

변혁적 리더십 및 조직 공정성이 직무열의에 미치는 차별적 영향 : 심리적 계약위반의 매개효과

The Differential Effects of Transformational Leadership and Organizational Justice on Work Engagement : the Mediating Role of Psychological Contract Breach

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요약

본 연구는 변혁적 리더십과 조직 공정성이 심리적 계약위반 및 직무열의에 미치는 차별적 영향을 규명하여 실무적 시사점을 제시하는데 목적이 있다. 본 연구는 직무와 조직에 공헌한 투입과 거기에서 얻은 산출의 관계를 인식하는 형평성이론, 구성원과 조직사이의 교환관계를 설명하는 사회교환이론 및 직무요구와 직무자원을 함께 보는 직무요구-자원모형을 배경으로 하였다. 제조업, 유통업, 금융업등 다양한 업종의 18개 기업의 277명을 대상으로 실증 연구를 진행하였고, 동일방법편의(common method bias) 문제점을 제거하기 위하여, 종속변수는 동료평가를 활용하여 측정하였다. 연구결과, 변혁적 리더십과 조직 공정성은 모두 구성원들의 직무 열의에 유의적인 정(+)의 영향을 미쳤고 심리적 계약위반에는 유의적인 부(-)의 영향을 미쳤다. 또한, 심리적 계약 위반은 변혁적 리더십 및 조직 공정성과 직무열의와의 관계에서 각각 부분매개 역할을 하였다. 본 연구의 함의는 조직공정성이 직무열의와 심리적 계약위반에 대하여 변혁적 리더십보다 강한 영향력을 보이므로, 조직은 리더교육은 물론 공정성 확보가 필요하다는 것이다.

■ 중심어 : | 변혁적 리더십 | 조직공정성 | 심리적 계약위반 | 직무열의 |

Abstract

The purpose of this study is to identify the differential effects of transformational leadership and organizational justice on psychological contract breach and work engagement, and to suggest practical implications. To this purpose, this study theoretically references equity theory which recognizes the relationship between organizational input and output, social exchange theory which explains the exchange relationship between members and organization, and job demand-resource (JD-R) model that combines job demands and job resources. A empirical study was conducted on 277 employees at 18 companies of diverse industries including manufacturing, distribution, and finance, and to eliminate the common method bias problem, the dependent variable was measured using peer evaluation. The results of this study showed that: 1) both transformational leadership and organizational justice had a significant positive effect on work engagement and significant negative effect on psychological contract breach; and 2) psychological contract breach played a partial mediating role in the relationship between transformational leadership and work engagement as well as between organizational justice and work engagement. Therefore, this study suggests that, as organizational justice has stronger influence on work engagement and psychological contract breach than transformational leadership, organizations should not only train its leaders but also guarantee fairness.

■ keyword : | Transformational Leadership | Organizational Justice | Psychological Contract Breach | Work Engagement |

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I. Introduction

The changes in the business environment have been reshaping organizations as well as the nature of work[1][2]. The characteristics of the current business environment such as globalization and hyper competition; expanding choices for individuals, communities, and societies; increasing complexity of technological and societal interactions have been driving organizations to continuously adapt their strategies[2][3].

Organizational scholars have been arguing for the need for organic fluidity in the structure of modern organizations[4-6]. Organic fluidity is the organization's ability to respond symbiotically to new environments[3][7]. Such fluidity can be described as networks over hierarchies; smooth and improvised interactions over formal and structured rules; temporary or project-based teams over fixed departments and units; lateral over vertical communication; participative decision-making over top-down and rigid lines of command; diversity over homogeneity; proactive change and adaptation over stability[3][8]. Thus, organic fluidity required in today's organizations can increase uncertainty, complexity, and turbulence within and outside the organizations as well as in the global business environment.

To survive in the rapidly changing environment, organizations expect their members to be full of energy, dedicated, and deeply engaged in their work[9]. Work engagement has been proven to have a positive relationship to individual and organizational performance [10][11], and as such, has been attracting the interest of scholars and practitioners[12]. However, globally, work engagement has been declining to cause an enormous cost for organizations[13][14].

Meanwhile, the changes in environment have also led to cases where organizations have been unable to answer to the psychological contracts expected by their members. Experiences of psychological contract breach cause detrimental effects on the members' attitude and behavior[15-18]. Faced with psychological contract breach, members of the organization start to disengage from their work outcomes[19]. To lessen the negative effects of psychological contract breach, it is necessary to clarify the role of the leader and the organization and their effect on the members' perceptions.

As this study focuses on leadership, it places transformational leadership as an antecedent. Although there are many types of leadership, scholars have mostly highlighted transformational leadership [20][21] because of its effectiveness in inducing positive work performance[22]. Previous literature has reported that transformational leadership increases employees' self-efficacy[23][24], induces extra-role behaviors[25], and reduces turnover intentions[26].

From an organizational perspective, organizational justice is a key factor for examination due to its effect on employees' behavior and attitude towards the organization[27]. The employees' response to their perceived organizational justice takes form in various behaviors and attitudes. In terms of work attitude, negative responses can show as neglect or turnover intention while positive responses can be organizational commitment and work satisfaction. In terms of work behavior, there are various variables including participation, resistance, organizational citizenship behavior, remonstrance, leaving the position, and so on [28]. When the organization lacks justice, its members become less proactive in their behavior and attitude due to frustration and dissatisfaction. On the other hand, if the organization is fair to its members, they recognize the fair

treatment and engage in their work with greater positivity[29].

The rising volatility and complexity in global business have put organizations in a situation where they must retain talent as well as maintain their competitive advantage. Amid this situation, there has been increasing need for research on member-organization social exchange and its effect on individual and organizational performance[30]. However, studies have yet to investigate in depth the antecedents of work engagement[31]. Considering that work engagement is closely associated with job motivation[32], research in this area will have important practical implications.

As mentioned above, today's organizations are working hard to engage their members and to prevent psychological contract breach. However, it is necessary to identify whether the 'organization' or 'leader' is more effective in achieving this goal. In this paper, we focus on 'transformative leadership' and 'organizational justice' as the two independent variables to identify their differential effects on psychological contract breach and work engagement, to induce practical implications.

In this context, the specific goals of this research are as follows. First, this study will confirm the differential effects of organizational justice and transformational leadership on psychological contract breach and work engagement. By identifying which of the two factors is more effective in lessening the employees' perceived psychological contract breach and strengthening work engagement, this study will draw useful implications for organizational practice. Second, this paper will look into the effects of organizational justice and transformational leadership on work engagement, and thereby show that greater organizational justice and transformational leadership lead to improvement in employees' engagement.

Third, this study will examine the mediating effect of psychological contract breach in the relationship between transformational leadership/organizational justice and work engagement. The effect of the organization's failure to meet its promises on its members' work engagement is an area which has been largely neglected in existing research[18][33][34]. Therefore, this study will set out to empirically demonstrate how organizational justice or transformational leadership can affect the negative situation caused by psychological contract breach to improve work engagement among employees.

II. Theoretical Background

1. Transformational Leadership

Transformational leadership, first introduced by Burns (1978)[35] and elaborated by Bass (1985)[36], is the most prominent style of leadership studied by organizational behavior scholars over the past thirty years. According to Yukl (2002)[37], transformational leaders bring out emotional responses such as trust, respect, and loyalty from their followers to induce their voluntary efforts towards realizing collective interests over their own interests, thereby achieving performance beyond what is expected by the organization. In this process, transformational leadership influences followers to accept their leaders' visions as their own[38].

Transformational leadership consolidates the followers' values, beliefs, and attitudes with collective interests to direct efforts towards one unified vision[39]. In practice, transformational leaders exhibit charismatic behavior, inspire motivation, provide intellectual stimulation, and show individual consideration[40].

According to Howell and Avolio (1993)[41],

transformational leadership focuses on long-term, rather than short-term goals, and develops or promotes visions that endows value to the followers' actions. In particular, transformational leadership underlines organizational performance or effectiveness. That is, transformational leaders encourage followers to self-develop and also feel greater responsibility for developing others[42-44]. By sharing collective vision with one's followers and heightening their aspiration, transformational leaders lead followers to improve their abilities and perform beyond expectation[39]. And by motivating followers to embrace challenging goals, transformational leaders strengthen their followers' sense of duty and make them put more efforts towards their work.

Based on the theory posited by Bass and Avolio (1993, 1994, 1995, 1997), transformational leadership has four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration[42][43][45][46]. Idealized influence refers to the charismatic actions of the leader that lead his/her followers to identify with the leader by invoking admiration, respect, and trust. Through idealized influence, the leader becomes the role model for one's followers to present collective goals to pursue together. Inspirational motivation invokes optimism, meaning, and enthusiasm for the future to encourage followers to reach for collective goals or visions. Intellectual stimulation includes modification of the followers' way of thinking and support for new and creative ideas, and helps followers to find new approaches when faced with a difficult challenge. Individualized consideration refers to the attention given to individual followers based on their needs in terms of coaching, mentoring, and effective communication, so that followers can achieve higher levels of accomplishments[39][45][47].

