



## The Effectiveness of Female Authoritative Leadership Style Research

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Received 29/08/2023

Revised 01/09/2023

Accepted 12/09/2023

### Abstract

**Background and Aims:** From the perspective of female authoritarian leadership, this study reveals the role of individualized transactions in the leadership effectiveness of female authoritarian leaders.

**Materials and Method:** Through literature research, first understand the research status of female leaders' leadership style, analyze the unresolved problems in the existing relevant research, and on this basis, look for important influencing factors from the perspective of management and psychology.

Questionnaire method. In the data collection process of this study, the questionnaire survey method is mainly used to collect primary data from the surveyed objects in a specific area. The questionnaire method first needs to find the measurement scales of all the key variables in the theoretical model proposed in this research.

**Results:** The results show that female authoritarian leadership negatively affects job performance; collective psychological ownership plays a mediating role between female authoritarian leadership, employee satisfaction, and task performance. In addition, the positive impact of collective psychological ownership and employees' organizational citizenship behavior has been confirmed by data.

**Conclusion:** Female authoritarian leadership hampers job performance, mediated by collective psychological ownership while fostering positive organizational citizenship behavior. Thus, this paper provides guidance for leaders to choose effective management practices.

**Keywords:** Effectiveness; Female; Leadership

### Introduction

As competition intensifies around the world and countries become more and more sensitive to market changes, strengthening the capacity building of business leaders and promoting the country's timely response to market changes are of great significance for enhancing the core competitiveness of domestic enterprises and maintaining long-term market competitiveness. Haozhen (2015) pointed out that the key factors for female leaders to win include: their rapid growth, complex external environment, and a complete set of assessment mechanisms. Female leaders are more inclined to adopt a transformational leadership style because they are better at understanding and establishing good communication with their subordinates. To sum up, in the unique Chinese local social situation formed by the inclusive, open, and diverse national culture and the social value concept of "preferring men over women" in Dali, Yunnan, China, it is very meaningful to study female leaders. On the one hand, it can expand the scope of local research on female leaders (Book et al., 2015; Chen and Zhang, 2016; Chen and Lin, 2015; Lin Qiong. 2003; Cheng, B.S., & et al. 2004)

### Objectives of The Study

The main purpose of this study is to include the implicit leadership archetype into the scope of the investigation, to deeply explore how female leadership styles affect collective psychological ownership and leadership effectiveness, and to give corresponding boundary conditions, to provide useful guidance and suggestions for organizational management in similar social and cultural backgrounds.

### Literature Review

The concept of authoritarian leadership: The research results of Farh et al. (2004) also support the above-mentioned evolution process of authoritarian leadership. In modern Chinese enterprises, authoritarian leaders can be divided into two types: one is the leader who authorizes and controls subordinates, and the other is the strict leader who controls tasks and has high-performance requirements. Zheng Boxun & Zhou Lifang (2005) proposed that authoritarian leaders not only require subordinates to be completely obedient but also require them to obtain high performance, also require them to be able to effectively implement the organization's system to ensure the orderly operation of the organization. In China's special cultural environment, empirical research based on authoritarian leadership is of great significance and can help to better understand and solve current problems.





**Social identity theory:** According to social cognitive theory, individuals may form in-group preferences or out-group biases when they divide into groups. Individuals may regard external evaluation as a favorable condition while ignoring their characteristics, to gain resonance with the group, which eventually leads to conflicts between the individual and the group. Social identity theory seeks to explore the actions humans take to fulfill their social roles, and the actions they take to fulfill their roles (Van Lange et al., 2011). It can also delve into why there is inconsistency in different groups, and why they may be incongruent, thus effectively promoting mutual communication and exchange.

