

The Impact of Village Cadre Leadership on the Development of Villager Behavior—The Argyris Leadership Model

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Abstract: *As an important role in rural governance, the leadership of village cadres has an important impact on the development of villagers' behavior. The purpose of this study is to explore how the leadership of village cadres affects the development of villagers' behavior, and it is based on the Argyris leadership model. This paper introduces the Argyris leadership model and gives an overview of the model, as well as the classification and evaluation method of leadership in the model. Furthermore, the relationship between the leadership of village cadres and the development of villagers' behavior was discussed, and the importance of leadership to the development of villagers' behavior was revealed. Through the review of relevant literature and the analysis of existing research results, the relevant influence mechanism was obtained. Then, the research design, sample selection, data collection and data analysis methods of this study were introduced to ensure the reliability and validity of the study. Subsequently, the empirical research results were presented, and the results were analyzed and discussed. Finally, the research results were summarized, the limitations and improvement direction of the research were put forward, and the enlightenment was provided for the practice of village cadre training and villagers' development.*

Keywords: *village cadre leadership, villager behavior development, Argyris leadership model*

1. Introduction

1.1 Research background and purpose

The purpose of this paper is to explore how the leadership of village cadres affects the development of villagers' behavior. With the acceleration of urbanization, the rural economy, society and culture are facing many changes and challenges. Effective leadership is needed to address these challenges. As an important backbone of rural grassroots organizations, village cadres' leadership has an important impact on promoting rural development and promoting the development of villagers' behavior. Therefore, this study can reveal the current situation and problems of leadership development of village cadres, and further discuss how village cadres can improve leadership and villagers' behavior development. At the same time, this study can also provide a new perspective and research paradigm for scholars in related fields, and broaden the depth and breadth of the research on village cadres' leadership and villagers' behavior development. By exploring the application of Argyris leadership model in rural areas, the theoretical framework and practical value of this model in leadership research can be further enriched and improved.

1.2 Research Significance

Firstly, it is of great significance to study the leadership of village cadres for deepening the understanding of rural social change. Their leadership directly affects the direction and path of rural development.^[1] Studying the leadership of village cadres can help us understand the challenges and opportunities faced by village cadres in social change.

Secondly, the study of village cadres' leadership has practical significance for promoting the development of rural villagers' behavior. Their leadership level directly affects the behavior and development of villagers.^[2] By understanding the influence mechanism of village cadres' leadership on villagers' behavior, effective leadership training and guidance can be provided for village cadres to improve their leadership ability.

Finally, it is of practical significance to study the leadership of village cadres for improving rural cohesion and development vitality. Their leadership is not only related to the cohesion and action of villagers, but also related to the overall development and stability of rural areas.^[3]The significance of studying village cadres' leadership is to provide theoretical support and practical reference for improving rural cohesion and development vitality, and lay a solid foundation for the long-term development of rural areas.^[4]

1.3 Research Content

This study will focus on the relationship between the leadership of village cadres and the development of villagers' behavior. The details include: 1) introduction and analysis of Argyris leadership model theory; 2) explore the influence mechanism of village cadre leadership on the development of villagers' behavior; 3) verify the importance of leadership on the development of villagers' behavior through the analysis and discussion of empirical research results; 4) put forward the enlightenment for the training of village cadres and the development of villagers. Through in-depth study of the above content, it aims to provide some theoretical reference for rural development and rural governance.

1.4 Research Methods

This study will use quantitative research methods, combined with questionnaire survey and statistical analysis to evaluate the collection and processing. Firstly, this paper introduces and analyzes the Agilis leadership model in detail through literature review, and the review of Agilis leadership model can provide theoretical basis and research direction for subsequent research.

Then, in the research design stage, we will design a questionnaire to collect the perception and evaluation data of villagers in the target area on the leadership of village cadres. The questionnaire will include questions on the influence of village cadres' behavior, what type of village cadres, villagers' satisfaction with village cadres' behavior, and villagers' expectations. (The questionnaire questions will be simplified.) After data collection, we will use statistical analysis software to process and analyze the collected data. First, we will conduct data cleaning and data variable conversion to ensure the accuracy and reliability of the data. Next, we will use descriptive analysis to reveal the influencing mechanism and important factors through the statistical analysis of the relationship between village cadre leadership and the development of villagers' behavior.

Finally, we will verify the research hypothesis based on the research results and analysis, and further explore the mechanism of the influence of village cadre leadership on the development of villagers' behavior.

