A Study of Relationship of Authentic Leadership, Job Satisfaction, Organizational Commitment and Self-efficacy

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Abstract

Background/Objectives: Leadership in the organization was studied in various ways and its importance is demonstrated in many studies. Transformational Leadership, Transactional Leadership, Servant Leadership, Charismatic Leadership and etc. compared to variety of existing leadership studies, however, study on authentic leadership is very scarce. The purpose of this study is to specify how the relationship of authentic leadership impact on job satisfaction about the employees on the task and consequent impact on organizational commitment, self-efficacy influences on the relationship between organizational performances. **Methods/Statistical Analysis**: In order to achieve the purpose, advanced research and empirical study studied parallel. In previous studies were embodied the hypothesis and positive research using a survey method targeted 248 employees working in Korea Gyeong-gi IT companies, measured leadership style and performance that they perceive. To analyze the hypothesis, regression analysis and structural equation was analyzed through SPSS 20.0 and AMOS 20.0 program. **Findings**: Only the self-awareness among the authentic leadership level factors of the enterprise leader showed the statistically significant positive (+) effect on job satisfaction of employees. The internalized moral perspective, balanced processing of information and relational transparency had no statistically significant effect. This is regarding the direct effects of authentic leadership on the attitudes and behaviors of the followers. It is assumed that there are no direct effects because authentic leadership cannot influence job satisfaction directly but requires mediating effects of other variables. It has been verified that job satisfaction has a positive effect on self-efficacy and organizational commitment. This indicates that job satisfaction is an antecedent to organizational commitment. Also, the job satisfaction by employees showed the statistically significant positive (+) effect of self-efficacy of employees. Ways to increase self-efficacy is important in human resources management. Yet, as it is difficult to apply ways to increase self-efficacy in everyday tasks, increasing self-efficacy can be possible through elevating the degree of job satisfaction. **Application/ Improvements**: This study can help managers to understanding the effects of the leader's authentic leadership. But, as the job attitudes of employees are formed over a long period of time, a longitudinal study would be more appropriate to acquire useful information. Yet, the study imposes some limitations that it only used cross-sectional data considering the many realistic conditions.

Keywords: Authentic Leadership, Job Satisfaction, Organizational Commitment, Self-efficacy

1. Introduction

Recently, the necessity of leadership that values the power of ethical consciousness and positive psychology in addition to the existing leadership styles (transformational leadership, transactional leadership, charismatic leadership, ethical leadership and etc.) has been emphasized.

In this respect, a new construct of authentic leadership has emerged, which refers to the cultivation of positive self-development by encouraging greater self-awareness and restrained positive behaviors to the leader and his/her followers.

Authentic leadership is defined as "a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering

self-development"[1] and as "leaders who are not only true to themselves and act in accordance with their own values, thoughts, emotions and beliefs, but lead others by helping them to likewise achieve authenticity and foster a positive organizational climate"[2].

Existing literature on authentic leadership can be largely summarized into three subject areas. First, studies have been conducted on the concept of authentic leadership, including the identification of sub-components and the development of authentic leadership. Second, studies have been conducted on the relationship between authentic leadership and the effect factors. Third, through what mechanism authentic leadership influences the effect factors. In other words, these refer to studies examining what factors play the role of mediation or adjustment within the relationship between authentic leadership and the consequences[3].

The organizational effectiveness is the concept of organizational performance indicating how well an organization is managed. The organizational effectiveness is generally used as the result variable in the empirical studies related to organizational theory and management[4], and recent studies have reported that the authentic leadership particularly does not only fulfills the social demand for leader's ethics but also leads to the improvement of organizational effectiveness[5, 6].

The self-efficacy is an important component that explains the self-concept of an employee and is the self-belief that the person "can successfully carry out what is required for a specific task"[7]. High self-efficacy increases the level of goal and the level of striving to accomplish task and thus positively affect the organizational performance.

Job satisfaction and organizational commitment are major facets of job attitudes and one of the principal standards of organizational effectiveness, currently the most vibrant research topic in the area of human resources management.

According to multiple research results regarding organizational effectiveness, enhancing the degree of job satisfaction and organizational commitment of employees is closely related to improving organizational performances.

Among the previous literature on the relationship between authentic leadership and job satisfaction, however, studies abroad have concluded that it is a positive (+) one[8,9] and domestic scholars bore dual results

in which the relationship was indicated as both a positive (+) one and of no correlation[10].