### Conceptual Framework and Hypothesis

#### The Relationship between female authoritarian leadership and leadership effectiveness with collective psychological ownership

Authoritarian leadership may damage the harmonious relationship among employees, reduce employees' job satisfaction, and lead to a decline in performance (Qiu Shenglin, 2001); according to Zeng Yajun's (2013) research results, improved leadership can greatly improve team cohesion, thereby better establishing a new and more stable team culture. Zhang Jiawei's (2016) research shows that family education has an important impact on individuals' sense of social responsibility. Under the background of Bai culture, whether female authoritarian leadership will promote the generation of collective psychological ownership. To explore this issue, this study puts forward the following hypotheses:

H1a: Female authoritarian leadership hurts task performance.

H1b: Female authoritarian leadership has a negative effect on employee satisfaction.

H1c: Female authoritarian leadership has a negative effect on organizational citizenship behavior.

H2: Female authoritarian leadership negatively affects employees' collective psychological ownership.

#### The relationship between collective psychological ownership and leadership effectiveness

The research further confirmed that having good collective psychological ownership can enable individuals to actively participate in team activities and put personal interests in the most important position of the entire team. According to Pierce's (2017) research, individuals with collective psychological ownership will have a stronger sense of belonging, which will greatly increase their team cohesion, thereby promoting their personal development. Based on comprehensive analysis, this research proposes the following hypotheses:

H3a: Employees' collective psychological ownership has a positive effect on task performance.

H3b: Employees' collective psychological ownership has a positive effect on employee satisfaction.

H3c: Employees' collective psychological ownership has a positive effect on organizational citizenship behavior.

#### The Mediating Effect of Collective Psychological Ownership

Existing studies have shown that the owners of collective psychology obtain a new and more stable social relationship by changing their values, establishing mutual trust, adopting appropriate governance methods, establishing consensus, sharing resources, and sharing experiences. This collective psychological ownership can also enhance the cooperative spirit of "1+1>2", thereby enhancing the cohesion of the team and working together to achieve a win-win situation. Given this, this study proposes the following research hypotheses:

H4a: Collective psychological ownership has a mediating effect on female authoritarian leadership and leadership effectiveness indicators.

H4b: Collective psychological ownership has a mediating effect between female authoritarian leadership and employee satisfaction.

H4c: Collective psychological ownership has a mediating effect between female authoritarian leadership and organizational citizenship behavior.

#### The Moderating Effect of Implicit Leadership Archetypes

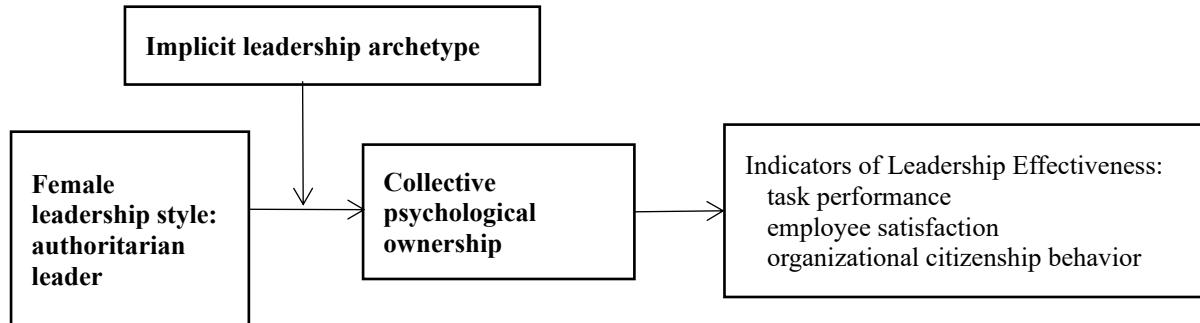
According to the research, the ideal leadership image of a leader can greatly change his leadership behavior, thereby changing his leadership efficiency. Whether the unique cultural background of "preferring men over women" in the Bai area and its strong feminism can eliminate the occupational discrimination of employees and provide strong protection for the development of women, based on this, this research puts forward the following hypotheses:

H5: The implicit leadership archetype negatively moderates the impact of female authoritarian



leadership on employees' collective psychological ownership.