2. The theory of Argyris leadership model

2.1 Overview of the Argyris Leadership Model

The Argyris leadership model is a model to describe leadership behavior in organizations proposed by American psychologist Argyris in 1970.^[5]Based on the study of the relationship between leaders and employees, the model aims to understand the impact of leaders' behavior in an organization on employee performance and behavior.

According to the Argyris leadership model, leaders' behavior can be divided into two types: task-oriented behavior and interpersonal oriented behavior. Task-oriented behavior focuses on the leader's attention and requirements for task goals, including guiding employees and setting tasks.^[6]On the other hand, the interpersonal oriented behavior focuses on the interpersonal relationship between leaders and employees, including supporting employees and caring for employees' needs. In the Argyris leadership model, task-oriented behavior and interpersonal oriented behavior are considered as independent dimensions that have different effects on employee performance and behavior. In addition, the model divides the leader's behavior into four typical leadership behavior styles, namely, task-oriented - assertive, task-oriented - democratic, interpersonal - supportive and interpersonal - laissez-passer.^[7]

The proposal of the Argyris leadership model provides an important theoretical framework for the research and practice of organizational leadership. By understanding the influence mechanism of leader behavior on employee performance and behavior, the organization can better cultivate and improve the

leadership ability of leaders, so as to effectively stimulate the potential of employees and promote the development of the organization.

2.2 Explanation of key concepts in the model

In the Argyris leadership model, task-oriented behavior means that leaders focus on task goals in the organization and take corresponding behaviors to improve work efficiency and task completion quality. This behavior includes setting clear work requirements, assigning tasks, setting goals, making work plans, and monitoring work progress. [8]Through task-oriented behavior, leaders can motivate team members to define task goals and allocate resources appropriately to ensure the achievement of organizational goals. Task-oriented behavior focuses on efficiency and the realization of practical goals, and emphasizes the completion of tasks and the improvement of work performance. Under the guidance of leaders, team members can accurately understand the importance and urgency of tasks, enhance the motivation and efficiency of task execution, and thus promote the development of the organization as a whole.

2.3 Classification and evaluation of leadership by the model

By classifying and evaluating the behaviors of leaders, Argyris leadership model provides a feasible tool for organizations to evaluate the effects of leadership. According to the model, leaders can be classified as task-oriented leaders, interpersonal leaders, dual-oriented leaders, or low-oriented leaders. Task-oriented leaders focus on accomplishing tasks and achieving goals, and they usually focus on task performance and outcomes. Interpersonal leaders focus on building good relationships with their employees. They pay attention to their employees' needs and feelings. Dual oriented leaders are both task-oriented and interpersonal oriented. Low oriented leaders lack attention and commitment to both the task and their employees, and they often lack leadership and motivation to influence and motivate their employees' development and job performance.

To assess leadership effectiveness, organizations can employ a variety of methods. A common approach is to evaluate the leader's behavior and effectiveness through employee feedback. This can be done through questionnaires, where employees can anonymously answer questions and rate the leader's performance in terms of task orientation, interpersonal orientation and dual orientation.

3. Explores the relationship between the leadership of village cadres and the development of villagers' behavior

3.1 The influence mechanism of village cadre leadership on the development of villagers' behavior

The mechanism of the influence of the leadership of village cadres on the development of villagers' behavior is a complex and diverse process. Firstly, the leadership of village cadres affects the behavior patterns of villagers through their personal charm and behavior. Their leadership style, decision-making ability and performance image will play an exemplary and guiding role for villagers. Secondly, the ability and level of village cadres to provide public services to villagers will also directly affect the development of villagers' behavior. If village cadres can provide high-quality public services to meet the needs of villagers. For example, if village cadres organize to build roads and improve drinking water conditions, which will directly improve the quality of life of villagers, they will arouse their enthusiasm and motivation for development. In addition, the performance of village cadres in problem-solving ability and communication and coordination ability will also affect the villagers' behavior patterns, such as whether the village cadres have the ability to solve disputes and whether they can effectively communicate with the villagers. In short, the personal charm, ability level and behavior performance of village cadres are the key elements in the mechanism, which play an exemplary and guiding role for villagers, as well as their influence on public services and problem-solving ability.

3.2 The importance of leadership in the development of villagers' behavior

The leadership of village cadres plays a vital role in the development of villagers' behavior. Firstly, as representatives of the village government, the leadership of village cadres directly determines the degree of recognition and sense of belonging of villagers to the whole village. If village cadres have strong leadership and can effectively organize and manage village affairs, villagers will be more willing to actively participate in village affairs. Secondly, the leadership of village cadres will also

affect the behavior norms of villagers. If the village cadres can establish correct values and moral concepts, and set an example, the villagers will also be influenced by them and form a positive behavior pattern. In addition, the leadership of village cadres will also have an important impact on the villagers' sense of trust. If the village cadre can establish a trust relationship with the villagers, the villagers are more willing to accept and support their leadership in village affairs. To sum up, the leadership of village cadres has a non-negligible importance for the development of villagers' behavior. Only when village cadres have good leadership ability, they can effectively guide and promote the development of villagers, and drive the progress of the whole village.

