]

For evidence of convergent validity, Table 2 showed that each indicator had a higher loading on associated construct than any other construct. All factor loadings fitted the threshold value of 0.7 (Hair *et al.*, 1998), and the variance extracted were all exceeds 0.5, showing adequate convergence validity. Besides, all measures had composite reliability greater than the recommended level of 0.7 (Hair *et al.*,

1998). The Cronbach's alpha of the subscales ranged from 76.41% to 95.25%, achieving acceptable values of at least 0.7, showing fine internal consistency and adequate reliability (Hair et al., 1998).

Insert Table 2 about here

Structural Model

We used structural equation modeling (SEM) to assess the overall fit of the model. Multiple indexes were used to assess the fitness. According to the criterion recommended by previous studies, the best model (Figure 1) was tested in this study, and Table 3 showed the results of the model, concluding the model was moderately adequate.

Insert Figure 1 and Table 3 about here

DISCUSSION

This study found that there were relationships among TMT characteristics, strategic decision-making style, and performance. In this section, some possible explanations for the unexpected links are brought up, and the theoretical and practical implications are discussed.

Both H1a-H1b were not supported, representing risk-taking propensity had no significantly effects on decision-making speed and quality, which was unexpected. One possible explanation might be that we omitted dynamism within the environment. According to Gilley et al. (2002), the effects of general risk-taking on organizational innovation were found to be contingent on dynamism within the industry environment. Namely, it appears that in more dynamic environments, TMT risky behaviors may have less of an impact on firm performance through innovation. Besides, Calantone et al. (2003) also find that the paths from risk-taking propensity decision-making speed (about new product development) are significantly greater in highly turbulent environment. In view that most firms in our sample were in dynamic environment, with omission of environmental dynamism, the relationship between risk-taking propensity and decision-making speed and quality might be hard to find. Hence, we explained why H1a and H1b were not supported.

Testing H2a and H2b, we found that innovative personality was significantly positively associated with decision-making speed and quality, which was in line with the prediction. Verifying H3a, though the link between communication and decision-making speed was negative, the relationship was not statistically significant. As for H3b, we found that effective communication abilities had significantly positive effects on decision-making quality, revealing the importance of commitment, full discussion, and complete understanding in attaining better decision quality.

About H4, as predicted, the result showed that decision-making speed was significantly related to quality, but the direction was negative, meaning that the faster decision TMT made, the better quality they attained. Similarly, Kocher and Sutter (2006) find that time-dependent payoffs under high time pressure lead to significantly quicker decision-making without reducing the quality of decisions. Therefore, decision-making speed and quality might become two separate concerns, instead of a trade-off issue.

As predicted, H5b showed that organizational performance was significantly positively affected by decision-making quality. Unexpectedly, H5a revealed that speed had no significantly influences on performance, which was not in line with some previous studies (Zehir and Ozsahin,2008; Baum and Wally, 2003). However, from the path shown in Figure 1, we found that strategic decision-making speed might have an indirect effect on performance, which was through the role of decision-making quality.

CONCLUSION

Theoretical contributions

This study makes a contribution to TMT theory by investigating the effects of TMT characteristics on strategic decision-making style, and performance. Besides, there are some interesting theoretical implications. First, our findings reveal that TMT with innovative personality characteristics are beneficial to strategic decision-making speed and quality. Second, the results demonstrate that strategic decision-making quality plays an important and central role in the process of how TMT influence firm performance. Furthermore, the better quality of strategic decision may be achieved by effective communication abilities and be related to TMT innovative personality, and then, in turn, improve organizational performance. By integrating these various dimensions into one model, we hope to get an

abundant knowledge about how TMT influences firm's performance.

Managerial implications

The findings of this study also provide some insights for managers. First, the results show that for top managers, some personality characteristics, such as innovative personality and effective communication abilities, will affect their decision-making speed and quality. Top managers with more innovative personalities tend to be more creative, more open to new viewpoints, and be willing to learn novel things. Since top management team, members at the upper echelons of an organization, formulate and implement strategic decisions, these qualities help them perceive more information and sensitive to external opportunities, which are beneficial to strategic decision-making. Besides, since top managers emphasize conceptual abilities, they need to be capable of communicating effectively with their followers, and successfully create a clear vision for their subordinates, which is also important to strategic decision-making quality. Second, our findings illustrate that decision-making quality plays a central role in the process of how TMT influence organizational performance, top managers should pay more attention to the way of how to improve decision quality, which has positive effects on firm's performance. Finally, we can also apply the results to strategic human resource management of TMT, such as selection, training, rewards...etc.

