The Impact of Ethical Leadership on Team Performance: Leader - Member Exchange Mean, Shared Mental Model as an Intermediary

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ABSTRACT

This paper summarizes the progress, development and research progress of ethical leadership, leader-member exchange means and shared mental model by reviewing domestic and foreign research results. On the basis of this, this paper also summarizes the research on ethical leadership and team performance. The research on ethical leadership, leader-member exchange means and team performance is reviewed. The research on ethical leadership, shared mental model and team performance is reviewed. For the future research provides some research ideas, consolidate the literature foundation.

KEYWORDS
Ethical leadership, leader-member exchange means, shared mental model, team performance

INTRODUCTION

As we all know, people are more and more concerned about the social responsibility of business management, so in the academic and practical business leaders in the planning and management of business decision-making process in the process of becoming a popular concern. The ethics of leadership is included in this, that is, ethical leadership [1]. Ethical leadership is "the leader through their own behavior and interaction in the process of interpersonal interaction to the subordinate members that in the organization's management which is in line with ethical norms, appropriate and reasonable behavior, and then through two-way interactive communication, the development of decision-making and strengthening The way to promote and stimulate subordinate members in the work to show similar behavior leadership.” Ethical leadership as a positive, behavioral performance in line with ethical norms of leadership, in the actual work to stimulate the subordinate members of the positive performance and the formation of higher performance.

This study aims to summarize and sort out the relevant research results on the basis of summing up and combing the relevant research results, systematically analyzes the intermediary mechanism of ethical leadership influence team performance, constructs an intermediary model, specifically including ethical leadership through equilibrium.
Lead - Members exchange mediation models that influence team performance, and ethical leadership mediates the model of team performance by sharing mental models. The level of research from the individual level to the group level to examine the ethical leadership through what mechanism on the team performance impact, expect a detailed disclosure of ethical leadership to play a role in the "black box" for the follow-up research direction, but also for the Management practice to provide some useful reference for the organization how to improve performance also have some reference.

ETHICAL LEADERSHIP AND TEAM PERFORMANCE

Overview of ethical leadership, leader-member exchange mean and team performance

Under the theory of social exchange, leadership-member exchange (LMX) can reasonably explain the effects and effects of ethical leadership. Leadership - Member exchange is a kind of social exchange relationship, usually refers to the establishment of emotional factors and the exchange of value on the basis of material subordinate members and their direct leadership between the two formed a social exchange relationship. Leadership - Member exchange is an important concept of social exchange relations that reflects and reflects the quality of the relationship between leadership and subordinates in the organization. Low-level leadership-membership exchange refers to the simple contractual relationship and purely employment relationship established by direct leadership and subordinate members based on labor contracts; and high-level leadership-membership relations, including such as trust, mutual benefit, Respect, sincerity, loyalty and emotion, and so on, far beyond the simple economic contract and simple employment relationship. The leadership-membership study into four phases and points out that future research focuses on extending the analytical hierarchy from the individual level to the team level and examining the impact of leadership-membership exchange at a higher-level Factors and effects. The leader-member exchange mean is one of the core features of the team-level leadership-subordinate exchange, which reflects the overall level of social exchange among team leaders and all employees in the team.

The leader-member exchange mean (LMX mean) is an important feature of team-level leadership-member exchange that shows the overall level of social exchange relationships between team leaders and all team members. Ethical leadership in the process of leadership is reflected in the leadership of the true concern of subordinates, such as more to listen to subordinate views to reach the right decision-making, subordinates to create greater room for development, subordinates to provide more challenging work [2], leading to the trust, support, understanding and respect beyond the terms of the employment contract in the process of interacting with subordinates, and thus, as far as possible, to meet the needs of subordinates, and to provide work resources and guidance And subordinates to establish a higher level of interaction, beyond the economic exchange [3]. Ethical leadership is based on the completion of the organization and the team as the starting point to establish interpersonal relationships, and not to achieve personal interests for the purpose. It can be seen that ethical leadership is more of a high level of leader-member exchange mean with team members. Therefore, ethical leadership is more suitable for establishing a high level of social exchange relationship with all members of the organization, both for the
maintenance of interpersonal relationships among team members and for the overall interests of the organization.