Figure 1 Conceptual Framework



## Methodology

### Document analysis.

Through literature research, first understand the research status of female leaders' leadership style, analyze the unresolved problems in the existing relevant research, and on this basis, look for important influencing factors from the perspective of management and psychology.

### Questionnaire method.

In the data collection process of this study, the questionnaire survey method is mainly used to collect primary data from the surveyed objects in a specific area. The questionnaire method first needs to find the measurement scales of all the key variables in the theoretical model proposed in this research.

For this study, sample data collection will be carried out from November 18 to December 8, 2022, and online distribution and collection will be carried out. After nearly 20 days of data collection, a total of 1031 pieces of data were collected. According to the answer to the jump question "Do you have or have had female leaders?", 329 samples that did not meet the research purpose were deleted, and the remaining 702 sample data of "Have or ever had female leaders" were deleted. Then, according to the answer "the location of your workplace when you were led by a woman", 114 pieces of data outside Dali Prefecture were deleted, leaving 588 pieces of sample data that met the research purpose. Finally, after data cleaning, 14 pieces of high-score and low-score data with similar scores for each option were deleted, and 574 valid sample data were obtained.

## Results

### Descriptive analysis

Among the 574 people who participated in the survey and were led by women, 25.78% were men and 74.22% were women; 84.14% of the respondents had a bachelor's degree or above in education; 84.84% of the respondents were married, followed by 10.28% of singles.

Table 1 Basic Information Descriptive Analysis (N=574)

Attributes	Item	Frequency	Percentage
Gender	Male	148	25.78%
	Female	426	74.22%
Education	High school and below	31	5.40%
	Junior college	60	10.45%
marital status	Undergraduate	304	52.96%
	Postgraduate and above	179	31.18%
marital status	Single	59	10.28%
	Married	487	84.84%
	Divorced	26	4.53%
	Widowed	2	0.35%



### Reliability and Validity Analysis

This part of the study uses SPSS23.0. This article adopts the suggestion and takes the CITC value of less than 0.5 as the basis for item deletion.

Table 2 Reliability and Validity Analysis

CITC Value and Reliability Analysis of Authoritarian Leadership				
Code	Items	CITC Value	$\alpha$ -coefficient with term removed	overall alpha coefficient
AL1	Be aggressive in front of subordinates	0.696	0.833	
AL2	It brings me a lot of pressure at work	0.728	0.824	
AL3	very strict with subordinates	0.610	0.853	0.864
AL4	Scold me when I don't accomplish my goals	0.716	0.827	
AL5	punishes me when I violate her principles	0.672	0.838	
CITC Value and Reliability Analysis of Implicit Leadership Prototype				
IL1	My leader is enterprising	0.696	0.967	
IL2	My leader is organized	0.785	0.966	
IL3	My leader can manage	0.796	0.965	
IL4	My leader is confident	0.770	0.966	
IL5	My leader is responsible	0.824	0.965	
IL6	My leader loves sports	0.688	0.967	
IL7	My leadership interests are broad	0.721	0.966	
IL8	My leader is literate	0.798	0.965	
IL9	My leadership is versatile	0.682	0.967	
IL10	My leader is proficient in foreign languages	0.502	0.970	0.967
IL11	My leadership leads by example	0.774	0.966	
IL12	My leader can be indomitable	0.773	0.966	
IL13	My leader walks the talk	0.857	0.965	
IL14	My leader leads by example	0.854	0.965	
IL15	My leader is approachable	0.823	0.965	
IL16	My leader is friendly	0.835	0.965	
IL17	My leader can mingle with the masses	0.813	0.965	
IL18	My leader is humane	0.833	0.965	
IL19	My leader can understand people's sentiments	0.855	0.965	
CITC Value and Reliability Analysis of Collective Psychological Ownership				
CO1	(My team members and I) agree that this is my job	0.758	0.886	
CO2	(My team members and I) agree that this job belongs to us together	0.834	0.857	
CO3	(My team members and I) feel a very high level of collective (team) ownership of the job	0.797	0.871	0.904
CO4	All members of my work team feel like they own the job	0.752	0.888	
Task Performance CITC Value and Reliability Analysis (Book, A., Methot, T., Gauthier, N., Hosker-Field, A., Forth, A., Quinsey, V., & Molnar, D. (2015))				
TP1	Fully complete assigned tasks	0.818	0.813	
TP2	perform job duties	0.838	0.81	0.902





