

Title	中小企業自動車販売会社における経営者のリーダーシップとその代替要因に関する研究
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Citation	
Issue Date	2019-03
Type	Thesis or Dissertation
Text version	ETD
URL	<a href="http://hdl.handle.net/10119/15785">http://hdl.handle.net/10119/15785</a>
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## [Abstract]

In Japan, the car selling business is one of the key industries, but most of the dealerships are small-and medium-sized companies. In many dealerships, the president is determined by heredity, but he/she does not necessarily have leadership. In previous studies, it is said that leadership is necessary for the achievement of corporate goals. And if there is no leadership, substitutes for leadership are required for success. Kerr & Jermier (1978) say that professionals become substitutes for a leader's individualized consideration. In addition, Kerr& Jermier (1978) say that initiating structure and organizational skill become substitutes for leadership. Also, Waldman, Bass & Einstein (1987) say that transformational leadership is relevant to corporate performance, but transactional leadership is not relevant to corporate performance.

In this paper, we clarify factors of high-performance dealerships, and the difference between high-performance dealerships and low-performance dealerships concerning their management's transformational leadership, initiating structure, organizational skill and sales professionals as substitutes for leadership. The research questions are below.

1. Is management's leadership an essential factor to achieve the corporate goal of the small- and medium-sized car-dealer?
2. Is there a substitute factor for management's leadership?
3. Are sales professionals, not researchers, considered as a substitute for leadership?

We investigated the status of the small- and medium-sized car-dealer managements' transformational leadership and substitutes in 53 small- and medium-sized car dealers in Kinki, Hokuriku, Shinshuu, Chubu district in Japan. We used an original questionnaire referred to Multifactor Leader Questionnaire which Bass, B. M., & Avolio, B. J. (1990) went public. We divided these car dealers into three groups depending based on business performance. With using some statistical methods, descriptive statistics, analysis of variance, analysis of correlation and qualitative data, we analyzed the managements' transformational leadership, substitutes for leadership, initiating structure, organizational skills, and sales professionals. As a result, 1. We concluded that the small- and medium-sized car-dealer management's transformational leadership was necessary and an important factor to achieve the corporate goal. Especially idealized influence was important for good performance, and management's transformational leadership was a significant factor between the high- performance dealers and low-performance dealers. Transformational leadership existed strongly in dealers with good performance. However, leadership was weak, or nothing in dealers which closed down due to poor performance. Also, we considered that Esteemed Business Leadership which defined with results of this research was necessary for the small- and medium-sized car-dealers' success. Besides, we found that it was considered that leadership which followers had accepted from their leader became weaker and weaker due to their distance. 2. There was not a substitute factor for management's leadership. To achieve corporate goals, the combination of the leadership, initiating structure and organizational skills were important. 3. Sales professionals were not considered as a substitute for leadership. Sales professionals did not exist in dealerships without management's leadership. Also, the small- and medium-sized car-dealer management's transformational leadership was necessary to develop and secure their sales professionals. Especially individualized consideration of the leader, initiating structure and the experience of having business talks are considered as effective factors to develop and secure their sales professionals in addition to leadership. And, sales professionals will be developed and secured under such an environment.

<Keywords> リーダーシップ Leadership, リーダーシップの代替要因 Substitutes for Leadership, 営業プロフェッショナル Sales Professionals, 日本の自動車販売会社 Car Dealers in Japan, 尊敬型ビジネス リーダーシップ Esteemed Business Leadership.