

RGC Ref. No.: UGC/FDS24/B01/15 <hr/> (please insert ref. above)

**RESEARCH GRANTS COUNCIL
COMPETITIVE RESEARCH FUNDING SCHEMES FOR
THE LOCAL SELF-FINANCING DEGREE SECTOR**

FACULTY DEVELOPMENT SCHEME (FDS)

Completion Report
(for completed projects only)

Submission Deadlines:

1. Auditor's report with unspent balance, if any: within **six** months of the approved project completion date.
2. Completion report: within **12** months of the approved project completion date.

Part A: The Project and Investigator(s)

1. Project Title

"Care or Fair": A Social Comparison Perspective on Servant Leadership and I-deals

2. Investigator(s) and Academic Department(s) / Unit(s) Involved

Research Team	Name / Post	Unit / Department / Institution
Principal Investigator	KWOK Man-lung / Lecturer	PolyU SPEED
Co-Investigator(s)	WONG Macy Mei-chi / Senior Lecturer	PolyU SPEED
Others	DUAN Jinyun / Professor	*School of Psychology and Cognitive Science, East China Normal University

*The Co-Investigator, Professor DUAN Jinyun, has left Soochow University and changed to East China Normal University since January 2019.

3. Project Duration

	Original	Revised	Date of RGC / Institution Approval (must be quoted)
Project Start Date	1 January, 2016	N.A.	N.A.
Project Completion Date	31 December, 2018	N.A.	N.A.
Duration (in month)	36 months	N.A.	N.A.
Deadline for Submission of Completion Report	31 December, 2019	N.A.	N.A.

Part B: The Final Report**5. Project Objectives**

5.1 Objectives as per original application

1. To provide explanation of the effect of servant leadership theory and i-deals to employees
2. To examine the antecedents of i-deals from the perspective of servant leadership theory
3. To compare the effects of servant leadership in the mainland Chinese and Hong Kong contexts
4. To discuss the negative outcomes of servant leadership and i-deals
5. To suggest effective management approaches in providing i-deals to avoid the negative effects among employees

5.2 Revised objectives

Date of approval from the RGC: N.A.

Reasons for the change: N.A.

1.

2.

3.

5.3 Realisation of the objectives

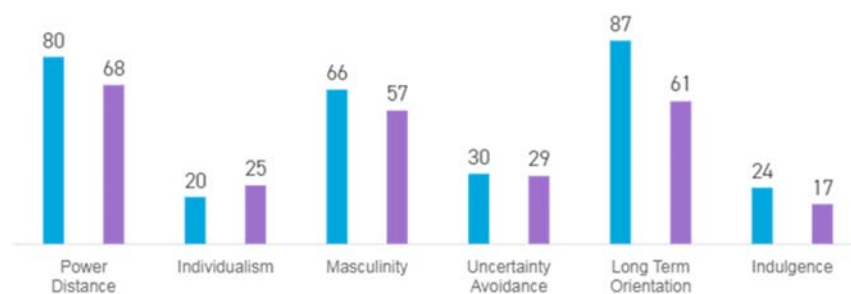
(Maximum 1 page; please state how and to what extent the project objectives have been achieved; give reasons for under-achievements and outline attempts to overcome problems, if any)

Regarding the first objective, it is to explain the effect of servant leadership theory and i-deals to employees. A manuscript is under preparation (Appendix 1). It is found that servant leadership theory is positively related to i-deals, and thus, this objective has been achieved. Apart from that, in order to enrich the understanding of the related leadership theory, it is believed that apart from servant leadership, transformational leadership may have the similar relationship as well since some researchers believe that the impacts of transformational leadership may be similar to that of servant leadership. Thus, another paper, focusing on transformational leadership was conducted. This paper is under writing and the manuscript is expected to complete in these two months. All the analyses have been finished and unfortunately, transformational leadership was not found to have a direct effect to i-deals, instead, i-deals had a moderating effect to the indirect relationship of transformational leadership and helping behavior via trust in leaders (Appendix 2). To further understand i-deals, we further posited i-deals as the antecedent, and see how i-deals impact other outcomes. Thus, another empirical study (Appendix 3) was conducted. This is to examine how i-deals affect voice behavior and helping behavior with the moderating effect of job enlargement.

The second objective is related to the first objective, thus, servant leadership was found to be the antecedent of i-deals (Appendix 1).

For the third objective, which is to compare the effects of leadership theory in the mainland Chinese and Hong Kong context, initially, a famous snack chain in Hong Kong has been identified as the major context for the data collection of this study. Unfortunately, because of the change in the top management (i.e., the CEO was passed away), and the company was undergoing a large structural change which did not allow us to conduct data collection among their chains. We did not contact the other companies with similar scale and number of chains because we did try to contact Hong Kong companies for doing data collection before having this fund; however, all companies rejected our invitation. Or our invitations have been rejected by the Corporate Communications Offices/Departments. And thus, the findings only showed the effect in the mainland Chinese enterprises. However, since the data was collected from the Chinese enterprises, it is believed that the Hong Kong culture was quite similar with the Chinese culture as claimed by a lot of researchers (see Figure 1), the leaders of Hong Kong may have similar characteristics of servant leadership as well. Referring to Figure 1, both Hong Kong and China have similar degrees of the cultural dimensions. Thus, although this objective cannot be fully fulfilled, it can still be said that the leaders from the Hong Kong enterprises and Chinese enterprises may share similar characteristics of being a servant leader. This objective can be partially met.