Moreover, most of the research on job satisfaction and organizational commitment has been about identifying the antecedents that affect the two variables or understanding the correlation between the two variables and various demographic variables or management variables.

Meanwhile it is true that systematic analysis on how the level of job satisfaction and self-efficacy of members affect the degree of organizational commitment is relatively insufficient.

Therefore, this study aims to empirically test how the sub-components of authentic leadership affect job satisfaction, what kind of causal relationship is present between job satisfaction and organizational commitment, and how self-efficacy, a self-concept of members, affect job satisfaction to suggest ways to improve organizational effectiveness and to further explore strategic plans for human resources management.

2. Materials and Methods

2.1 Setup of Research Model

While components of authentic leadership slightly differ among scholars, it is generally considered to be composed of 4 concepts.

First is "self-awareness". Self-awareness refers to recognizing and believing one's own motives, emotions, desires and any information related to oneself; its main object is one's strengths, weaknesses, characteristics and emotions. By highlighting the importance of encompassing the dual nature of human beings, self-awareness refers to perceiving one's desires, values, emotions and double-sidedness and to knowing how they can affect his or her own actions.

The second component of authentic leadership is "balanced processing of information". Whether the information is positive or negative, it is about collecting and interpreting all information related to the self without any prejudice. This is because authentic behaviors stem from the true self that emerges above one's core values, thoughts, beliefs and emotions, not from external environmental factors or pressures from others.

Third, "relational transparency" refers to displaying one's true self. It involves leaders sharing information

or presenting their genuine opinions and feelings to earn credibility. Relational transparency discloses both positive and negative aspects of their own to one's close relationships, based on intimacy and trust. Moreover, it also encourages others to do the same.

Hiding one's true self and selectively showing parts of it is to present a fake self; rather, relational transparency is to reveal and share all the information one knows and to open up what one really thinks and feels.

The last component is "internalized moral perspective". It means that the leaders act upon moral standards inside themselves and not according to external pressures such as requests from colleagues or the organization itself.

Moral perspectives enable a comprehensive version of self-regulation based on moral standards held by the leaders themselves. This type of self-regulation drives the leaders to behave autonomously, according to their internal moral standards and values, and not by any pressures from the group, organization and/or society he or she belongs to.

Job satisfaction refers to the employee's emotional reaction to structural, characteristic and environmental features within the organization, concerning the job[11,12]. It is a very important attitude variable in both individual and organizational terms because, as an individual, being satisfied of the job contributes to making the employees' lives worthier. Also, as employees spend almost half of their individual lives at the workplace, being satisfied of the surrounding environment for such period of time will improve their life value. From the perspective of the organization as well, job satisfaction of the employee becomes a predictor for a positive attitude towards the organization and thus organizational performance[13].

In this respect, job satisfaction and organizational commitment are variables most frequently used as management methods to improve organizational performance. As antecedents of job satisfaction, factors including task, wage, promotion, recognition, fringe benefits, working conditions, supervisors, colleagues, and business policies have been mentioned and stability, essential and social aspects of the job, communication, supervisors, working conditions, and welfare have been emphasized as well[14]. According to [15], job descriptions that directly and/or indirectly affect the members' behavioral and emotional reactions tend to have a positive relationship to job satisfaction.

Organizational commitment, an employee's positive attitude towards the organization, refers to the employee's personal psychological intimacy towards the organization that he or she belongs to. In other words, it refers to the member's relative strength of organizational identification and interest[16].

[17] conceptualize organizational commitment as: first, the degree of commitment determining the relationship between the employer and the organization and second, the psychological condition regarding the decision to maintain the membership in the given organization. Therefore, the characteristics of this particular psychological condition translate into differences among the various definitions of organizational commitment – and based on these differences, Meyer and Allen categorized the notion of commitment into affective, continuance, and normative organizational commitments.

Job satisfaction and organizational commitment are common in the sense that they are perceptual or psychological conditions of employees on various organizations, but they differ in terms of attitude. While organizational commitment is a comprehensive concept reflecting the emotions of employees towards the organization as a whole, job satisfaction is more of a response towards the job or particular aspects of the job. Besides, job satisfaction indicates a relatively short-term need-satisfactory reaction and organizational commitment differs as it represents an expectation of fulfilling relatively stable, long-term and developmental desires.