Kirkpatrick & Locke (1996)[48] stated that

transformational leadership is positively associated with the performance on not only individual but organizational levels. Howell & Hall-Merenda (1999)[49] also showed that transformational leadership has positive relationship to the performance on individual, group, and organizational levels. Over the past thirty years, many studies have looked into the diverse factors that prove the positive relationship between transformational leadership and organizational performance such as job satisfaction[50][51], job commitment[52], perceived justice[53], organizational citizenship behavior[24], extra-role behavior[54], individual performance[55], collective performance[56], quality and quantity of performance[48], work effectiveness[22], work engagement[57].

2. Organizational Justice

Research on organizational justice originates from the work of Homans (1961), *Social Behavior*, which explained social interaction or behavior as a process of exchange[58]. Homans argued that all individuals form exchange relationships within a society, and understood human social behavior as the minimization of input and maximization of outcome in mutual exchange relationships. In other words, fairness is explained in terms of individual expectations on the ratio between compensation and sacrifice derived from the engagement in exchange relationships.

Although there are somewhat conflicting opinions among existing studies, generally, organizational justice is categorized in three types: distributive justice which shows the fairness of compensation; procedural justice which denotes the fairness in the official distribution process; and interactional justice which refers to the contact between people[59].

Distributive justice can be defined as the equity and fairness in the organization's recognition of personal

contribution and performance. That is, it refers to the perceived degree of fairness in the amount of compensation endowed to the member of the organization in relation to his/her contributions[60]. Distributive justice, based on equity theory proposed by Adams (1965)[61], revolves around the idea of input versus outcome. Here, input refers to the individual's perception of his/her contribution in the exchange and expectations of compensation as a result; while outcome refers to the internal satisfaction or physical remuneration received as compensation for the input in the exchange. An individual perceives the exchange as fair if the ratio between input and outcome is the same, and unfair if it is not.

However, while distributive justice theory contributed to constructing various organizational decision-making processes such as that on employee wage, etc., it failed to illuminate the procedural standards and rules and the specific methods of execution involved in the actual distribution process. Moreover, the theory does not suitably explain why individuals show different responses to the same distributive decision. For these reasons, it became necessary to study the other aspect of compensation aside from the result of distribution itself, that is, procedural justice[62].

Discussions on procedural justice arose from the criticism that distributive justice is insufficient for fully explaining the responses to unfairness. Procedural justice refers to the fairness perception in the organizational level[63], in relation to the standards for making decisions (i.e., the policies, methods, processes, and procedures through which the organization exerts its authority)[64-66]. Procedural justice can be understood as the degree of fairness in the procedure or process through which compensation or decisions are made within an

organization[60][62]. Leventhal (1980)[67] argued that procedural justice is the precondition for establishing and maintaining distributive justice, and that people constantly evaluate fairness in procedure to form their perception of fairness based on the results of such evaluation. In short, procedure can be more important than the result of distribution itself.

Folger & Konovsky (1989)[60] found that organizational justice is a predictor of organizational performance, but that procedural justice better predicts organizational performance than distributive justice. That is, procedural justice has a more significant effect on employees' attitude and performance, such as organizational commitment, compared to the distributive justice, whereas the distributive justice affects the individual level variables such as wage and job satisfaction more significantly than procedural justice. In general, research findings have suggested that procedural justice predicts variables at the organizational level such as organizational commitment, and distributive justice predicts individual-level variables such as job satisfaction.

Meanwhile, Bies and Moag (1986)[68] introduced the new dimension of interactional justice, arguing that the existing concepts of distributive and procedural justices neglect the social situations related to the problem of fairness within an organization. Instead, Bies and Moag saw the quality of interactions between people during the decision-making process on distribution as an important factor in the perception of fairness, for which they coined the term, interactional justice. Greenberg and Baron (2000)[69] also studied interactional justice to find that respectful treatment from the supervisor has an important positive effect on the fairness perception of employees, while, on the other hand, disrespectful treatment can potentially

cause unfairness perception.

In contrast to how there have been an accumulation of empirical studies on the concepts of distributive and procedural justices as the sub-dimensions of organizational justice and recognized independent constituents, there is still a debate about whether the concept of interactional justice is inherent or independent.[70][71] According to social exchange theory, the object of exchange in procedural justice is the organization and thus is related to the response of members to the organization (e.g., organizational trust, organizational commitment), while interactional justice is related to the response of members to their exchange relationship with the department or team supervisor(e.g., supervisor trust, LMX)[72].

According to previous literature, organizational justice impacts dependent variables including job satisfaction, organizational commitment, wage satisfaction, organizational citizenship behavior, counterproductive work behaviors, and turnover intention[62][73]. As this study will be comparing the differential effects of organizational justice and transformational leadership, distributive justice which is relatively more associated with individual-level outcome variables will be excluded from the study. Instead, this study will focus on procedural justice and interactional justice, which are highly related to outcome variables at the organization level.

3. Psychological Contract Breach

The concept of psychological contract, originating from social contract theory, was first coined and used by Argyris. Argyris (1962)[74] defined psychological contract as a tacit and customary promise made between two parties for mutual respect of each other's norms, and differentiated the concept from formal employee contracts. On the other hand, Schein (1965)[75] defined psychological contract as the

degree in which the expectations of the employee on what he/she will be provided and will provide and the expectations of the organization on what it will provide and be provided match, while Rousseau (1989)[76] explained the concept in terms of the trust held by the employees about the mutual duties that exist between them and the organization to which they belong.

Psychological contract is founded upon the mutual sense of duty that forms in a mutually beneficial relationship between an organization and an individual. Unlike the objective and official character of written contracts, psychological contracts are subjective and formed in tacit[16]. Macneil (1985) and Rousseau (1990) categorizes psychological contracts into transactional contract and relational contract[77][78]. Transactional contract refers to the objective and temporary economic exchange between parties, and includes high incentives and wages. On the other hand, relational contract refers to the subjective and long-term social mentality and implicit exchange, and includes job stability, loyalty, and will to work[78]. As psychological contracts are founded upon the trust individuals have of their organizations and the promise of mutually beneficial exchange, breaches can induce serious detrimental effects[79].

Various studies have found psychological contract breach to induce negative behavior and attitude.[80-82]. Such negative behavior and attitude includes reduced perception of organizational support[83], lower affective organizational commitment[84][85], emotional burnout and increased job dissatisfaction[86], greater distrust[15][79][87], increased turnover intentions, [88][82] lower in-role work performance, [89][90] lower organizational citizenship behavior, [91-94] and more frequent absenteeism[95].

Previous researches have reported that psychological

contract breach has negative effects on the employees' trust in management[95], job satisfaction[15], intentions to remain in the organization[15][87][88][96] employee performance[91], work satisfaction[15], innovative capacity[97], citizenship behaviors[98][99], and employee commitment[15][17][84][88][100]. In domestic studies as well, it has been reported that psychological contract breach bring negative results such as reduced organizational commitment and work satisfaction and increased work stress[101-103].

4. Work Engagement

It is the long-harbored challenge of all organizations to have its members give their full effort and energy in performing their jobs. Kahn (1990)[104], who first conceptualized the idea of work engagement, argued that energetic people engage themselves to their work physically, cognitively, and emotionally. Ferrer (2005)[105] also stated that engaged employees physically participate in their work, cognitively pay attention, and emotionally interact with their given tasks and colleagues.

Work engagement is an active state in which employees are full of energy in relation to the work itself to experience positive emotional responses to their work. Engaged employees fully utilize their abilities in performing tasks; proactively solve problems; and pursue, understand, and apply new experiences and information[106][107].

Schaufeli et al. (2002) defined work engagement as the persistent and positive affective-motivational state which consists of vigor, dedication, and absorption[108]. Here, vigor refers to actively responding to difficulties with resilience and energy; dedication, to investing meaning to one's work with confidence, a sense of challenge, and enthusiasm; absorption, to being fully concentrated in one's work to feel happiness in one's work progress. Absorption

in work can render experiences of time flying by and difficulty in detaching oneself from work[109]. In this sense, work engagement can be understood as the psychological phenomena in employees of putting energy into their work in order to improve performance. When employees have high work engagement, they not only develop attachment to their work but also a sense of belonging to their organization[110].

Previous literature has empirically found that work engagement is associated to commitment, health, job performance, lower absenteeism, and job satisfaction[111-115].