Figure 1. Comparison of Hofstede's Cultural Dimensions between Hong Kong and China.



(Source: <https://www.hofstede-insights.com/product/compare-countries/>)

For objective four, which is to discuss the negative outcomes of servant leadership theory,

according to Appendix 1, the results showed that there is no indirect relationship from servant leadership to envy via i-deals. However, when this indirect effect is under the high i-deals differentiation, the result becomes significant, saying that although servant leadership and i-deals do not lead to envy, when there are i-deals, and under differential i-deals treatment among employees, envy will be resulted. Therefore, when there is comparison among employees, envy will be the side-product produced. Moreover, in Appendix 2, the empirical study found that transformational leadership would have negative outcomes to helping behavior, under the boundary condition of i-deals or indirect effect of i-deals. Thus, instead of having a direct relationship, it was found that i-deals posit a moderating effect and indirect effect, which would further strengthen the negative outcomes to be happened.

Finally, for objective five, based on the negative outcomes derived from leadership theory and the boundary effect of i-deals or i-deals differentiation, suggestions and implications have been developed to provide to practitioners in order to avoid the negative effects among the employees (Appendices 1- 3).

5.4 Summary of objectives addressed to date

Objectives <i>(as per 5.1/5.2 above)</i>	Addressed <i>(please tick)</i>	Percentage Achieved <i>(please estimate)</i>
1. To provide explanation of the effect of servant leadership theory and i-deals to employees	√	100%
2. To examine the antecedents of i-deals from the perspective of servant leadership theory	√	100%
3. To compare the effects of servant leadership in the mainland Chinese and Hong Kong contexts	√	50%
4. To discuss the negative outcomes of servant leadership and i-deals	√	100%
5. To suggest effective management approaches in providing i-deals to avoid the negative effects among employees	√	100%

6. Research Outcome

6.1 Major findings and research outcome

(Maximum 1 page; please make reference to Part C where necessary)

First of all, servant leadership is positively related to i-deals and also impacts organizational commitment indirectly via i-deals, but there is no indirect relationship with envy via i-deals (Appendix 1). In the same study, through the lens of social comparison theory, although i-deals do not produce envy, when employees witness the provision of i-deals, and start to compare, i-deals differentiation will be present. Under high i-deals differentiations, servant leadership will lead to envy indirectly via i-deals. Similarly, when there is high i-deals differentiation (i.e., the difference between personal i-deals and the others' i-deals), the positive effect of i-deals and organizational commitment will be weakened.

Apart from servant leadership, we have conducted another study to investigate if transformational leadership produces similar impact, but instead of a direct effect of transformational leadership to i-deals, i-deal was posited as a moderator. And the result showed that transformational leadership has a negative indirect relationship to helping behavior via trust in leaders, this negative indirect effect will be stronger when i-deals are present (Appendix 2).

To understand more about the function of i-deals, we tried to put i-deals as the antecedent to see the impact of i-deals on voice behavior and helping behavior. The results showed that apart from direct effect of i-deals to voice behavior, there is an indirect effect of i-deals to helping behavior via voice behavior (Appendix 3).

Therefore, i-deals are undoubtedly valuable arrangement to the employees, as the previous discussion based on the empirical findings show that i-deals did produce positive effects, for examples, organizational commitment, and helping behavior through voice behavior. However, when the i-deals arrangement is witnessed by the other employees and when they compare, negative outcomes, that is, envy, would be produced.

With the support of this research fund, empirical papers and conceptual papers were produced. According to Part C below, two empirical papers were submitted to journals and they are under reviewed. One empirical paper will be submitted. Moreover, four conference papers have been produced and presented in these 3 years.

6.2 Potential for further development of the research and the proposed course of action

(Maximum half a page)

Upon the collected data, we can further clarify the functions of i-deals on different position, that is, antecedent, mediator, moderator, and outcome. These would be quite interesting to see from different perspectives. In fact, many previous researchers only posited i-deals as the antecedents, claiming the positive impact produced or as the outcomes, investigating the factors leading to i-deals. However, previous studies putting i-deals as the mediator or moderator are scarce.

Moreover, based on our empirical findings, there would be negative outcomes produced when there is i-deals differentiation. This is happened when the employees witness the others' i-deals and compare with their own i-deals. Therefore, future research can further investigate how to mitigate this comparison effect, trying to examine how to reduce the negative outcomes. This would be very important to the practitioners as in our contemporary business society, i-deals are something

inevitable in the organizational settings, thus, this is necessary to understand how to provide i-deals without having negative impacts to the employees and organizations.