Self-efficacy is a judgment on one's own capacity to successfully perform assignments[18]. It is a personal judgment on how much the self can be useful in the given situation and at the same time the trust or belief on the personal abilities and capacity of performing certain activities[19].

In other words, self-efficacy means efficacy expectation, and is more closely related to motives than outcome expectations. Even if it is ensured that a certain behavior process of an individual will lead to certain results, when one believes that him or herself cannot carry out the action successfully, the expectations of the outcome would not affect the motives. Thus, because one can believe that certain actions do lead to particular results but at the same time have doubts on whether or not him or herself can actually perform the action, efficacy expectations and outcome expectations should be distinguished[20]. Self-efficacy, to sum up, is a belief on one's
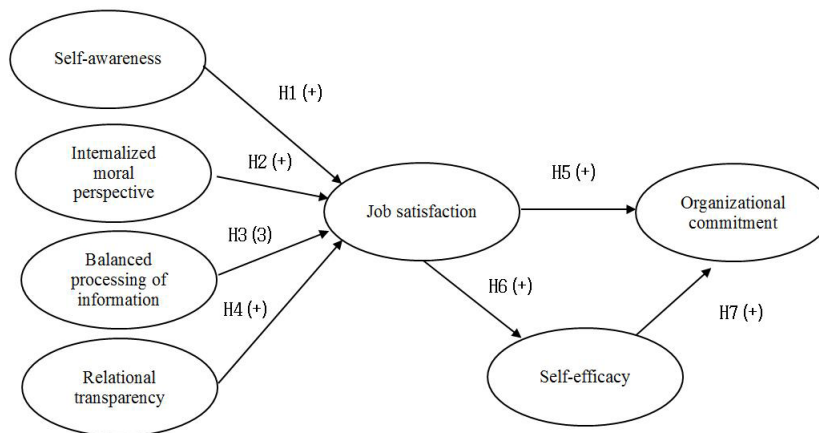
Figure 1. Research model.

possibility of successfully performing a given assignment or action, and influences the selection, implementation, and continuity of the action.

To verify the hypothesis that the authentic leadership and self-efficacy would have the positive (+) role in inducing the employees' job satisfaction and organization commitment which are the psychological performance indices of organizational effectiveness, a research model shown in [Figure 1] is proposed. This research model conceptualizes the authentic leadership factors into 4 dimensions of self-awareness, internalized moral perspective, balanced processing of information, and relational transparency to empirically test what kinds of effect does each factor have on job satisfaction and what effect does job satisfaction have on self-efficacy and organizational commitment, and to examine the influencing relationship between the endogenous variables.

2.2 Hypothesis

Hypothesis 1: The leader's self-awareness will have a positive (+) effect on job satisfaction.

Hypothesis 2: The leader's internalized moral perspective will have a positive (+) effect on job satisfaction.

Hypothesis 3: The leader's balanced processing of information will have a positive (+) effect on job satisfaction.

Hypothesis 4: The leader's relational transparency will have a positive (+) effect on job satisfaction.

Hypothesis 5: The employees' job satisfaction will have a positive (+) effect on organizational commitment.

Hypothesis 6: The employees' job satisfaction will

have a positive (+) effect on self-efficacy.

Hypothesis 7: The employees' self-efficacy will have a positive (+) effect on organizational commitment.

2.3 Operational Definition and Measurement of Variables

All measured items used in this study were measured in a Likert scale of 5 points (0=Strongly disagree, 3=Neutral, 5=Strongly agree). First, an authentic leadership is defined as a leadership based on 'being fully aware of the context, confident, hopeful, positive, joyful, and highly ethical'. For measurement, the Authentic Leadership[21] was divided into 4 lower levels of self-awareness (4 items), relational transparency (4 items), internalized ethical viewpoint (4 items) and balanced information processing (4 items). To measure the organizational effectiveness, the job satisfaction and organizational commitment were used as the lower level components. The job satisfaction is defined as how content an individual is with his or her job while the organization commitment is defined as the individual's psychological attachment to the organization and how committed the individual is to the organization. To measure the job satisfaction 5 questions (1~5) of 9 questions in K-MSQ (Minnesota Satisfaction Questionnaire), which is the Korean version of 20-question MSQ developed by [22], were selected. To measure the organizational commitment, 5 questions (6~10) of 10 questions in OCQ (Organizational Commitment Questionnaire) developed by [23], were selected. Self-efficacy is defined as the self-belief to successfully complete a given task and used 5 questions[24] for measurement.