III. Research Methodology

1. Research Model

Based on the theoretical background illustrated above, this study sets transformational leadership and organizational justice as the antecedents, psychological contract breach as the mediating variable, and work engagement as the dependent variable. [Figure 1] visualizes the research model of this study, which will also be used to empirically demonstrate the differential effects of transformational leadership and organizational justice.

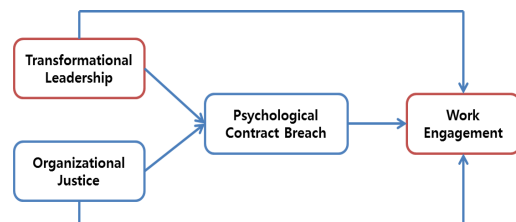


Figure 1.

1.1 The Relationship between Transformational Leadership and Psychological Contract Breach

Kang(2016) conducted an empirical study on 277 employees at the Korea Post and found that transformational leadership is negatively associated to psychological contract breach.[116] Epitopaki (2003) also saw transformational leadership to have a negative impact on perceptions of psychological contract breach[117]. Additionally, Epitopaki (2013) argued that transformational leaders can perform the role of mediator in the relationship between employees and the organization to prevent cognitive dissonance among employees[118]. Robinson & Morrison (1995) confirmed that employees' perception of psychological contract breach has a negative effect on organizational citizenship behavior, where greater perception of psychological contract breach lead to larger decline in organizational citizenship behavior. In addition, their study empirically analyzed the relationship between the two variables to find that trust acts as a partial mediator with statistically significance for relational contracts, although not for transactional contracts. These findings mean that outcomes of leader-employee relationships under a goal-oriented (controlling) leader and under a relationship-oriented (supportive) leader are different[94]. Therefore, this study hypothesizes that:

H1: Transformational leadership will have a negative effect on psychological contract breach.

1.2 The Relationship between Transformational Leadership and Work Engagement

According to previous studies, leadership style can greatly affect employees' work engagement[119]. In particular, transformational leadership has been proven to have a positive effect on work engagement[10][120], as employees identify themselves with the leader to become more engaged with their work. Moreover, employees under transformational

leaders feel that they are making meaning contributions to the organization, which also leads to increased work engagement[121][122].

Breevaart et al. (2016)[123] conducted a longitudinal study over a 5-week period on 57 leader-employee pairs and found that employees became more engaged in work when their leader showed transformational leadership behavior, and consequently, achieved better performance. In addition, it was also found that transformational leadership behavior was more effective when employees had higher demands for leadership. The empirical study conducted by Seo (2015)[124] on 214 Korean employees at 12 companies verified that transformational leadership had a positive relationship to employees' work engagement, and as a result, also caused positive effects on work performance. Kim et al. (2013)[125] also found the positive effect of transformational leadership on work engagement and performance in their study on 222 food & beverage service employees at hotels in Seoul, while Lee et al. (2012)[126] conducted a study on 156 corporate employees confirmed the importance of transformational leadership in increasing work engagement. Vincent-Höper et al. (2012) studied 1132 employees of Germany's IT sector and verified the positive effect of transformational leadership on work engagement[127], and Ghadi et al. (2013) reported the same findings from their study on 530 employees at an organization[128]. The same findings were verified for non-profit organizations as well, as reported in the study conducted by Song et al. (2012) on 432 employees at Korean non-profit organizations[129].

Transformational leaders present future vision, focuses on goal achievement, and are supportive and attentive to their employees, and thereby positively impact on employees' motivation and work engagement[130][131] Therefore, this study hypothesizes that:

H2: Transformational leadership will have a positive effect on work engagement.

1.3 The Relationship between Psychological Contract Breach and Work Engagement

Bal et al. (2011) verified the effect of psychological contracts (both transactional and relational) on work engagement through a study conducted on 465 employees in a healthcare organization in Germany [33] and Parzefall et al. (2010) studied 199 employees in Finland's public social healthcare sector and explained the mediating role of work engagement between psychological contract fulfillment and mental health based on the Job Demand-Resources (JD-R) model[18]. Meanwhile, Bal et al. (2013) conducted a study on 727 employees at the German headquarters of a multinational risk management organization to find that psychological contract fulfillment leads to greater work engagement and longer job retention, thereby verifying the relationship between psychological contract fulfillment and work engagement based on social exchange theory and conservation of resources theory[34]. In the research by Rayton et al. (2014), empirical study on 191 bank employees in the U.K. showed that psychological contract breach is negatively associated with work engagement[31]. The decline in employees' work engagement after experiencing psychological contract breach supports social exchange theory. Therefore, this study hypothesizes that:

H3: Psychological contract breach will have a negative effect on work engagement.

1.4 The Relationship between Organizational Justice and Psychological Contract Breach

Many previous studies encompassing diverse industries have empirically confirmed the negative effect of organizational justice on psychological

contract breach, including the study by Choi & Lee (2015)[132] on 202 employees in public and financial institutions and manufacturing companies; Choi (2014)[133] on 254 employees at corporations and research institutions; Park (2013)[134] on 295 casino employees; and Bang (2011)[135] on 329 resort employees. Greater perception of organizational justice led to lower perceived psychological contract breach among employees. Meanwhile, Lee et al. (2014)[136] conducted a study on 628 employees at 18 companies with more than a total of 100 employees and found that psychological contract breach had a negative moderating effect in the relationship between distributive, procedural, and interactional justices and organizational citizenship behavior. In addition, Lee (2011)[137] studied 276 employees at five-star hotel restaurants in Seoul to conclude that interactional justice has a negative effect on psychological contract breach. Rosen et al. (2009) empirically analyzed that, of the sub-dimensions of organizational justice, procedural justice most significantly mediates employees' perception of organizational support to reduce their perception of psychological contract breach, and Tekleab et al. (2005) also argued that procedural justice uses perception of organizational support to decrease psychological contract breach perception[138][139]. As such, procedural justice is suitable for explaining the organization's procedural aspects, such as perception of supervisors and organizational commitment[140]. Turnley and Feldman (1998) suggested that procedural justice in decision making affects the response of employees who received unfavorable reviews. Their argument is that employees who perceive procedural justice do not behave negatively about contract breach because they do not perceive the unfairness of the results[141]. Therefore, this study hypothesizes that:

H4. Organizational justice will have a negative

effect on psychological contract breach.

1.5 The Relationship between Organizational Justice and Work Engagement

The positive relationship between organizational justice and work engagement has been empirically verified by multiple studies: Lee (2016)[142], conducted an empirical study on 329 Korean corporate employees; Park et al. (2015)[143] on 237 members of Korean organizations; Strom et al. (2013)[144] on 348 employees at U.S. companies; and Yoo (2013)[145] on 197 administrative employees at K University in Korea. In addition, Kwon & Yoon (2015)[146] found that procedural justice has a positive impact on work engagement through their study on 436 food & beverage service employees at five-star hotels in Seoul, while Moliner et al. (2008) and Saks (2006) identified organizational justice as an antecedent of work engagement[114][147] Freaney & Tiernan(2009) found that procedural justice facilitates work engagement[148]. Therefore, this study hypothesizes that:

H5: Organizational justice will have a positive effect on work engagement.

1.6 The Mediating Effect of Psychological Contract Breach

Bae & Jung (2007) verified the mediating effect of psychological contracts on employee attitude and leader-member exchange (LMX). [149] Kwon & Lee (1997) identified that when organizational justice affects organizational citizenship behavior and turnover intention, psychological contract performs a mediating role[150]. Moreover, Kim & Lee(2003) showed that psychological contract breach works as a mediator when job instability negatively affects organizational commitment and organizational citizenship behavior [151].

Choi & Lee(2015) conducted an empirical study on 202 employees in the manufacturing, financial, and public sectors in Korea's Busan area[132]. Through this study, they found that psychological contract breach acts as a complete mediator in the relationship between procedural justice and turnover intention/voice behavior among employees, and as a partial mediator in the relationship between interactional justice and turnover intention/voice behavior among employees. The study by Choi(2014), on the other hand, showed that psychological contract breach partially mediates the effect of procedural justice on organizational effectiveness as well as the relationship between interactional justice and organizational commitment, while completely mediating between job satisfaction and organizational citizenship behavior[133]. Park(2013) also verified the affective relationship of the lower dimensions of organizational justice (distributive, procedural, interactional justices) on organizational citizenship behavior to find that both transactional and relational contract breach played a partial mediating role[134].

Therefore, based on the prediction that psychological contract breach will perform as mediator in the relationships of transformational leadership and organizational justice to work engagement, this study hypothesizes that:

H6-1. The relationship between transformational leadership and work engagement will be mediated by psychological contract breach.

H6-2. The relationship between organizational justice and work engagement will be mediated by psychological contract breach.