### CITC Value and Reliability Analysis of Authoritarian Leadership

Code	Items	CITC Value	$\alpha$ -coefficient with term removed	overall alpha coefficient
TP3	Complete tasks expected of him/her	0.787	0.817	
TP4	Meet the formal performance requirements of the job	0.848	0.804	
TP5	Participate in activities that directly affect the evaluation of their performance	0.402	0.95	
CITC Value and Reliability Analysis of Organizational Citizenship Behavior Scale				
OC1	I will not use my position for personal gain within the company	0.695	0.931	
OC2	I will not form cliques in the company to increase my influence	0.745	0.927	
OC3	I will follow company rules at all times, even when no one is watching or there is no evidence to back them up	0.828	0.922	
OC4	I will not use working hours to deal with personal affairs, such as buying stocks, shopping, shopping, etc	0.717	0.929	0.934
OC5	I work hard and rarely make mistakes	0.700	0.929	
OC6	I will try my best to maintain the company's image and actively participate in relevant activities	0.837	0.922	
OC7	I will take the initiative to introduce or publicize the company's advantages or clarify others' misunderstandings about the company	0.798	0.924	
OC8	I will participate in related meetings within the company with a positive attitude	0.767	0.925	

The CITC value of the above items and the overall  $\alpha$  coefficient of the reliability analysis is greater than 0.922, indicating that the reliability of the scale is good. The CITC value of IL10 in the above items is less than 0.6 but greater than 0.3, and the CITC values of the other items are all greater than 0.6, indicating that the items meet the requirements. After removing the above items, the overall  $\alpha$  coefficient will increase, and the CITC value is greater than 0.3, so I choose to keep it. At the same time, deleting any of the remaining items will not cause an increase in the  $\alpha$  coefficient, which indicates that the variable reliability is good. Therefore, there is no need to delete items.

#### Hypothetical test

##### Regression Analysis of Authoritarian Leadership and Task Performance

Gender, marital status, and education were used as control variables, and authoritarian leadership was used as an independent variable to conduct multiple linear regression analysis with task performance. According to M1, M2, and M3 in Table 3 below, based on controlling the influence of the above variables, the adjusted  $R^2$  of M2 is 0.015, ( $P<0.05$ ), which indicates that adding the independent variable authoritarian leadership can significantly explain 1.5% of the dependent variable task performance; the adjusted  $R^2$  of M3 is 0.049, ( $P<0.001$ ), which indicates that adding the independent variable authoritarian leadership can significantly explain 4.9% of the cause variable task performance. At the same time, the independent variable authoritarian leadership style has no significant effect on the dependent variable task performance ( $b = -0.062, p > 0.05$ ). Therefore, hypothesis H1a is not supported.



Table 3 Regression Analysis of Authoritarian Leadership and Task Performance

Variables and Models	Task performance		
	M1	M2	M3
Constant term	3.793***	3.916***	3.268***
control variable			
Gender	0.063	0.063	0.050
Marital status	0.115**	0.116*	0.130**
Education	-0.002	-0.005	0.021
independent variable			
Authoritarian leadership		-0.062	0.008
Adjusted R <sup>2</sup>	0.012	0.015	0.049
R <sup>2</sup>	0.018	0.004	0.000
F	3.416**	3.132*	6.875***

