

## Abstract

The Pygmalion hypothesis predicted higher performance of subordinates of whom leaders expected more was confirmed by a number of research done by organizational psychologists. Leadership behaviors that influence the self-expectations of subordinates are agreed as one of the key factors that mediated the Pygmalion effect. Without manipulation of leaders' expectations on subordinates, this study examined the relationship among expectation, leadership behavior, communication and other major variables of the Pygmalion model in work settings in Hong Kong. The study results confirmed the Pygmalion hypothesis and demonstrated the significant relationship between expectation and leadership behavior. Although causal relationship cannot be confirmed, it is obvious that managers holding high expectations tend to provide the characteristics of transformational leadership style with more intellectual stimulation to raise the self-expectations of subordinates. The practical applications of the Pygmalion model deserve greater attention of managers, subordinates and organizations.