1.7 The Differential Effects of Transformational Leadership and Organizational Justice

Organizational justice refers to the fairness observed by employees at the site of work, and

governs the social exchange relationship between the organization and its members[152]. Based on social exchange theory, previous researches have reported that organizational justice is directly associated with the quality of social exchange between the organization and its members[153]. On fairness, existing studies have stated that employees' perceived fairness affects job performance[154], workplace deviant behaviors,[155] and citizenship behavior[156].

Procedural justice refers to the reasonability in the process of distributing rewards[157]. According to fairness theory and the relational model of justice, fairness in allocating performance outcomes deliver, to employees, a message that they are valuable to the organization, which strengthens their pride and self-esteem as well as their perception of the organization's attention in return for their services[158]. Members of an organization perceive the organization's system to be in accordance with the justice criteria when the decision-making process is clear, consistent, unbiased, and correctable[159]. Even when explaining fair but inconsistent procedures, if the organization allows its members to voice their dissatisfaction and make suggestions, ultimately, a stronger bonding is formed between the organization and the individuals. As such, procedural justice heightens the mutual sense of duty between the employee and the employer[160], and employees' stronger fairness perception of the organization's procedural justice enforces their beliefs in the organization's fulfillment of psychological contracts, thereby strengthening their social-emotional solidarity with the organization.

Supervisor fairness refers to the fairness perception of employees in terms of how they feel about their treatment and is the synonym of interactional justice[66][161]. Employees' perception of interactional justice affects the way they behave or act at the

workplace[68]. Interactional justice is related to job commitment or citizenship behavior[162] and employees put great interest in fair treatment because it satisfies their psychological needs such as belonging, self-esteem, and feeling valued by their organization[163]. Skarlicki and Folger (1997)[164] stated that a high level of interactional justice lessens employees' retaliatory behaviors, and also that employees' fairness perception shapes their cognitive assessment of psychological contract breach, thereby moderating their attitude and behavior.

Psychological contract breach occurs when employees perceive that the organization failed to fulfill their duty or promise[81]. According to social exchange theory, when employees perceive psychological contract fulfillment, they reciprocate with greater positive behavior and attitude. However, when there is a psychological contract breach, employees do not reciprocate but even respond in negative ways[82]. When employees feel that the organization is not meeting its promises, they exhibit less discretionary efforts and engage in counterproductive behaviors[92][165]. Also, work satisfaction decreases, as well as employee contributions[81][82]. As employees attempt to lessen their input of resources to their work[166], positive behavior such as work engagement changes into negative behavior such as employee deviance[167].

Meanwhile, transformational leadership promotes employees to perform beyond their expectations, and changes their basic values, trust, and attitude[168]. Transformational leaders help employees to engage deeper in achieving the organization's goals[36]. Avolio et al. (1999)[169] argued that transformational leaders have the charisma and influence to motivate employees to achieve higher performance.

According to Shamir, House, & Arthur (1993)[170], when working with transformational leaders,

employees show improved dedication, involvement, performance and efficiency. Tims, Bakker and Xanthopoulou (2011)[57] found a positive relationship between transformational leadership and work engagement, stating that resources such as autonomy or supervisor's coaching[171] improve the level of employees' work engagement. Zhu et al. (2009)[172] also discussed the relationship between transformational leadership and work engagement, in that the relationship is accentuated when employees are productive, effective, and creative[57].

Work engagement refers to the input of one's own cognitive, emotional, and physical resources into one's work[173]. According to social exchange theory, employees become more dedicated to their work and invest a great deal of their cognitive, emotional, physical resources when they receive resources from their organization[104][114]. Social exchange theory highlights how expectations surrounding the exchange of resources also perform an important role in configuring the level of work engagement among employees. Previous studies based on the JD-R model also focused on the role of work resources including support, feedback, skills, autonomy as antecedent variables[106][174].

Based on the literature listed above, psychological contract breach is expected to be relatively more affected by organizational justice than transformational leadership, as organizational justice is the employees' perception of their contractual counterpart. De Cremer (2006)[175] stated that the relationship between fairness and work engagement strengthens when employees perceive a high level of fairness under transformational leadership, which suggests that transformational leadership may affect work engagement to a greater degree than organizational justice. Therefore, this study hypothesizes that:

H7-1. Organizational justice will have a greater effect on psychological contract breach than transformational leadership.

H7-2. Transformational leadership will have a greater effect on work engagement than organizational justice.

IV. Empirical Analysis

1. Survey Method

The data used in this research was obtained from 18 companies in diverse industries including manufacturing, distribution, and finance. A survey was conducted over approximately a one month period from 25 April to 20 May 2016 with the cooperation of the companies, and enough time was given to respondents to facilitate complete and detailed responses. The respondents were given prior notification that all information and responses given will be kept confidential. 360 surveys were distributed to employees with supervisors and their co-workers, and 310 surveys (86%) were collected. Among the collected responses, 26 responses were excluded due to respondent's short term work period under the supervisor (less than 1 year) and 7 responses due to incompleteness. The resulting 277 responses (77%) were analyzed and the demographical characteristics of the respondents are shown in [Table 1].

Park et al. (2007) pointed out that, if the responses for all variables in previous literature are given by the same respondents, psychological factors such as social desirability and consistency motif may cause common method bias[176]. To prevent this problem, the survey was created in two types to be conducted on two separate groups. That is, to guarantee the survey's reliability and objectivity by minimizing the common method bias problem, an 'A' type survey on

transformational leadership and organizational justice (independent variables) and psychological contract breach (mediating variable) was distributed to the respondents and the 'B' type survey on work engagement (dependent variable) was distributed to the respondents' co-workers.

2. Definition and Measurement of Variables

The variables used in this study consists of independent variables, a dependent variable, a mediating variable, and a control variable. To verify the effects of transformational leadership and organizational justice on work engagement as well as the mediating role of psychological contract breach and the differential effects between these two variables, a structured survey was used, whose questions were extracted and reorganized from previous studies and the experience of leadership research experts. All variables were measured using a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree). The operational definitions of the variables are as follows.

The measurement tool used for transformational

leadership utilized selective questions empirically verified by Kong (2012) from the 45 questions in Bass & Avolio (1995)'s Multi-factor Leadership Questionnaire (MLQ-5X)[177][178]. This measurement tool was utilized by Kim (2013) and consists the four components of transformational leadership: charisma (8 questions), inspirational motivation (4 questions), intellectual stimulation (4 questions), and individual consideration (4 questions)[179].

Procedural and interactional justice were measured for organizational justice, as its lower dimensions. Distributive justice was excluded as, even when distribution is justly made, employees can have a negative perception if the distributive procedure is inconsistent or lacks ethical considerations. Procedural justice refers to the fairness perceived about the policy and procedure used in deciding individual rewards[154]. Interactional justice, on the other hand, refers to the suitability of communication between the supervisor and staffs regarding HR decision making and focuses on the behavior of the supervisor in his/her relationship with staffs[156]. The measurement for procedural and interactional justice were performed using 5 questions each

Table 1. Demographic Characteristics

| Variables | | Frequency | Percentage(%) | Variables | | Frequency | Percentage(%) |
|--------------|---------------------------|-----------|---------------|-----------------------------------|-----------------|-----------|---------------|
| Gender | Male | 150 | 54.2 | Age | less than 30 | 63 | 22.7 |
| | Female | 127 | 45.8 | | 30~less than 39 | 92 | 33.2 |
| Job Position | Staff | 54 | 19.5 | | 40~less than 49 | 97 | 35.0 |
| | Chief | 20 | 7.2 | | less than 50 | 25 | 9.0 |
| | Assistant Manager | 42 | 15.2 | Length of employment (years) | 1~ less than 3 | 54 | 19.5 |
| | Manager | 54 | 19.5 | | 3~ less than 6 | 57 | 20.6 |
| | Assistant General Manager | 43 | 15.5 | | 6~ less than 10 | 57 | 20.6 |
| | General Manager | 49 | 17.7 | | 10~less than 15 | 33 | 11.9 |
| | Others | 15 | 5.4 | | 15~less than 20 | 43 | 15.5 |
| | | | | | 20 and over | 33 | 11.9 |
| Industry | Manufacturing | 111 | 40.1 | Duration of work under supervisor | 1~ less than 3 | 181 | 65.3 |
| | Distribution | 30 | 10.8 | | 3~less than 6 | 61 | 22.0 |
| | Finance | 28 | 10.1 | | 6~less than 10 | 19 | 6.9 |
| | Service | 76 | 27.4 | | 10~less than 15 | 16 | 5.8 |
| | Others | 32 | 11.6 | | | | |

derived from Moorman (1991)[156].