7. Layman's Summary

(Describe in layman's language the nature, significance and value of the research project, in no more than 200 words)

The current working context has been different from that of the traditional one. With the multiple roles of the employees, idiosyncratic deals (i.e., i-deals) have been developed and prevalent across a lot of organizations. I-deals can help to reduce the turnover rate since the valuable employees do not need to resign from the job to fulfill another role obligation. I-deals can be treated as a special arrangement between the organizations and the employees. Previous research did focus a lot on the positive effects of i-deals, however, under the concept of social comparison theory, employees will compare their own i-deals with the others, and in this situation, there is possibility of leading to envy. And this aspect has only received very little attention among previous researchers.

This research project found that although i-deals do not lead to envy, when there is comparison among employees, i-deals differentiation (the difference between self and others' i-deals) will be resulted. And under high i-deals differentiation, envy will be resulted through the impact of servant leadership and i-deals. Apart from this, when there are i-deals, helping behaviors will be reduced under the indirect impact of transformational leadership and trust in leaders.

Part C: Research Output**8. Peer-Reviewed Journal Publication(s) Arising Directly From This Research Project**

(Please attach a copy of the publication and/or the letter of acceptance if not yet submitted in the previous progress report(s). All listed publications must acknowledge RGC's funding support by quoting the specific grant reference.)

The Latest Status of Publications				Author(s) (denote the corresponding author with an asterisk*)	Title and Journal / Book (with the volume, pages and other necessary publishing details specified)	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the institutional repository (Yes or No)
Year of Publication	Year of Acceptance (For paper accepted but not yet published)	Under Review	Under Preparation (optional)						
			√	Man Lung Jonathan Kwok*, Macy Wong, Jinyun Duan	Don't let the others see your benefits: A moderated-mediating model linking servant leadership, idiosyncratic deals, idiosyncratic differentiation, organizational commitment and envy, <i>Journal of Business and Psychology</i>	No	Yes (Appendix 1)	Yes	No
		√		Man Lung Jonathan Kwok*, Macy Wong, Jinyun Duan	Great Leaders Do Everything: Moderated-Mediating Model of Transformational Leadership, Trust in Leaders, Helping Behaviors and Idiosyncratic Deals, <i>International Journal of Business and Economics</i>	No	Yes (Appendix 2)	Yes	No

		√		Macy Wong*, Man Lung Jonathan Kwok, Jinyun Duan	How to reciprocate the non-standard work arrangements? The mediating role of voice behavior and moderating role of job enlargement on i-deals and helping behavior, <i>Asia-Pacific Journal of Business Administration</i>	No	Yes (Appendix 3)	Yes	No
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9. Recognized International Conference(s) In Which Paper(s) Related To This Research Project Was / Were Delivered

(Please attach a copy of each conference abstract)

Month / Year / Place	Title	Conference Name	Submitted to RGC <i>(indicate the year ending of the relevant progress report)</i>	Attached to this Report <i>(Yes or No)</i>	Acknowledged the Support of RGC <i>(Yes or No)</i>	Accessible from the institutional repository <i>(Yes or No)</i>
12/2017/ Australia	The road to hell is paved with good intentions: The mediating role of i-deals between servant leadership and negative outcomes	Australian and New Zealand Academy of Management Conference	Yes	Yes (Appendix 4)	Yes	Yes
12/2017/ Australia	A smooth negotiation makes us happy: The mediating role of i-deals between leader-member exchange (LMX) and organizational citizenship behavior (OCB) in the Chinese context	Australian and New Zealand Academy of Management Conference	Yes	Yes (Appendix 5)	Yes	Yes
12/2018/ Australia	Great leaders do everything: Indirect effect of transformational leadership on helping behavior and moderating role of i-deal	Australian and New Zealand Academy of Management Conference	Yes	Yes (Appendix 6)	Yes	Yes
12/2018/ Australia	How to reciprocate the non-standard work arrangements? The mediating role of voice behavior and moderating role of job enlargement on i-deals and helping behavior	Australian and New Zealand Academy of Management Conference	Yes	Yes (Appendix 7)	Yes	Yes

10. Whether Research Experience And New Knowledge Has Been Transferred / Has Contributed To Teaching And Learning

(Please elaborate)

Nil.

11. Student(s) Trained

(Please attach a copy of the title page of the thesis)

Name	Degree Registered for	Date of Registration	Date of Thesis Submission / Graduation
Nil.			

12. Other Impact

(e.g. award of patents or prizes, collaboration with other research institutions, technology transfer, teaching enhancement, etc.)

N.A.

13. Statistics on Research Outputs

	Peer-reviewed Journal Publications	Conference Papers	Scholarly Books, Monographs and Chapters	Patents Awarded	Other Research Outputs (please specify)	
No. of outputs arising directly from this research project	1 (Under preparation) + 2 (Under review)	4	N.A.	N.A.	Type	No.
					N.A.	N.A.

14. Public Access Of Completion Report

(Please specify the information, if any, that cannot be provided for public access and give the reasons.)

Information that Cannot Be Provided for Public Access	Reasons
Nil.	