Limitations and Future Studies

There are several limitations to this study. First, some of our constructs were evaluated by perceptual measures, such as decision-making quality and firm performance. However, Venkatraman and Ramanujam (1987) ever presented that subjective measures of performance could accurately reflect objective measures. Second, since TMTs are difficult to research and senior level executives are particularly difficult to access (Flood et al., 1996), this study also asked some subordinators whose direct leader was one of the members in TMT to fill out the questionnaire, which may not fully capture the constructs we want to investigate. However, we use multiple data resources (one questionnaire for a leader, and the other questionnaire for a follower) to eliminate the common method bias to improve our study's validity and reliability. Third, the environment is a key variable that helps explain strategic decision-making speed but has not been included in this study. However, most of our sample were randomly selected in some industries, recognized as turbulent environment by Zahra et al. (2000). Finally, this survey was conducted on top managers of some firms operating in Taiwan, so cultural differences may become evident from those findings.

Based on the conclusions and the limitations outlined above, we suggest some directions for future research. First, we suggest future researchers evaluate performance with objective measures, such as sales growth and profitability. Second, we suggest future research that the inclusion of environment dynamism may contribute to an abundant understanding of strategic decision-making style. Third, since one's characteristics may reflect his behavior, we suggest researchers investigate TMT members' management style, such as leadership styles in future studies.

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Table 1 Correlations, Means, and Standard Deviations

	Mean	S.D	1	2	3	4	5	6
TMT Characteristics								
1. Risk-Taking Propensity	3.36	1.07	1.00					
2. Innovation	4.62	0.97	0.14*	1.00				
3. Communication	5.17	1.00	0.23**	0.38**	1.00			
Strategic Decision-Making Style								
4. Decision-Making Speed	69.14	43.83	-0.06	0.16*	0.001	1.00		
5. Decision-Making Quality	4.70	1.17	0.20**	0.35**	0.61**	-0.11	1.00	
Performance								
6. Performance	4.44	1.33	0.31**	0.48**	0.46**	0.004	0.59**	1.00

N=198. (Casewise deletion of missing data)

** p<0.01

* p<0.05

TABLE 1 Correlations, Means, and Standard Deviations

	Mean	S.D	1	2	3	4	5	6	7	8	9	10
TMT Characteristics												
1. Innovation	4.73	1.19	1.00									
2. Risk-Taking Propensity	4.53	1.13	0.29	1.00								
3. Aggressiveness	4.59	1.35	0.64	0.37	1.00							
Transformation Leadership												
4. Vision	5.20	0.92	0.34	0.06	0.26	1.00						
5. Group Goals	4.82	1.11	0.24	-0.01**	0.11	0.49	1.00					
Strategic Decision-Making Style												
6. Decision-Making Speed	57.56	40.48	0.20	0.13	0.05*	-0.08	-0.07	1.00				
7. Decision-Making Quality	4.70	1.17	0.39	0.03*	0.39	0.16	0.05	-0.13	1.00			
Performance												
8. Performance	4.44	1.33	0.48	0.14	0.49	0.22	0.01**	-0.01**	0.59	1.00		
TMT Demography												
9. Experience	2.96	1.38	0.15	0.06	0.14	0.03*	-0.02*	0.21	0.08	0.02*	1.00	
10. Education	2.33	0.64	0.01**	-0.15	0.08	0.02*	-0.01**	-0.01**	0.10	0.06	-0.25	1.00

N=198. (Casewise deletion of missing data)

** p<0.01 * p<0.05

Table 2 Reliability and Validity of Scales

Scale	Construct	Indicator	Factor Loading	C.R	Construct Reliability	Variance Extracted	Cronbach Alpha
TMT Characteristics (TC)	Risk-Taking Propensity	TC1	0.77	A			0.7641
		TC2	0.62	7.626	0.78	0.55	
		TC3	0.82	8.327			
	Innovative Personality	TC4	0.83	A			0.8779
		TC5	0.94	12.265	0.88	0.72	
		TC6	0.76	12.992			
	Communication Abilities	TC7	0.78	A			0.8781
		TC8	0.94	12.875	0.89	0.73	
		TC9	0.84	15.934			
Strategic Decision-Making Style (SD)	Decision-Making Speed	SDS1	0.80	A			0.8135
		SDS2	0.79	9.895	0.82	0.61	
		SDS3	0.75	9.639			
	Decision-Making Quality	SDQ1	0.88	A			0.9504
		SDQ2	0.96	29.363	0.95	0.87	
		SDQ3	0.95	21.949			
Performance (P)	Performance	P1	0.94	A			0.9525
		P2	0.90	22.679	0.95	0.80	
		P3	0.82	21.877			
		P4	0.90	24.172			
		P5	0.92	17.117			

Note: 1. Critical Ratios that exceed 1.96 would be called significant.