3. Results

3.1 General Characteristics of Sampels

Table 1 shows the demographic characteristics of 248 respondents to the questionnaire.

3.2 Verification of Unidmensionality

To verify the unidimensionality of each research unit used in this study, the convergent validity was verified using the Confirmatory Factory Analysis (CFA) after the reliability analysis. As shown in [Table 2], the analysis of construct reliabilities of theoretical variables used in this study indicated that the construct reliabilities of all research units were 0.8 or high, assuring that they were reliable. To investigate the convergent validity of measured items with proven reliability, the CFA of all research units was conducted. CFA is a useful method for verifying the convergent validity and discriminant validity between the measured items[25]. The CFA of whole measurement model showed that the model's goodness of fit indices was $\chi2=875.455$(d.f.=384) and p=.000 with GFI=0.807, AGFI=0.766, NFI=0.836, IFI=0.901, TLI=0.886, CFI=0.900, RMR=0.045 and RMSEA=.072. As

most goodness of fit indices exceeded the recommended levels, the study was judged to be valid. The review of convergent validities of the research units showed that the standardized loadings were all significant (t>11.0) to verify the convergent validity. As for the discriminant validity, 1.0 was not included in Table 3 the confidence interval of correlation coefficient ($\varphi\pm$ 2SE) which indicated the correlation between the research units while the comparison of the Average Variance Extracted (AVE) in Table 2 and the square value of correlation between the research units showed that the correlation between the balanced information processing and internalized ethical viewpoint was 0.812 (φ^2 = 0.659) but AVEs were 0.686 and 0.686, respectively, indicating the discriminant validity.

3.3 Verification of Research Hypothesis

The overall model of this study was analyzed by the maximum likelihood method for verification. As there can be a problem with model recognition during the analysis as there are too many indicators of each research unit, a path analysis using the arithmetic average of research units as the item measurement was performed based on the analysis method proposed by Stage[26]. Compared

Table 1. Demographic characteristics of respondents

Frequency (n=248)			Rate (%)	Effective Rate (%)	Frequency (n=248)			Rate (%)	Effective Rate (%)
Sex	Male	177	71.4	71.4	Years in Employment	< 5 years	115	46.4	46.4
	Female	71	28.6	28.6		< 10 years	53	21.4	21.4
Marital Status	Married	161	64.9	64.9		< 15 years	39	15.7	15.7
	Unmarried	87	35.1	35.1		< 20 years	32	12.9	12.9
Age	20's	60	24.2	24.2		≥ 20 years	9	3.6	3.6
	30's	82	33.1	33.1	Position	Junior position	120	48.4	48.4
	40's	62	25.0	25.0		Asst. Manager	27	10.9	10.9
	50's	36	14.5	14.5		Manager	34	13.7	13.7
	Older than 50's	8	3.2	3.2		Senior Manager	67	27.0	27.0
Employment Type	Regular	180	72.6	72.6	Educational Background	HS Graduate	16	6.5	6.5
	Contract	68	27.4	27.4		Two-year College Graduate	51	20.6	20.6
Job	Administrative	83	33.5	33.5		Four-year College Graduate	138	55.6	55.6
	Production	65	26.2	26.2		Graduate School or Higher	43	17.3	17.3
	Sales	70	28.2	28.2	Business Type	Small Company	91	36.7	36.7
	Technical or R&D	30	12.1	12.1		Large Company	137	55.2	55.2
						Public Agency	20	8.1	8.1

Table 2. Results of reliability analysis (Construct reliabilities and validity)

Type	AVE	Construct Reliability (C.R.)	1	2	3	4	5	6
1. Self-awareness (φ^2)	0.67118280	0.89068012	1					
2. Internalized moral perspective (φ^2)	0.68609675	0.89725095	0.800 (0.640)**	1				
3. Balanced processing of information (φ^2)	0.68618452	0.86713967	0.806 (0.649)**	0.812 (0.659)**	1			
4. Relational transparency (φ^2)	0.62820475	0.86648909	0.733 (0.537)**	0.719 (0.516)**	0.783 (0.613)**	1		
5. Organizational commitment (φ^2)	0.50012105	0.83247604	0.462 (0.213)**	0.451 (0.203)**	0.447 (0.199)**	0.368 (0.135)**	1	
6. Job satisfaction (φ^2)	0.68802183	0.91582484	0.325 (0.105)**	0.327 (0.106)**	0.305 (0.093)**	0.176 (0.030)**	0.674 (0.454)**	1
7. Self-efficacy(φ^2)	0.65901918	0.88371757	0.209 (0.043)**	0.252 (0.063)**	0.240 (0.057)**	0.119 (0.014)*	0.406 (0.164)**	0.519 (0.269)**