#### Regression Analysis of Authoritarian Leadership and Organizational Citizenship Behavior

Gender, marital status, and education status are used as control variables, authoritarian leadership is used as independent variables, and organizational citizenship behavior in the leadership effectiveness index is used for multiple linear regression analysis. According to M1, M2, and M3 in Table 4, based on controlling the influence of the above variables, the adjusted R<sup>2</sup> of M2 is 0.016, (P<0.05), which shows that adding the independent variable authoritarian leadership can significantly explain 1.6% of the dependent variable organizational citizenship behavior; the adjusted R<sup>2</sup> of M3 is 0.061, (P<0.001), which shows that adding the independent variable authoritarian leadership can significantly explain 6.1% of the factor variable organizational citizenship behavior. At the same time, the independent variable authoritarian leadership style has a significant negative impact on the dependent variable organizational citizenship behavior (b = -0.083, p <0.05). Therefore, hypothesis H1b is supported by the data samples.

Table 4 Regression Analysis of Authoritarian Leadership and Organizational Citizenship Behavior

Variables and Models	Organizational Citizenship Behavior		
	M1	M2	M3
Constant term	4.043***	4.207***	3.462***
control variable			
Gender	0.072	0.072	0.058
Marital status	0.079	0.080	0.096*
Education	-0.057	-0.060	-0.030
independent variable			
Authoritarian leadership		-0.083*	-0.002
Adjusted R <sup>2</sup>	0.011	0.016	0.061
ΔR <sup>2</sup>	0.016	0.007	0.000
F	3.041*	3.286*	8.429***

#### Authoritarian leadership and employees' collective psychological ownership

Gender, marital status, and education were used as control variables, and female authoritarian leaders were used as independent variables to conduct multiple linear regression analysis with employees' collective psychological ownership. According to M1, M2, and M3 in Table 5, based on controlling the influence of the above variables, the adjusted R<sup>2</sup> of M2 is 0.232, (P<0.001), which

indicates that adding the independent variable employee collective psychological ownership (CO) can significantly explain 23.2% of the dependent variable employee collective psychological ownership (CO); the adjusted  $R^2$  of M2 is 0.042, ( $P < 0.001$ ), which indicates that adding the independent variable authoritarian leadership can significantly explain The explanation of 4.2% of the dependent variable employees' collective psychological ownership; the adjusted  $R^2$  of M3 is 0.230, ( $P < 0.001$ ), which shows that after adding the independent variables of servant leadership and authoritarian leadership, it can significantly explain 23% of the dependent variable employees' collective psychological ownership. At the same time, the independent variable servant leadership has a significant positive impact on the dependent variable employee collective psychological ownership ( $b = 0.467$ ,  $p < 0.001$ ), while the independent variable authoritarian leadership has a significant negative impact on the dependent variable employee collective psychological ownership ( $b = -0.158$ ,  $p < 0.001$ ). Therefore, hypotheses H1c, and H2 are supported by the data samples.

Table 5 Authoritarian leadership and employees' collective psychological ownership

Variables and Models	Employees' collective psychological ownership		
	M1	M2	M3
Constant term	4.217***	4.207***	2.688***
control variable			
Gender	0.021	0.021	-0.008
Marital status	0.036	0.039	0.070
Education	-0.145***	-0.153***	-0.091*
independent variable			
Authoritarian leadership		-0.158***	0.005
Adjusted $R^2$	0.019	0.042	0.230
$R^2$	0.024	0.025	0.000
F	4.619**	7.285***	35.278***

#### Regression Analysis of Employees' Collective Psychological Ownership and Task Performance, Employee Satisfaction, and Organizational Citizenship Behavior