2. A: the parameter compared by others is set as 1, therefore there is no C.R. It is determined as significant.

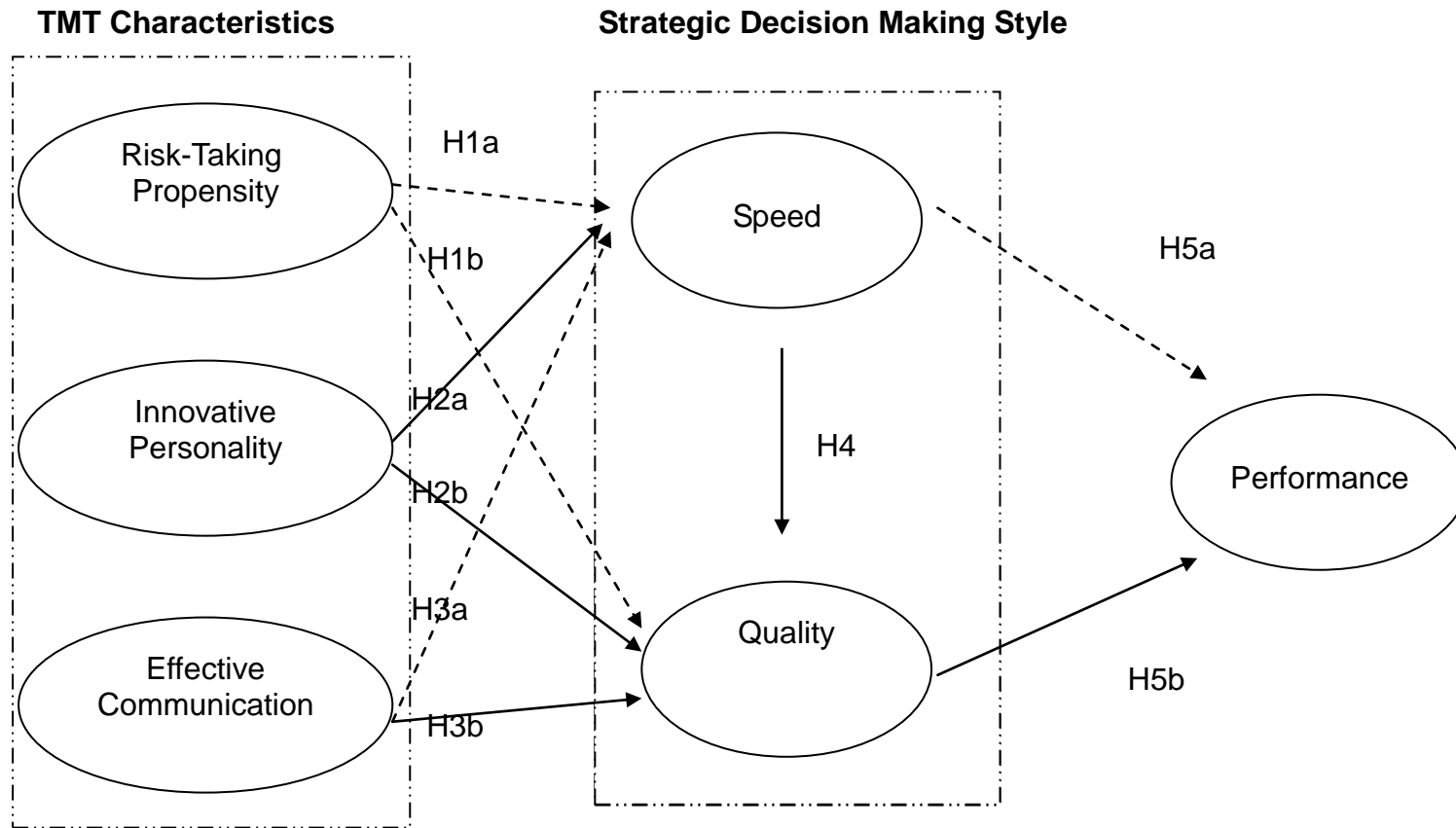
Table 3 The Results of Structural Equation Model