Table 3. Confidence interval of correlation coefficient

Type			Estimate	S.E.	-2	+2
Internalized moral perspective	<-->	Self-awareness	0.800	0.051	-0.061200	0.142800
Self-awareness	<-->	Balanced processing of information	0.806	0.045	-0.053730	0.126270
Self-awareness	<-->	Relational transparency	0.733	0.049	-0.062083	0.133917
Self-awareness	<-->	Organizational commitment	0.462	0.038	-0.058444	0.093556
Self-awareness	<-->	Job satisfaction	0.325	0.034	-0.056950	0.079050
Self-awareness	<-->	Self-efficacy	0.209	0.030	-0.053730	0.066270
Internalized moral perspective	<-->	Balanced processing of information	0.812	0.050	-0.059400	0.140600
Internalized moral perspective	<-->	Relational transparency	0.719	0.054	-0.069174	0.146826
Internalized moral perspective	<-->	Organizational commitment	0.451	0.042	-0.065058	0.102942
Internalized moral perspective	<-->	Job satisfaction	0.327	0.038	-0.063574	0.088426
Internalized moral perspective	<-->	Self-efficacy	0.252	0.034	-0.059432	0.076568
Balanced processing of information	<-->	Relational transparency	0.783	0.049	-0.059633	0.136367
Balanced processing of information	<-->	Organizational commitment	0.447	0.037	-0.057461	0.090539
Balanced processing of information	<-->	Job satisfaction	0.305	0.033	-0.055935	0.076065
Balanced processing of information	<-->	Self-efficacy	0.240	0.030	-0.052800	0.067200
Relational transparency	<-->	Organizational commitment	0.368	0.040	-0.065280	0.094720
Relational transparency	<-->	Job satisfaction	0.176	0.036	-0.065664	0.078336
Relational transparency	<-->	Self-efficacy	0.119	0.033	-0.062073	0.069927
Organizational commitment	<-->	Job satisfaction	0.674	0.037	-0.049062	0.098938
Organizational commitment	<-->	Self-efficacy	0.406	0.031	-0.049414	0.074586
Job satisfaction	<-->	Self-efficacy	0.519	0.030	-0.044430	0.075570

Table 4. Result of verification of hypothesis

| Hypothesis	Path			Standardized Coefficient	C.R.	P	Supported
H1	Self-awareness	→	Job satisfaction	0.220	1.965	0.049	Adopted
H2	Internalized moral perspective	→	Job satisfaction	0.204	1.822	0.068	Dismissed
H3	Balanced processing of information	→	Job satisfaction	0.168	1.371	0.17	Dismissed
H4	Relational transparency	→	Job satisfaction	-0.264	-2.651	0.008	Dismissed
H5	Job satisfaction	→	Organizational commitment	0.634	11.572	***	Adopted
H6	Job satisfaction	→	Self-efficacy	0.519	9.555	***	Adopted
H7	Self-efficacy	→	Organizational commitment	0.076	1.391	0.164	Dismissed
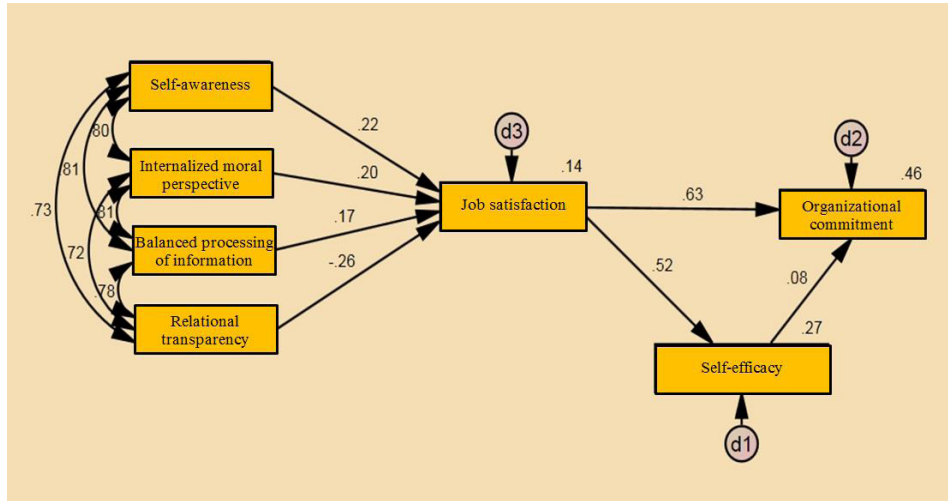
Figure 2. Result of overall model analysis.