Psychological contract breach includes the full process through which employees perceive the organization's fulfillment of its duties. If the organization does not meet its promises or if the expectations of the organization and those of the employees do not match, the expectation and trust formed about the employer-employee relationship on the individual level is affected to induce a change in the employee's behavior or work attitude.[79] This study defines psychological contract breach based on Rousseau (1990) to mean the breach of and dissimilarity in the organization's duties, and is divided into transactional and relational contract breach. The measurement tool for psychological contract breach uses 8 questions of the index modified by Jung(2008) for Korea. [78][180] Work engagement refers to the vigor, absorption, and dedication in one's work, and is measured using the UWES-9 tool developed by Schaufeli and Bakker

which consists of 9 questions (3 questions each on vigor, absorption, and dedication)[181].

3. Measurement Model Verification

To confirm the validity and reliability of the measurement tools, the individual and overall measurement models were verified[182][183]. That is, the measurement tools for each variable was checked for their validity and reliability, then second order constructs (transformational leadership, organizational justice, psychological contract breach, work engagement) were set as first order and reevaluated for validity and reliability in connection to the remaining first order construct.

3.1 Verification of Individual Measurement Models

First, the results of the statistical analysis performed to verify the measurement model for transformational leadership can be found in [Table 2].

Table 2. Confirmatory Factor Analysis: Transformational Leadership

| Latent Variable | Observed Variable | RW | S.E | SRW | Error Term | Critical Ratio | AVE | CR | | | | | | | | | | | | | | | | |
|---|--|-------|-------------|-------|------------|----------------|---------------------|-------|----------|----|-------------|-----|-----|-----|-----|-------|---------------------------|----|-------|------|------|------|------|---------------------|
| Charisma ($\alpha = .882$) | tl2 | 1.000 | - | 0.834 | 0.308 | - | .675 | .892 | | | | | | | | | | | | | | | | |
| | tl3 | 0.952 | 0.058 | 0.822 | 0.305 | 16.283*** | | | | | | | | | | | | | | | | | | |
| | tl7 | 0.842 | 0.055 | 0.792 | 0.296 | 15.400*** | | | | | | | | | | | | | | | | | | |
| | tl8 | 0.868 | 0.058 | 0.779 | 0.344 | 15.024*** | | | | | | | | | | | | | | | | | | |
| Inspirational motivation ($\alpha = .906$) | tl10 | 1.000 | - | 0.862 | 0.239 | - | .783 | .916 | | | | | | | | | | | | | | | | |
| | tl11 | 1.004 | 0.052 | 0.872 | 0.220 | 19.397*** | | | | | | | | | | | | | | | | | | |
| | tl12 | 0.973 | 0.048 | 0.888 | 0.175 | 20.082*** | | | | | | | | | | | | | | | | | | |
| Intellectual stimulation ($\alpha = .886$) | tl13 | 1.000 | - | 0.760 | 0.404 | - | .697 | .902 | | | | | | | | | | | | | | | | |
| | tl14 | 1.122 | 0.078 | 0.833 | 0.306 | 14.327*** | | | | | | | | | | | | | | | | | | |
| | tl15 | 0.997 | 0.067 | 0.866 | 0.184 | 14.943*** | | | | | | | | | | | | | | | | | | |
| | tl16 | 0.999 | 0.071 | 0.816 | 0.276 | 14.006*** | | | | | | | | | | | | | | | | | | |
| Individualized consideration ($\alpha = .828$) | tl17 | 1.000 | - | 0.778 | 0.480 | - | .615 | .826 | | | | | | | | | | | | | | | | |
| | tl18 | 0.832 | 0.067 | 0.724 | 0.464 | 12.400*** | | | | | | | | | | | | | | | | | | |
| | tl20 | 1.026 | 0.067 | 0.873 | 0.242 | 15.336*** | | | | | | | | | | | | | | | | | | |
| Model Fit | <table border="1"> <thead> <tr> <th>χ^2</th> <th>df</th> <th>χ^2/df</th> <th>RMR</th> <th>GFI</th> <th>IFI</th> <th>CFI</th> <th>RMSEA</th> </tr> </thead> <tbody> <tr> <td>122.968 ($p < .001$)</td> <td>71</td> <td>1.732</td> <td>.029</td> <td>.944</td> <td>.982</td> <td>.982</td> <td>.051 (.036~.067)</td> </tr> </tbody> </table> | | | | | | | | χ^2 | df | χ^2/df | RMR | GFI | IFI | CFI | RMSEA | 122.968 ($p < .001$) | 71 | 1.732 | .029 | .944 | .982 | .982 | .051 (.036~.067) |
| | χ^2 | df | χ^2/df | RMR | GFI | IFI | CFI | RMSEA | | | | | | | | | | | | | | | | |
| 122.968 ($p < .001$) | 71 | 1.732 | .029 | .944 | .982 | .982 | .051 (.036~.067) | | | | | | | | | | | | | | | | | |

Note. RW= Regression Weights; S.E= Standard Error; SRW= Standardized Regression Weights; AVE= Average Variance Extracted; CR= Construct Reliability; RMR= Root Mean-square Residual; GFI= goodness of fit index; IFI= Incremental Fit Index; CFI= comparative fit index; RMSEA= root mean square error of approximation. ***: $p < .001$

The initial results of analysis resulted in questions with standardized coefficients under .5 (questions 1, 4, 5, 6 on charisma; question 9 on inspirational motivation; and question 19 on individual consideration), so these questions were removed and the analysis performed again. The second round of analysis showed standardized coefficients over 0.5 (.724-.888) for all questions with statistical significance ($p < .001$). χ^2 was 122.968 with a significance level of $p < .001$, but as χ^2 statistic is sensitive to the number of samples, other fit indexes were considered to show goodness of fit across multiple indices (RMR= .029, GFI= .944, IFI= .982, CFI= .982, RMSEA= .051). Reliability analysis resulted in a .951 overall reliability, .882 for charisma, .906 for inspirational motivation, .886 for intellectual stimulation, and .828 for individual consideration, which means that the measurement tool for transformational leadership is constructed in a single dimension. In addition, the variance extracted for all latent variables was above .5 and construct reliability, above .7, guaranteeing convergent validity and internal consistency[184].

The measurement tool for organizational justice consisted two constructs, procedural justice and interactional justice, and these constructs were measured using 5 questions each. The individual measurement models showed standardized coefficients above .5 (.589-.849) for all questions with statistical significant ($p < .001$). χ^2 was found to be 119.718 with a significance level of $p < .001$, and showed goodness of fit (RMR= .036, GFI= .918, IFI= .954, CFI= .954, RMSEA= .098). Overall reliability of the measurement model was .893, and reliability of procedural justice at .876 and interactional justice at .886 to show that the measurement tool for organizational justice is constructed in a single dimension. Convergent validity and internal consistency was also guaranteed with the variance extracted and construct reliability above .5 and .7, respectively (Refer to [Table 3]).

The measurement tool for psychological contract breach consisted of two constructs, transactional and relational contracts, each comprised of 4 questions. The results of measurement model verification for psychological contract breach can be found in [Table

Table 3. Confirmatory Factor Analysis: Organizational Justice

| Latent Variable | Observed Variable | RW | S.E | SRW | Error Term | Critical Ratio | AVE | CR |
|--|---------------------------|-------|-------------|-------|------------|----------------|------|---------------------|
| Procedural justice ($\alpha = .876$) | Jus1 | 1.000 | - | 0.589 | 0.554 | - | .602 | .881 |
| | Jus2 | 1.219 | 0.089 | 0.696 | 0.464 | 13.620*** | | |
| | Jus3 | 1.515 | 0.147 | 0.828 | 0.308 | 10.302*** | | |
| | Jus4 | 1.428 | 0.141 | 0.803 | 0.33 | 10.109*** | | |
| | Jus5 | 1.486 | 0.142 | 0.849 | 0.251 | 10.452*** | | |
| Interactional justice ($\alpha = .886$) | Jus6 | 1.000 | - | 0.861 | 0.239 | - | .636 | .896 |
| | Jus7 | 0.891 | 0.058 | 0.770 | 0.371 | 15.423*** | | |
| | Jus8 | 0.888 | 0.057 | 0.774 | 0.360 | 15.538*** | | |
| | Jus9 | 0.733 | 0.061 | 0.645 | 0.514 | 11.951*** | | |
| | Jus10 | 0.915 | 0.053 | 0.830 | 0.257 | 17.412*** | | |
| Model Fit | χ^2 | df | χ^2/df | RMR | GFI | IFI | CFI | RMSEA |
| | 119.718 ($p < .001$) | 33 | 3.628 | .036 | .918 | .954 | .954 | .098 (.079~.117) |

Note. RW= Regression Weights; S.E= Standard Error; SRW= Standardized Regression Weights; AVE= Average Variance Extracted; CR= Construct Reliability; RMR= Root Mean-square Residual; GFI= goodness of fit index; IFI= Incremental Fit Index; CFI= comparative fit index; RMSEA= root mean square error of approximation. ***: $p < .001$

4]. Initial analysis resulted in questions with standardized coefficients under .5 (questions 7 and 8 on relational contract), therefore these questions were removed and the analysis was redone to give standardized coefficients over 0.5 (.686-.936) for all questions with statistical significance ($p < .001$). χ^2 was 15.803 at a significance level of $p < 0.5$, and the model showed goodness of fit across indices (RMR=.017, GFI=.980, IFI=.993, CFI=.993, RMSEA=.059). Reliability analysis showed that overall reliability of the model was .893, and .881 for transactional contract and .884 for relational contract. showing that the

measurement tool for psychological contract breach is constructed in a single dimension. Convergent validity and internal consistency was also guaranteed with the variance extracted and construct reliability above .5 and .7, respectively.