3.3 Literature review and related research results

In past studies, scholars have extensively explored the relationship between the leadership of village cadres and the development of villagers' behaviors. Some studies have found a positive relationship between leadership of village cadres and the behavioral development of villagers. The active leadership of village cadres can stimulate the participation willingness of villagers and promote the development and improvement of village affairs. Through effective communication and good organizational skills, these village cadres enable the villagers to play an active role in the development of the village. However, other studies have found that the leadership of village cadres is negatively related to the behavior development of villagers. Some village cadres may have problems such as abuse of power and corruption, which leads to villagers' distrust and negative attitude towards village affairs. The leadership of these village cadres is not effective enough, and they lack good management ability and moral integrity, resulting in the inability of villagers to effectively participate in village affairs, and even confrontation and non-cooperation. According to the comprehensive research results, the leadership of village cadres has an impact on the development of villagers' behavior, but the degree and way of influence are different.

4. Research methods

4.1 Study design and sample selection

In this study, three villages in a certain area were selected as research samples. To ensure the representativeness of the sample, the villages with outstanding leadership performance of village cadres were considered first. In this way, we were able to obtain data from different types of villages within a certain range, increasing the breadth and accuracy of the study. Secondly, in each village, we selected a certain number of villagers by random sampling as the research object. A total of 265 villagers were selected, among which 234 were valid samples. Through the sample selection method, we can more comprehensively understand the influence of the leadership of village cadres on the behavior development of villagers with different backgrounds.

4.2 Data collection methods

Data collection mainly used questionnaire survey to collect the subjective evaluation data on the leadership of village cadres and the development of villagers' behavior. The questionnaire covered the cognition of village cadres' leadership, the observation of villagers' behavior changes, and the evaluation of the overall development of the village. We distributed the questionnaire to the villagers and explained the purpose and importance of the survey to ensure that their responses were truthful and credible.

5. Empirical study results and analysis

5.1 Empirical research results of village cadre leadership on villagers' behavior development

Through the analysis and statistics of a large number of survey data, we draw the following empirical research results about the village cadre leadership on the development of villagers' behavior.

Table 1. How villagers feel about the influence of village leaders

	<i>Frequency</i>	<i>Percentage</i>	<i>Effective percentage</i>	<i>Cumulative percentage</i>
<i>Very large</i>	101	43.2	43.2	43.2
<i>Larger</i>	42	17.9	17.9	61.1
<i>In general</i>	32	13.7	13.7	74.8
<i>Smaller</i>	39	16.7	16.7	91.5
<i>Small</i>	20	8.5	8.5	100
<i>Total</i>	234	100	100	

From table 1, based on the responses of the villagers, it can be seen that leadership has different degrees of influence on their behavior. The largest number of villagers (43.2 percent) believed that leadership had a very great influence on their behavior, followed by a great (17.9 percent) and an average (16.7 percent) influence. Small (13.7 percent) and very small (8.5 percent) influences were relatively few. Based on the cumulative percentages, about 74.8 percent of the villagers believed that the leadership of the village cadres had an average or above impact on their behavior, while only about 25.2 percent believed that the impact was small or very small.

Table 2. The views of the leaders of the village cadres dealing with interpersonal relations

	<i>Frequency</i>	<i>Percentage</i>	<i>Effective percentage</i>	<i>Cumulative percentage</i>
<i>Able to</i>	70	29.9	29.9	29.9
<i>Sometimes able to</i>	104	44.4	44.4	74.4
<i>Not able to</i>	60	25.6	25.6	100
<i>Total</i>	234	100	100	

From table 2, most villagers (44.4%) believe that the leadership of village cadres who are good at interpersonal relations can sometimes drive their behavior, followed by the ability (29.9%), and a few villagers (25.6%) believe that it cannot. According to the cumulative percentage, about 74.4% of the villagers believe that the leadership of village cadres who are good at interpersonal relations can drive their behavior at least sometimes, while only about 25.6% of the villagers believe that it cannot.