Gender, marital status, and education status are used as control variables, employees' collective psychological ownership is used as independent variables, and multiple linear regression analysis is performed on employee satisfaction, task performance, and organizational citizenship behavior. According to M1 and M2 in Table 6, based on controlling the influence of the above variables, the adjusted  $R^2$  of M2 is 0.288 ( $P < 0.001$ ), which shows that after adding the independent variable, it can significantly explain 28.8% of the dependent variable employee satisfaction; at the same time, the independent variable employee collective psychological ownership has a significant positive impact on the dependent variable employee satisfaction ( $b = 0.524$ ,  $p < 0.001$ ). According to M3 and M4, based on controlling the influence of the above variables, the adjusted  $R^2$  of M4 is 0.146, ( $P < 0.001$ ), which shows that after adding the independent variable, it can significantly explain 14.6% of the dependent variable task performance; at the same time, the independent variable employee collective psychological ownership has a significant positive impact on the dependent variable task performance ( $b = 0.370$ ,  $p < 0.001$ ). According to M5 and M6, based on controlling the influence of the above variables, the adjusted  $R^2$  of M6 is 0.174, ( $P < 0.001$ ), which shows that after adding the independent variable, it can significantly explain 17.4% of the dependent variable organizational citizenship behavior; at the same time, the independent variable employee collective psychological ownership has a significant positive impact on the dependent variable organizational citizenship behavior ( $b = 0.408$ ,  $p < 0.001$ ). Hypotheses H3a, H3b, and H3c are therefore supported by the data samples.

Table 6 Regression Analysis of Employees' Collective Psychological Ownership and Employee Satisfaction, Task Performance, and Organizational Citizenship Behavior

Variables and Models	Employee Satisfaction		Task Performance,		Organizational Citizenship Behavior	
	M1	M2	M3	M4	M5	M6
Constant term	3.952***	1.601***	3.793***	2.588***	4.036***	2.709
control variable						
Gender	0.007	-0.004	0.063	0.550	0.073	0.064
Marital status	0.012	-0.007	0.115	0.102	0.083*	0.069
Education	-0.156***	-0.080*	-0.002	0.052	-0.059	0.000
independent variable						
Employees' Collective Psychological Ownership		0.524***		0.370***		0.408***
Adjusted R <sup>2</sup>	0.02	0.288	0.012	0.146	0.012	0.174
R <sup>2</sup>	0.025	0.268	0.018	0.134	0.017	0.162
F	4.851**	58.840** *	3.416*	25.416** *	3.267*	31.095***

The Mediating Effect of Collective Psychological Ownership on Authoritarian Leadership and Employee Satisfaction, Task Performance, Organizational Citizenship Behavior

Female authoritarian leadership (AL) was used as an independent variable, collective psychological ownership (CO) was used as a mediating variable, and employee satisfaction (ES), task performance (TP), and organizational citizenship behavior (OCB) of leadership effectiveness indicators were used as dependent variables to conduct a mediation model, see Table 7 for details. In the mediation model of employee collective psychological ownership between female authoritarian leadership and employee satisfaction (AL-CO-ES), the estimated value of the mediation effect is -0.070, and the 95% confidence intervals of the direct and indirect effects do not include 0, which indicates that the mediation effect of the model is significant and is part of the mediation; 0 is included, which indicates that the mediation effect of this model is significant, and it belongs to complete mediation; in the mediation model (AL-CO-OCB) between employees' collective psychological ownership between female authoritarian leadership and organizational citizenship behavior, the estimated value of the mediation effect is -0.040, and the 95% confidence interval of the indirect effect does not include 0, which indicates that the mediation effect of this model is significant and belongs to complete mediation. So suppose H4a, H4b, H4c support.

Table 7 Analysis of the mediating effect of collective psychological ownership between authoritarian leadership and leadership effectiveness

Model	path	Effect	SE	95% confidence interval	
				Lower	Upper
AL-CO-ES	total effect	-0.175	0.037	-0.247	-0.102
	direct effect	-0.104	0.032	-0.167	-0.042
	indirect effect	-0.070	0.023	-0.116	-0.027
AL-CO-TP	total effect	-0.039	0.027	-0.093	0.014
	direct effect	-0.003	0.026	-0.054	0.047
	indirect effect	-0.036	0.013	-0.063	-0.012
AL-CO-OCB	total effect	-0.525	0.027	-0.106	0.001
	direct effect	-0.012	0.025	-0.062	0.037
	indirect effect	-0.040	0.014	-0.070	-0.015

Model	path	Effect	SE	95% confidence interval	
				Lower	Upper
Note: AL is authoritarian leadership, CO is collective psychological ownership, TP is task performance, ES is employee satisfaction, and OCB is organizational citizenship behavior.					