	Relations	Standardized Coefficients	C.R.	Hypothesis Testing Results
Path	Risk-Taking -- > Speed	-.145	-1.616	H1a-not supported
	Risk-Taking -- > Quality	.084	1.238	H1b-not supported
	Innovative -- > Speed	.265**	2.935	H2a-supported
	Innovative -- > Quality	.193**	2.770	H2b-supported
	Communication -- > Speed	-.044	-.484	H3a-not supported
	Communication -- > Quality	.516***	7.159	H3b-supported
	Speed -- > Quality	-.167*	-2.476	H4 - supported, but reverse
	Speed -- > Performance	.102	-.171	H5a-not supported
	Quality -- > Performance	.608***	9.550	H5b-supported
Fit Index	Value	Recommended threshold	References	
Chi-Square/ Degree of Freedom	314.597/52 =2.644	<=3	Carmines and McIver (1981)	
RMSEA	.091	<=0.8	Hu and Bentler (1999)	
GFI	.859	>=0.9	Hu and Bentler (1999)	
AGFI	.798	>=0.9	Hu and Bentler (1999)	
CFI	.927	>=0.9	Hu and Bentler (1999)	
IFI	.928	>=0.9	Hu and Bentler (1999)	
TLI	.907	>=0.9	Hu and Bentler (1999)	

Note: 1.*: $p < 0.05$ (C.R. > 1.96); **: $p < 0.05$ (C.R. > 2.575); ***: $p < 0.05$ (C.R. > 3.08);

2. The coefficients are standardized value.

Figure 1 Structural Equation Model



Note: ———> represents statistically significant
-----> represents statistically non-significant

國科會補助專題研究計畫成果報告自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現或其他有關價值等，作一綜合評估。

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達成目標

未達成目標（請說明，以 100 字為限）

實驗失敗

因故實驗中斷

其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形：

論文： 已發表 未發表之文稿 撰寫中 無

專利： 已獲得 申請中 無

技轉： 已技轉 洽談中 無

其他：（以 100 字為限）

(1) 已發表兩篇國外研討會論文。(71th Academy Of Management, 42th Decision Science Institute)

(2) 已投稿期刊，目前正在審查中。

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）（以 500 字為限）

本篇研究主要探討高階經營團隊的人格特質、決策的速度與品質、領導風格與溝通模式對組織績效之影響。研究結果發現，高階經營團隊的創新特質及積極特質將會導致轉換型領導風格，進而決策速度較快且產生較高品質的決策，而且將有助於提升組織績效。由於高階經營團隊在制定策略及執行策略上扮演相當重要的角色，且其策略將會影響一個企業未來的走向及組織績效，故此研究成果在實務上有其應用價值並可做為企業策略規劃之參考。

國科會補助計畫衍生研發成果推廣資料表

日期:2011/08/20

國科會補助計畫	計畫名稱: 高階經營團隊之特性、策略決策模式、管理風格、與工作績效關係之研究
	計畫主持人: 許雅棣
	計畫編號: 99-2410-H-263-007- 學門領域: 策略管理
無研發成果推廣資料	

99 年度專題研究計畫研究成果彙整表

計畫主持人：許雅棣		計畫編號：99-2410-H-263-007-					
計畫名稱：高階經營團隊之特性、策略決策模式、管理風格、與工作績效關係之研究							
成果項目		量化			單位	備註（質化說明：如數個計畫共同成果、成果列為該期刊之封面故事...等）	
		實際已達成數（被接受或已發表）	預期總達成數（含實際已達成數）	本計畫實際貢獻百分比			
國內	論文著作	期刊論文	0	0	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	0	0	100%		
		專書	0	0	100%		
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力 （本國籍）	碩士生	1	1	100%	人次	
		博士生	0	0	100%		
博士後研究員		0	0	100%			
專任助理		0	0	100%			
國外	論文著作	期刊論文	0	1	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	2	2	100%		
		專書	0	0	100%		章/本
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力 （外國籍）	碩士生	0	0	100%	人次	
		博士生	0	0	100%		
博士後研究員		0	0	100%			
專任助理		0	0	100%			

<p>其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)</p>	<p>無</p>
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	成果項目	量化	名稱或內容性質簡述
科 教 處 計 畫 加 填 項 目	測驗工具(含質性與量性)	0	
	課程/模組	0	
	電腦及網路系統或工具	0	
	教材	0	
	舉辦之活動/競賽	0	
	研討會/工作坊	0	
	電子報、網站	0	
	計畫成果推廣之參與(閱聽)人數	0	

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