Lastly, [Table 5] lists the results of the individual model verification for work engagement. Initial analysis rendered standardized coefficients above .5 for all but 2 questions, therefore, the 2 questions (question 2 on vigor, question 7 on absorption) were removed for reanalysis. Reanalysis showed standardized coefficients above .5 for all questions

Table 4. Confirmatory Factor Analysis: Psychological Contract Breach

| Latent Variable | Observed Variable | RW | S.E | SRW | Error Term | Critical Ratio | AVE | CR |
|---|----------------------|-------|-------------|-------|------------|----------------|------|------------------|
| Transactional Contract Breach ($\alpha = .881$) | pcb1 | 1.000 | - | 0.807 | 0.359 | - | .666 | .888 |
| | pcb2 | 0.854 | 0.070 | 0.686 | 0.553 | 12.125*** | | |
| | pcb3 | 0.996 | 0.061 | 0.859 | 0.237 | 16.216*** | | |
| | pcb4 | 1.012 | 0.060 | 0.890 | 0.182 | 16.886*** | | |
| Relational Contract Breach ($\alpha = .884$) | pcb5 | 1.000 | - | 0.851 | 0.335 | - | .777 | .874 |
| | pcb6 | 1.003 | 0.066 | 0.936 | 0.125 | 15.301*** | | |
| Model Fit | χ^2 | df | χ^2/df | RMR | GFI | IFI | CFI | RMSEA |
| | 15.803 ($p < .05$) | 8 | 1.975 | .017 | .980 | .993 | .993 | .059 (.008~.102) |

Note. RW= Regression Weights; S.E= Standard Error; SRW= Standardized Regression Weights; AVE= Average Variance Extracted; CR= Construct Reliability; RMR= Root Mean-square Residual; GFI= goodness of fit index; IFI= Incremental Fit Index; CFI= comparative fit index; RMSEA= root mean square error of approximation. ***: $p < .001$

Table 5. Confirmatory Factor Analysis: Work Engagement

| Latent Variable | Observed Variable | RW | S.E | SRW | Error Term | Critical Ratio | AVE | CR |
|--------------------------------|-----------------------|-------|-------------|-------|------------|----------------|------|------------------|
| Vigor ($\alpha = .795$) | we1 | 1.000 | - | 0.775 | 0.255 | - | .751 | .857 |
| | we3 | 1.127 | 0.086 | 0.852 | 0.185 | 13.092*** | | |
| Dedication ($\alpha = .864$) | we4 | 1.000 | - | 0.755 | 0.282 | - | .753 | .901 |
| | we5 | 1.223 | 0.081 | 0.892 | 0.144 | 15.182*** | | |
| Absorption ($\alpha = .819$) | we6 | 1.132 | 0.081 | 0.825 | 0.224 | 14.035*** | .875 | .878 |
| | we8 | 1.000 | - | 0.922 | 0.094 | - | | |
| Model Fit | χ^2 | df | χ^2/df | RMR | GFI | IFI | CFI | RMSEA |
| | 20.737 ($p < .001$) | 11 | 1.885 | .013 | .979 | .992 | .991 | .057 (.014~.094) |

Note. RW= Regression Weights; S.E= Standard Error; SRW= Standardized Regression Weights; AVE= Average Variance Extracted; CR= Construct Reliability; RMR= Root Mean-square Residual; GFI= goodness of fit index; IFI= Incremental Fit Index; CFI= comparative fit index; RMSEA= root mean square error of approximation. ***: $p < .001$

(.753 ~ .922) with statistical significance ($p < .001$). χ^2 was 20.737 at a significance of $p < .001$ and the model showed goodness of fit (RMR= .013, GFI= .979, IFI= .992, CFI= .991, RMSEA= .057). Overall reliability of the model was .904, with that of vigor at .795, dedication at .864, and absorption at .819, which meant that the measurement tool for work engagement is constructed in a single dimension. Convergent validity and internal consistency was also guaranteed with the variance extracted and construct reliability above .5 and .7, respectively.

3.2 Verification of Overall Measurement Models

To verify the research hypotheses that this study set out to investigate, the overall measurement model was verified to confirm its suitability of the measured variables in predicting latent variables (Refer to [Table 6]). Based on the individual measurement

model verification for validity conducted above, the lower dimensions of the second order constructs (transformational leadership, organizational justice, psychological contract breach, work engagement) were set as first order constructs and their paths were connected to perform confirmatory factor analysis. Analysis results showed that the standardized coefficients describing the loading of the measured variables (transformational leadership, organizational justice, psychological contract breach, and work engagement) were .718 ~ .949, satisfying the cut-off criteria of .5. In addition, all coefficients showed statistical significance ($p < .001$). The model showed goodness of fit across various indices, and convergent validity and internal consistency was also guaranteed with the variance extracted and construct reliability above .5 and .7, respectively.

Table 6. Confirmatory Factor Analysis

| Latent Variable | Observed Variable | RW | S.E | SRW | Error Term | Critical Ratio | AVE | CR |
|-----------------|-------------------------------|-------|-------------|-------|------------|----------------|------|---------------------|
| TL | Charisma | 1.000 | - | 0.878 | 0.154 | - | .803 | .942 |
| | Inspirational motivation | 1.119 | 0.05 | 0.927 | 0.106 | 22.23 | | |
| | Intellectual stimulation | 0.894 | 0.054 | 0.792 | 0.245 | 16.704 | | |
| | Individualized consideration | 1.054 | 0.056 | 0.847 | 0.225 | 18.856 | | |
| OJ | Procedural justice | 1.000 | - | 0.949 | 0.060 | - | .885 | .939 |
| | Interactional justice | 0.912 | 0.043 | 0.865 | 0.154 | 21.429 | | |
| PSB | Transactional Contract Breach | 1.000 | - | 0.870 | 0.173 | - | .660 | .793 |
| | Relational Contract Breach | 0.978 | 0.073 | 0.718 | 0.482 | 13.453 | | |
| WE | Vigor | 1.000 | - | 0.758 | 0.232 | - | .779 | .913 |
| | Dedication | 1.215 | 0.09 | 0.924 | 0.079 | 13.508 | | |
| | Absorption | 0.991 | 0.08 | 0.744 | 0.249 | 12.365 | | |
| Model Fit | χ^2 | df | χ^2/df | RMR | GFI | IFI | CFI | RMSEA |
| | 85.392 ($p < .001$) | 38 | 2.247 | .025 | .949 | .978 | .978 | .067 (.048~.086) |

Note. RW= Regression Weights; S.E= Standard Error; SRW= Standardized Regression Weights; AVE= Average Variance Extracted; CR= Construct Reliability; RMR= Root Mean-square Residual; GFI= goodness of fit index; IFI= Incremental Fit Index; CFI= comparative fit index; RMSEA= root mean square error of approximation; TL=Transformational Leadership; OJ=Organizational Justice; PCB=Psychological Contract Breach; WE=Work Engagement
 ***: $p < .001$

V. Research Findings

1. The Awareness Levels and Correlations between the Variables

Technical statistics and Pearson correlation analysis were conducted to examine the awareness levels of transformational leadership, organizational justice, psychological contract breach, and work engagement. (Refer to [Table 7]). The awareness level of each variable was 3.55 for work engagement, 3.21 for transformational leadership, 2.92 for organizational justice, and 2.52 for psychological contract breach. Correlation analysis between variables showed that transformational leadership had a significant negative correlation to psychological contract breach ($r=-.501$, $p<.01$) and a significant positive correlation to work engagement ($r= .303$, $p<.01$). Organizational justice also showed a significant negative correlation to psychological contract breach ($r= -.779$, $p<.01$) and a significant positive correlation to work engagement ($r= .364$, $p<.01$). Psychological contract breach and work

engagement were found to be negatively correlated with statistical significance ($r= -.356$, $p<.01$). Meanwhile, among demographical factors used as control variable, type of industry and length of employment showed significant relationships with psychological contract breach and organizational justice($r= -.127\sim.122$, $p<.05$).