to the structural equation modeling, a path analysis can not only present the more stable path coefficient but also reduce the degree of measurement error by reducing the number of measurements[27]. Moreover, the path analysis is a very useful analysis technique in that it can logically explain the integrated causal relationship between the variables using a quantitative technique based on the survey result or statistical data[28]. The path analysis, Figure 2, deduced an optimum model having the goodness of fit indices of $\chi2=42.515$, d.f=8($\chi2$/d.f.=5.314), p=.000, GFI=.956, AGFI=.847, RMR=.053, NFI=.963, IFI=.970 and CFI=.969

The result of analysis, Table 4, can be summarized as follows: First, only the self-awareness among the authentic leadership level factors of the enterprise leader showed the statistically significant positive (+) effect on job satisfaction of employees. The internalized moral perspective, balanced processing of information and relational transparency had no statistically significant effect. Second, the job satisfaction by employees showed the statistically significant positive (+) effect on organizational commitment of employees. Third, although the job satisfaction by employees showed the statistically significant positive (+) effect of self-efficacy of employees, the self-efficacy of employees had not statically significant effect on organizational commitment.

4. Conclusions

This research is unique and meaningful in the sense that

it verifies what effects the sub-components of authentic leadership exert on job satisfaction and that it suggests findings effective for business implementation by understanding the mechanism of the given influencing relationship. Moreover, as it empirically explores the effects of job satisfaction on organizational commitment and self-efficacy, it investigates the mediating effects of job satisfaction and organizational commitment on self-efficacy – presenting a potential contribution to the subject area.

Research results show that among the sub-components of authentic leadership, only self-awareness has a statistically meaningful effect on job satisfaction. This is in line with the fact that the existing domestic research results are inconsistent, regarding the direct effects of authentic leadership on the attitudes and behaviors of the followers. We can assume that there are no direct effects because authentic leadership cannot influence job satisfaction directly but requires mediating effects of other variables. This is in accordance with the existing research results in which it was found that the positive role model of authentic leadership facilitates the job commitment of the followers through the internalized regulating process[29–31].

Also, it has been verified that job satisfaction has a positive effect on self-efficacy and organizational commitment. This indicates that job satisfaction is an antecedent to organizational commitment[32,33]. In other words, as it has been confirmed that job satisfaction is the antecedent to organizational commitment, it is much

more effective to seek ways to enhance the level of job satisfaction than that of organizational commitment in order to boost organizational performance through proper job attitudes by the organization's human capital.

As already mentioned from the literature review, organizational commitment is by nature more stable compared to job satisfaction and thus is harder to change it through human resources policies and education programs of companies in a short period of time. Therefore, to improve the organizational performance in a short span of time, it is efficient to attempt at increasing the degree of organizational commitment through changes in job satisfaction, rather than making efforts to intensify the level of organizational commitment itself.

An individual with a high level of self-efficacy does not only puts more efforts into situations or tasks related to the job but also possesses a higher capacity for perseverance when faced with difficulties. Accordingly, as is demonstrated in research results that concluded that compared to individuals with low levels of self-efficacy, such individuals achieved higher performance[34], ways to increase self-efficacy is important in human resources management. Yet, as it is difficult to apply ways to increase self-efficacy in everyday tasks, increasing self-efficacy can be possible through elevating the degree of job satisfaction.

This study is about understanding the effects of the leader's authentic leadership on the follower's (or employee's) job satisfaction and identifying the causal relationship between organizational commitment and self-efficacy. As the job attitudes of employees are formed over a long period of time, a longitudinal study would be more appropriate to acquire useful information. Yet, the study imposes some limitations that it only used cross-sectional data considering the many realistic conditions. In the future, the causal relationships between the concepts shall be identified in a more systematic way by designing a longitudinal research model.

Efforts to overcome these limitations shall be the research assignments and responsibilities of further studies.

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