Overview of ethical leadership, shared mental model and team performance

Due to the special status of the leader in the team, the behavior of the team has a great impact on the operation, the same shared mental model is also a great impact. The ability to learn effectively from failure, the attitude of the team members is very important, a similar attitude will promote the team from the failure of effective learning. Cannon & Edmondson (2001) shows that in this process, the team leader's demonstration and mentoring behavior will lead the team to develop a consistent attitude that will facilitate team learning [4]. Marks & Zaccaro et al. (2000) also support the important role of team leader behavior in sharing the mental model. Leadership communication is one of the 13 key factors in effective leadership [5]. Marks Michelle & Zaccaro Stephen (2002) showed that the more communication between leadership and team members, the greater the consistency of shared mental models [6]. The diversity of leadership, the leadership of the moral elements in the real type of leadership, spiritual leadership and transformational leadership have been mentioned [7], but with these leadership is different from the ethical leadership of the emphasis and advocacy is to be an effective leader, both "moral man" and "moral manager", which means that ethical leadership is more focused on relations with subordinates, for timely and effective communication [8]. Ethical leaders in the moral standards of their own strict requirements, the pursuit of fair and equitable, honest and trustworthy, personal conduct and life are in line with ethical norms. At the same time ethical leadership and subordinate members in the process of interaction and interpersonal interaction will show a sincere, trust, considerate and fair treatment of subordinate members of the moral and ethical issues on the implementation of targeted incentives and punish the specific behavior to guide subordinate norms. For example, advocate ethical behavior in the organization: take the lead in the implementation of moral norms; reflect the true respect and genuine concern to subordinate members; encourage and urge subordinate members to participate in decision-making discussions and development, to provide their necessary help and support; can also be combined with a wide range of needs and interests[9]. As ethical leaders open their way, fair and just right people, honest and trustworthy, pay attention to the relationship with the subordinate members, timely and effective communication. Subordinate members can feel the respect and concern of ethical leaders, but also willing to communicate with the ethical leadership in a timely and effective manner, with a positive attitude to face the failure and frustration at work. When the team faces a new environment, ethical leadership guidance and timely and effective communication will enable team members to grasp the essence of the problem faster, the formation of a shared mental model, thereby improving team performance.

Shared mental model refers to the team members on the team key elements, such as task characteristics, context, strategy, team interaction and teammates and other common knowledge structure. With this common knowledge structure, members do not need to communicate with each other to understand and predict the situation and changes of the team and their teammates' actions, and then coordinate their behavior to adapt to the situation. Requirements and the needs of teammates, so that "implicit coordination" to optimize team performance and improve team performance.
Numerous studies have shown that shared mental models can improve team performance. The higher the consistency of the team members' mental models, the higher the team's performance and the higher the team's performance. It has also been found that shared mental models can indirectly improve team performance by optimizing communication, coordination, and back-up teams [10].

CONCLUSION AND MANAGEMENT IMPLICATIONS

This research is mainly based on the study of Chinese context, to explore the ethical leadership of the team performance impact of the intermediary mechanism. Based on the theory of social exchange, identity and other perspectives, in-depth discussion of the relationship between ethical leadership and team performance. Based on the theory of social exchange, we introduce the mediating variables to balance the leadership - the exchange of members, and explore the intermediary role of the leader-member exchange mean relationship in the positive influence of the ethical leadership on the team performance, so as to perfect the process mechanism of the ethical leadership influence team performance. Based on the cognitive perspective, the author introduces the shared mental model and explores the mediating role in the positive influence of ethical leadership on team performance, so as to further improve the process mechanism of ethical leadership influencing staff performance. The significance of this study is as follows: First, the balance of leadership - member exchange as ethical leadership and team performance of the intermediary variables. Balanced leadership-member exchange relationship reflects the interaction and communication between business leaders and subordinate employees. As a leader's ethical norms and the transfer and influencing factors of subordinate employees, it reveals the transmission mechanism of ethical leadership behavior and ethical concept. At the same time, also enriched and expanded the leader-member exchange mean theory research. Secondly, this study introduces a shared mental model, which provides a new perspective for comprehensively revealing and validating the mechanism and process of ethical leadership to team performance. It complements the social learning and social exchange theory which is mainly used in the existing research. Thirdly, this study focuses on the two intermediate variables of the balanced leadership-member exchange and sharing of the mental model, and analyzes the relationship between the upper and lower levels and the important role of the ethical leadership in the mechanism of team performance. Finally, the content of this paper can provide some useful thinking and inspiration for the practical activities of management. Ethical leadership should be valued by the organization, in the team widely practiced ethical leadership. Ethical leadership behavior and implementation process will have a positive impact on team performance, which implies that team leadership to adopt ethical leadership can promote the organization to improve performance to achieve team goals.

REFERENCES