2. The Mediating Effect of Psychological Contract Breach in the Relationships among Transformational Leadership, Organizational Justice, and Work Engagement

To verify the mediating effect of psychological contract breach in the relationships between transformational leadership, organizational justice, and work engagement, Baron & Kenny(1986)'s three-stage approach was used to perform regression analysis, and Sobel test was conducted to verify the statistical significance of the mediating effect[185]. According to Baron & Kenny (1986), the following three-stage multiple regression analysis can be used

Table 7. Descriptive Statistics and Correlations

| Variable | Mean | Std. Dev. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--------------------------------------|------|-----------|---------|---------|---------|--------|-------|---------|---------|---------|---|
| 1. gender | 1.46 | 0.499 | 1 | | | | | | | | |
| 2. age | 3.27 | 0.983 | -.350** | 1 | | | | | | | |
| 3. type of industry | 2.60 | 1.514 | .107 | -.199** | 1 | | | | | | |
| 4. Length of employment(years) | 4.19 | 1.665 | -.324** | .725** | -.285** | 1 | | | | | |
| 5. Duration of work under supervisor | 2.53 | 0.858 | -.088 | .203** | -.018 | .182** | 1 | | | | |
| 6. TL | 3.21 | 0.698 | -.071 | .012 | .037 | .105 | -.019 | 1 | | | |
| 7. OJ | 2.92 | 0.747 | -.066 | .026 | -.123* | .110 | .020 | .570** | 1 | | |
| 8. PCB | 2.52 | 0.684 | .081 | -.064 | .122* | -.127* | .016 | -.501** | -.779** | 1 | |
| 9. WE | 3.55 | 0.653 | .016 | .014 | .076 | -.005 | -.028 | .303** | .364** | -.356** | 1 |

Note. TL=Transformational Leadership; OJ=Organizational Justice; PCB=Psychological Contract Breach; WE=Work Engagement
*: $p<.05$, **: $p<.01$, ***: $p<.001$

to verify hypotheses on mediating effect. The first stage verifies the significant effect of the independent variable on the mediating variable, then the second stage verifies the significant effect of the independent variable on the dependent variable. Then, in the third stage, both the independent and mediating variables are input simultaneously to observe their effects on the dependent variable. Here, if the relationship between the independent and dependent variables is statistically significant while, at the same time, the effect of the independent variable on the dependent variable declines when the mediating variable is included, the mediating variable is understood to act as partial mediator. On the other hand, if the relationship between the independent and dependent variables is no longer statistically significant after adding the mediating variable, the mediating variable is understood to act as complete mediator.

Meanwhile, in this study, demographical factors that may affect hypothesis verification (gender, age, type of industry, length of employment and duration of work under the supervisor) were included as control variables for analysis.

2.1 The Mediating Effect of Psychological Contract Breach in the Relationship between Transformational Leadership and Work Engagement

[Table 8] illustrates the results of the analysis performed on the mediating effect of psychological contract breach in the relationship between transformational leadership and work engagement. In the first stage of analysis, transformational leadership was found to have a significant effect on psychological contract breach ($\beta = -.501, p < .001$), thereby supporting hypothesis 1. The second stage of analysis showed transformational leadership to have a significant effect on work engagement ($\beta = .310, p < .001$), thereby also supporting hypothesis 2. The

third stage of analysis showed the significant effect of psychological contract breach on work engagement ($\beta = -.294, p < .001$) to support hypothesis 3. In addition, as transformational leadership's impact on work engagement ($\beta = .162, p < .05$) found in the third stage of analysis is smaller than the results of the second stage analysis ($\beta = .310, p < .001$), psychological contract breach can be understood as a partial mediator between the two variables, thereby supporting hypothesis 6-1.

The Sobel test conducted to confirm the mediating effect of psychological contract breach rendered statistically significant results ($Z = 4.074, p < .001$).

2.2 The Mediating Effect of Psychological Contract Breach in the Relationship between Organizational Justice and Work Engagement

[Table 9] tabulates the results of analysis on the mediating effect of psychological contract breach in the relationship between organizational justice and work engagement. The first stage of analysis showed organizational justice to have a significant effect on psychological contract breach ($\beta = -.775, p < .001$) and the second stage of analysis showed organization justice to have a significant effect on work engagement ($\beta = .387, p < .001$), supporting hypotheses 4 and 5, respectively. The third stage of analysis showed the significant effect of psychological contract breach on work engagement ($\beta = -.189, p < .05$). The organizational justice's impact on work engagement ($\beta = .240, p < .01$) found in the third stage of analysis is smaller than the results of the second stage analysis ($\beta = .387, p < .001$). Thus, psychological contract breach can be understood to partially mediate between the two variables, thereby supporting hypothesis 6-2. In addition, the Sobel test results showed the mediating effect of psychological contract breach to be statistically significant ($Z = 2.118, p < .05$).

Table 8. The Mediation Effect of Psychological Contract Breach between Transformational Leadership and Work Engagement

| Stage | Category | | URC | | SRC | R ² | F |
|--------|-----------------------------------|---------------------------------|-------|----------|----------|----------------|-----------|
| | Model | | B | SE | β | | |
| Step 1 | gender | → Psychological Contract Breach | .030 | .077 | .022 | .273 | 16.879*** |
| | age | | -.005 | .054 | -.008 | | |
| | type of industry | | .059 | .025 | .129 | | |
| | Length of employment (years) | | -.011 | .032 | -.028 | | |
| | Duration of work under supervisor | | .014 | .042 | .017 | | |
| | Transformational Leadership | | -.491 | .052 | -.501*** | | |
| Step 2 | gender | → Work Engagement | .051 | .081 | .039 | .101 | 5.064*** |
| | age | | .060 | .057 | .091 | | |
| | type of industry | | .025 | .026 | .058 | | |
| | Length of employment (years) | | -.028 | .034 | -.070 | | |
| | Duration of work under supervisor | | -.017 | .045 | -.023 | | |
| | Transformational Leadership | | .290 | .055 | .310*** | | |
| Step 3 | gender | → Work Engagement | .060 | .078 | .046 | .164 | 7.537*** |
| | age | | .059 | .055 | .088 | | |
| | type of industry | | .041 | .025 | .096 | | |
| | Length of employment (years) | | -.031 | .033 | -.079 | | |
| | Duration of work under supervisor | | -.013 | .043 | -.018 | | |
| | Transformational Leadership | | .152 | .061 | .162* | | |
| | Psychological Contract Breach | -.280 | .062 | -.294*** | | | |

Note. SRC=standardized regression coefficient; URC=unstandardized regression coefficient
 *: $p < .05$, ***: $p < .001$

Table 9. The Mediation Effect of Psychological Contract Breach between Organizational Justice and Work Engagement

| Stage | Category | | URC | | SRC | R ² | F |
|--------|-----------------------------------|---------------------------------|-------|--------|----------|----------------|-----------|
| | Model | | B | SE | β | | |
| Step 1 | gender | → Psychological Contract Breach | .022 | .056 | .016 | .612 | 70.892*** |
| | age | | -.022 | .039 | -.032 | | |
| | Type of industry | | .007 | .018 | .015 | | |
| | Length of employment (years) | | -.007 | .023 | -.017 | | |
| | Duration of work under supervisor | | .034 | .031 | .042 | | |
| | Organizational Justice | | -.710 | .035 | -.775*** | | |
| Step 2 | gender | → Work Engagement | .050 | .079 | .038 | .153 | 8.143*** |
| | age | | .062 | .055 | .094 | | |
| | Type of industry | | .052 | .025 | .119* | | |
| | Length of employment (years) | | -.025 | .033 | -.063 | | |
| | Duration of work under supervisor | | -.028 | .044 | -.037 | | |
| | Organizational Justice | | .338 | .050 | .387*** | | |
| Step 3 | gender | → Work Engagement | .054 | .078 | .041 | .167 | 7.712*** |
| | age | | .058 | .055 | .088 | | |
| | Type of industry | | .053 | .025 | .122 | | |
| | Length of employment (years) | | -.026 | .033 | -.066 | | |
| | Duration of work under supervisor | | -.022 | .043 | -.029 | | |
| | Organizational Justice | | .210 | .078 | .240** | | |
| | Psychological Contract Breach | -.181 | .085 | -.189* | | | |

Note. SRC=standardized regression coefficient; URC=unstandardized regression coefficient
 *: $p < .05$, **: $p < .01$, ***: $p < .001$

3. Differential Effect Analysis

The analysis method suggested by Fields et al. (2000) was used to verify the differential effects of transformational leadership and organizational justice on psychological contract breach and work engagement[186]. This analysis method involves a two-step hierarchical regression analysis to identify the impact of the independent variable on the dependent variable, and the procedure is as follows. In the first step, the first independent variable is input first followed by the second independent variable. Then, in the second step, the independent variables are input in the opposite order from the first step. Comparing the differences between the R² values (ΔR^2) of the twice-performed hierarchical regression analysis, the second independent variable of the regression analysis that showed larger ΔR^2 is understood to have a greater effect on the dependent variable.

