

## 領導者之冒險性、轉型領導與員工創新行為之關係研究

——以某出版事業集團員工知覺為例

張仁家

國立臺北科技大學技術及職業教育研究所

張哲遠\*

國立臺北科技大學技術及職業教育研究所

### 摘要

在組織中，領導者是員工的導師或仿效的對象，兼具教育和潛移默化的功能，讓員工能夠提高工作績效。鑑於華語文運用已成為國際潮流和新趨勢，華文出版事業躬逢其盛。但產業競爭激烈，其中雜誌出版業走在時代尖端，尤須強調冒險性和創新行為，才能吸納讀者、長保競爭優勢。本研究爰以雜誌出版業的員工為研究對象，旨在探討領導者的冒險性和領導方式對該組織員工創新行為的影響程度。本研究採問卷調查法，研究對象擇定臺灣具代表性的某出版事業集團，並聚焦於旗下兩個子集團的領導者與所屬員工 259 位。本研究將領導者定義為員工的直屬主管，藉此瞭解領導階級與員工間的關係。所獲得結論有四項：一、某出版事業集團之領導者的冒險性對員工創新行為有顯著的正向影響；二、某出版事業集團之領導者的冒險性對轉型領導有顯著的正向影響；三、某出版事業集團之領導者的轉型領導對員工創新行為有顯著的正向影響；四、某出版事業集團之領導者的冒險性，透過轉型領導之完全中介作用對員工創新行為造成顯著的正向影響。

**關鍵詞：**領導者、冒險性、轉型領導、員工創新行為、出版業

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\*Corresponding author. Email: a161622@gmail.com

**Research on the Relationship among the Leader's Risk Propensity,  
Transformational Leadership and Employees' Innovative  
Behavior—Taking the Perception of Employees from ABC  
Publishing Group as an Example**

**Jen-Chia Chang**

Institute of Technology and Vocational Education, National Taipei University of  
Technology

**Che-Yuan Chang \***

Institute of Technology and Vocational Education, National Taipei University of  
Technology

**Abstract**

In an organization, the leader is a mentor of the employees or the person whom the employees imitate. The leader is also capable of educating, changing and influencing people imperceptibly, making the employees enhance their work performance. Since the use of Chinese has become an international trend, publications of Chinese are presently flourishing vigorously. However, industries compete with each other fiercely. Magazine publications are on the cutting edge of the era. They especially emphasize risk propensities and innovative behaviors which can attract the readers and maintain competitive advantages permanently. This research is done for employees of magazine publications to probe into how the leaders' risk propensity and leadership style affect the innovative behaviors of the employees in this organization. The research adopts a questionnaire survey, and chooses ABC Publishing Group, representative of

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\*Corresponding author. Email: a161622@gmail.com

Taiwan, as the sample company. The research subjects are the leaders and 259 employees of two sub-groups affiliated to the publication. In this research, the leader is defined as the direct supervisor of employees in order to understand the relationship between the leaders and the employees. There were four conclusions obtained which are as follows: First, the leader's risk propensity of the ABC Publishing Group has significant and positive influence on employees' innovative behaviors. Second, the leader's risk propensity of the ABC Publishing Group has significant and positive influence on transformational leadership. Aside from this, the leader's transformational leadership in the ABC Publishing Group has significant and positive influence on employees' innovative behaviors. Eventually, the leader's risk propensity of the ABC Publishing Group has significant and positive influence on employees' innovative behaviors through the complete mediation of transformational leadership.

**Keywords:** leader, risk propensity, transformational leadership, employees' innovative behavior, publishing