



Sex Role First, Leader Role Second? Sex Combination of Supervisor and Subordinate, Length of Cowork, and Paternalistic Leadership

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In the patriarchal Chinese society, the female supervisors usually need to face the dual role expectation: "sex role" and "leader role", which would then influence the interaction between the supervisor and the subordinate. The main purpose of the research is to explore the difference in paternalistic leadership performed by the female and male supervisors when facing the subordinate with different sexes, and to examine the moderating effect of length of cowork on the relationship between sex combinations of subordinate - supervisor and paternalistic leadership. The data were collected by the questionnaire survey on 510 supervisor - subordinate dyads from 60 companies in Taiwan. The result shows that there is no significant difference in paternalistic leadership between the

female and male supervisors. However, considering the weight of subordinate's sex, sex combinations of supervisor - subordinate do have the prevailing influence on authoritarianism and benevolent leadership but on moral leadership. Moreover, the effect of sex combinations of supervisor - subordinate on authoritarianism leadership are moderated by the time period that the supervisor worked with the subordinate. Finally, contributions and limitations are also discussed, and suggestions are provided for future studies.

Keywords: *Supervisor's Sex, Sex Combination of Supervisor - Subordinate, Paternalistic Leadership, Length of Cowork.*