Table 3. Leadership of task-oriented village cadres

	<i>Frequency</i>	<i>Percentage</i>	<i>Effective percentage</i>	<i>Cumulative percentage</i>
<i>Able to</i>	49	20.9	20.9	20.9
<i>Sometimes able to</i>	135	57.7	57.7	78.6
<i>Be unable to</i>	50	21.4	21.4	100
<i>Total</i>	234	100	100	

From table 3, most villagers (57.7%) believe that the leadership of task-oriented village cadres can sometimes promote their development, followed by the possibility (20.9%), while some villagers (21.4%) believe that it cannot. According to the cumulative percentage, about 78.6% of the villagers believed that the leadership of task-based village cadres could promote their development at least sometimes, while only about 21.4% of the villagers believed that it could not.

Table 4. Improvement of democratic leadership of village cadres

	<i>Frequency</i>	<i>Percentage</i>	<i>Effective percentage</i>	<i>Cumulative percentage</i>
<i>Needed</i>	169	72.2	72.2	72.2
<i>Not needed</i>	65	27.8	27.8	100
<i>Total</i>	234	100	100	

From table 4, according to the responses, the vast majority of villagers (72.2 percent) believe that the democratic leadership of village officials needs to be further improved, while only a relatively small number (27.8 percent) believe that it is not needed.

Table 5. Village cadres solving ability

	<i>Frequency</i>	<i>percentage</i>	<i>Effective percentage</i>	<i>Cumulative percentage</i>
<i>Able to</i>	97	41.5	41.5	41.5
<i>Sometimes able to</i>	96	41	41	82.5
<i>Not able to</i>	41	17.5	17.5	100
<i>Total</i>	234	100	100	

From table 5, according to the responses of the villagers, a considerable number of villagers (41.5 percent) believe that village officials can solve the problems of the villagers, while a similar proportion (41 percent) believe that village officials can solve problems sometimes. Some villagers (17.5 percent)

believed that village officials could not solve problems. Based on the cumulative percentage, about 82.5 percent of the villagers believe that village officials are at least sometimes able to solve their problems, while only about 17.5 percent believe that they are not.

5.2 Results Analysis and discussion

On the basis of the empirical research results, we conducted a detailed analysis and discussion on the influence of village cadre leadership on the development of villagers' behavior. Firstly, the leadership of village cadres plays an important role in the development of villagers' behavior. Most villagers agree with the leadership of village cadres. Secondly, the leadership of village cadres affects the attitude and behavior of villagers, which has a positive impact on the development of villagers' behavior. In addition, the leadership of task-oriented and interpersonal village cadres is expected by villagers. In general, the leadership of village cadres plays an important role in promoting the development of villagers' behavior, and by improving the leadership level of village cadres, the development of villagers and the progress of the village can be further promoted.

6. Conclusions

6.1 Summary of Main Findings

Through the investigation and analysis of the relationship between the leadership of village cadres and the development of villagers' behavior, this study concluded the following main research results. Firstly, the leadership of village cadres plays an important role in promoting the development of villagers' behavior, which can stimulate the enthusiasm and participation of villagers and promote the transformation of villagers' behavior to the direction that is conducive to the development of the village.^[9] Secondly, both task-oriented and interpersonal leadership play an important role in the development of villagers' behavior. Based on the Argyris leadership model, it is found that the interweaving of interpersonal and task leadership is more suitable to promote the positive behavior and participation behavior of villagers.

6.2 Research limitations and directions for improvement

However, there are some limitations in this study that suggest directions for future research. Firstly, due to the limitation of sample selection, the universality of the study results may be affected to some extent. It is suggested that future studies could increase the diversity of samples, including different regions, different types of villages, and different types of village cadres. Secondly, in terms of data collection methods, this study mainly used questionnaire survey to obtain data, which may have certain subjective and objective bias. It is suggested that future research can combine interview, observation and other methods to obtain more comprehensive and real data, and comprehensively evaluate the leadership of village cadres and the development of villagers' behavior from multiple perspectives.^[10]

6.3 Implications of the study for the training of village cadres and the development of villagers

This study provides some implications for the training of village cadres and the development of villagers. Firstly, village cadres should pay attention to cultivating their own ability and quality in the process of leadership development. In order to improve the overall development level of the village, it is necessary to enhance their professional knowledge and enhance their organizational and coordination ability.^[11] Secondly, village cadres should flexibly use different types of leadership in practice, measure and adjust them according to the actual situation, understand the needs and characteristics of villagers, and adopt appropriate leadership strategies. In addition, it is recommended that village cadres establish good communication channels with villagers to promote information transmission, opinion exchange and decision-making participation. Village cadres should actively listen to the voices of villagers, pay attention to their needs and concerns, and obtain villagers' opinions and suggestions in a timely manner through regular meetings, symposia and questionnaires, so as to involve villagers in the decision-making process and enhance their sense of belonging and participation.

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