The Moderating Effect of Implicit Leadership Archetypes on the Independent Variable (Authoritative Leadership) and Collective Psychological Ownership

Table 8 Analysis of the Moderating Effect of Implicit Leadership Archetypes Between Authoritarian Leadership and Collective Psychological Ownership

Moderating variable interaction term	Estimate	SE	95% confidence interval	
			Lower	Upper
AL×IL	-0.1525	0.0312	-0.2137	-0.0912

Note: AL is authoritarian leadership, and IL is the prototype of implicit leadership.

It can be seen from Table 8 that the effect value of authoritarian leadership and implicit leadership archetype (AL×IL) is -0.1525, indicating that the moderating variable implicit leadership archetype has a negative moderating effect on the independent variable authoritarian leadership and the mediator variable collective psychological ownership. Hypothesis H5 is supported, and the implicit leadership archetype significantly negatively moderates the impact of female authoritarian leadership on employees' collective psychological ownership.

### Hypothesis Testing

Table 9 Hypothesis Test Conclusion Table

Code	Contents	Result
H1a	Female authoritarian leadership hurts task performance	No Support
H1b	Female authoritarian leadership hurts employee satisfaction	Support
H1c	Female authoritarian leadership hurts organizational citizenship behavior	Support
H2	Female authoritarian leadership negatively affects the generation of employees' collective psychological ownership	Support
H3a	Employee collective psychological ownership has a positive effect on task performance	Support
H3b	Employee collective psychological ownership has a positive effect on employee satisfaction	Support
H3c	Employee collective psychological ownership has a positive effect on organizational citizenship behavior	Support
H4a	Employee collective psychological ownership has a mediating effect between female authoritarian leadership and task performance	Support
H4b	Employee collective psychological ownership has a mediating effect between female authoritarian leadership and employee satisfaction	Support
H4c	Employee collective psychological ownership has a mediating effect between female authoritarian leadership and organizational citizenship behavior	Support
H5	The implicit leadership archetype negatively moderates the impact of female authoritarian leadership on employees' collective psychological ownership.	Support

### Conclusion and Recommendations

In the hypothesis test of this study, the negative effect of female authoritarian leadership on task performance in the measurement indicators of leadership effectiveness was not supported. Some scholars have found that authoritarian leadership will negatively affect the occurrence of employee voice behaviors, thereby intensifying employees' silent behavior. In this study, the Dali Bai area has a high degree of support for women. Even the style of maintaining leadership authority that requires



subordinates to be obeyed by female authoritative leaders will reduce its negative effect on employee task performance because of the tolerance and support of subordinates. Therefore, in the Dali Bai area, there is no significant negative relationship between female authoritative leadership and employee task performance. This research result also confirms the conclusion that different research backgrounds will lead to different effects of authoritarian leadership.

1. Avoid using authoritarian leadership style: This study found that the female authoritarian leadership style will not be recognized by the majority of leaders because of the high support for women in Dali Bai society. Therefore, organizations should avoid using an authoritarian leadership style, which may negatively affect leadership effectiveness.

2. Pay attention to the generation of employees' collective psychological ownership: Organizational managers should pay attention to the generation process of employees' collective psychological ownership. By establishing a good organizational culture and actively cultivating employees' awareness of participation and teamwork, employees' recognition of the organization and the generation of collective psychological ownership can be improved, thereby promoting the improvement of leadership effectiveness.

### Limitations and Prospects

The research object of this study is the Bai nationality society in Dali, Yunnan, China, so it has certain geographical limitations. Future research can expand the scope of research to other regions and cultural backgrounds to better understand the mechanisms and influencing factors of female leadership effectiveness. Future research of this study can further explore the mechanism and influencing factors of female leadership effectiveness improvement in different cultural backgrounds and put forward more instructive management suggestions.

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