The results of verification on the differential effects of transformational leadership and organizational justice can be found in [Table 10]. First, psychological contract breach was set as dependent variable to verify the differential effects of transformational leadership and organizational justice. The difference in R² values for organizational justice after the

two-step hierarchical regression analysis ($\Delta R^2=.361, p<.001$) was larger than that for transformational leadership ($\Delta R^2=.005, p<.05$), thereby confirming that organizational justice has a greater effect on psychological contract breach than transformational leadership and thus supporting hypothesis 7-1. Next, work engagement was set as dependent variable to verify the differential effects of transformational leadership and organizational justice, and the two-step hierarchical regression analysis showed that the difference in R² values for organizational justice ($\Delta R^2=.054, p<.001$) is greater than that for transformational leadership ($\Delta R^2=.013, p<.05$). Therefore, organizational justice has a greater effect on work engagement than transformational leadership and hypothesis 7-2 is rejected.

VI. Implications and Limitations

This study set out to empirically verify the relationships among organizational justice, transformational leadership, psychological contract breach, and work engagement, based on findings from previous studies and a survey conducted on 277 employees at 18 companies of diverse industries

Table 10. Differential Effects of Transformational Leadership and Organizational Justice

| Dependant Variable | Independant Variable | Stage | ΔR^2 | ΔF |
|-------------------------------|-----------------------------|-------|--------------|------------|
| Psychological Contract Breach | Transformational Leadership | 1 | .361 | 255.206*** |
| | Organizational Justice | 2 | | |
| | Organizational Justice | 1 | .005 | 3.331*** |
| | Transformational Leadership | 2 | | |
| Work Engagement | Transformational Leadership | 1 | .054 | 17.419*** |
| | Organizational Justice | 2 | | |
| | Organizational Justice | 1 | .013 | 4.331* |
| | Transformational Leadership | 2 | | |

Note. *: $p<.05$, ***: $p<.001$

including manufacturing, distribution, and finance. To minimize the problem of common method bias, thereby guaranteeing reliability, the survey was conducted on two different groups, namely, the respondents (who were given questions on independent and mediating variables) and the respondents' coworkers (who were given questions on the dependent variable).

The findings of this research are as follows.

First, the effects of organizational justice and transformational leadership on work engagement was studied to find a positive impact of both variables on employees' work engagement.

Second, the mediating effect of psychological contract breach in the relationship between transformational leadership and organizational justice was investigated, as this area of research has so far been largely neglected in existing literature[18][33][34]. Research analysis showed that psychological contract breach has partial mediating effects in both the relationships between transformational leadership and work engagement and between organizational justice and work engagement. These findings empirically confirm that organizational justice or transformational leadership can affect the negative situation presented by psychological contract breach to improve employees' work engagement.

Third, this study examined the differential effects of organizational justice and transformational leadership on psychological contract breach and work engagement. With regard to psychological contract breach, it was hypothesized that employees will be more affected by organizational justice than transformational leadership, and this hypothesis was supported by analysis results with statistical significance. That is, organizational justice had a greater influence on the employees' perception of psychological contract breach.

The recent political situation surrounding Choi Soonsil in Korea corroborates this finding. The one consistent message that can be found across the many political manifestos announced by universities and youth associations is "anger against the unfair society." [187] The rule of fairness implies that the same rules are applied to everyone while everyone is held responsible for the same social responsibilities. All policies inevitably give birth to winners and losers, but the reason governmental decisions have authority is because the decisions are made for the public good based on communal justice and through just procedures [187]. The anger expressed by Korean citizens is that about the total infringement of such justice and fairness, and is similar to the perception of psychological contract breach. Therefore, the recent events can be said to be an example that highlights the importance of organizational justice over the role of the leader.

Meanwhile, De Cremer (2006) [175] stated that the ethical behavior of transformational leaders can induce employees to feel strong aversion towards behaviors that go against standard rules. Accordingly, this study hypothesized that the influence of transformational leadership will be stronger than organizational justice in improving employees' work engagement, however, analysis showed contrary results and rejected the hypothesis.

Strom et al. (2013) [144] rejected the hypothesis that transformational leadership mediates between organizational justice and work engagement, giving three reasons. Following this example, it is possible to explain why the hypothesis was rejected. First, transformational leadership encourages employees to focus on collective interests over their personal interests [168] [175]. That is, transformational leaders emphasize social identification and cooperation among employees to promote collectivism [168]. Personal

motives and fairness mutually conflict, and strengthened collective identification weakens the will to seek justice information. Second, as work engagement is a complex and multi-dimensional work behavior, justice and organizational leadership may not affect work engagement in the same way. Storm et al. (2013)[144] confirms that transformational leadership and organizational justice each have their main effects. Third, situational factors such as job type and organizational culture may be influential and need consideration[168][188].

The theoretical implications of this study are as follows.

First, this study contributes to existing literature by expanding and supplementing the predictive variables of work engagement. Previous literature on work engagement have argued that the causes and outcomes of work engagement need greater attention[114]. This study established justice and leadership style as the antecedent and situational factor of work engagement and verified their efficacy. Saks (2006)[114] applied social exchange theory in explaining why employees show work engagement, and argued that, if both parties keep to the rules of exchange, the employer-employee relationship will develop into that of trust, loyalty, and mutual commitment. Employees engage in their work as reaction to the financial resources and social-emotional benefits provided by their employers. In the employer-employee social exchange process, employees show greater engagement when the organization fulfills its promise to provide an environment that is predictable, values and rewards employees, and provides motivation. In short, work engagement is provided as a compensation for social exchange. The JD-R model presented by Bakker and Demerouti (2008)[106] also sees the situational influence of justice and leadership as examples of job

resources.

Second, recent studies have mentioned the need for further research on illuminating the relationship between organizational justice and its outcome variables[189] due to findings that show weak or insignificant influence of organizational justice on organizations[190][191]. The results of this study empirically demonstrated that organizational justice has a greater impact on work engagement than transformational leadership.

Third, the findings of this research pointed to a negative correlation between employees' perception of organizational justice and their perception of psychological contract breach, which matches the findings of previous studies[132][192-194]. By setting procedural and interactional justice, the sub-dimensions of organizational justice, as the antecedent of psychological contract breach, this study contributes to the theoretical understanding of organizational justice by examining how organizational justice influences work engagement via employees' perception of psychological contract breach.

Fourth, previous researches have focused on how transformational leadership impacts the positive variables of organizational effectiveness, such as job satisfaction, organizational commitment, and organizational citizenship behavior. In contrast, this study investigated the connection between transformational leadership and psychological contract breach, which is a negative variable.

The practical implications of this study, then, are as follows. First, in light of the rapidly changing environment and the increasing complexity of organizations, this study presented two situational variables as solutions for overcoming psychological contract breach and improving employees' work engagement. By including diverse industries such as

service, manufacturing, distribution, and finance in conducting the survey for this research, this study was able to identify which between organizational justice and transformational leadership has greater impact on employees' perception of psychological contract breach and their work engagement, and found that organizational justice had greater impact. Few existing studies have investigated the differential effect of transformational leadership and organizational justice in psychological contract breach situations, and the findings of this study contributed to mending this gap by verifying the greater impact of organizational justice on psychological contract breach. It is hoped that this finding will be of assistance to present-day organizations which are facing a highly uncertain and volatile environment. Organizations desire its members to respond actively to the changing situations to gain profit. While efforts to hire proactive employees are needed as well, organizations will benefit greatly from creating a fair work environment for their employees where employees can manage and develop their work.

Second, the partial mediating role of psychological contract breach in the relationship between transformational leadership and work engagement reconfirms the importance of leadership. Psychological contract breach can cause negative impact on both the organizational and individual levels, and therefore, is a concept that must be dealt with greater importance in terms of human resource management. However, unsatisfied employees within the organization does not necessary lead only to organizational inefficiency[132]. It is recommended to managers of organizations to build active communication channels within their organizations. Previous studies have already confirmed that transformational leadership training improves employees' motivation and performance[203].

Managers of organizations who expect work engagement should consider developing and running a training program for understanding and acquiring the components of transformational leadership, namely, charisma, intellectual stimulation, individual consideration, and inspirational motivation.

Third, the verification of organizational justice and transformational leadership as factors affecting work engagement has practical significance for HR managers who are looking for ways to strengthen employees' work engagement at the workplace. In other words, HR managers should consider strengthening organizational justice and transformational leadership as methods to heighten work engagement within the organization. In particular, the results of this study suggesting that organizational justice positively predicts work engagement imply that organizations should pay attention not only to distributive justice associated with wage and promotions, but also to procedural justice in the decision making process related to compensation. Many companies in Korea, in implementing a performance-based personnel system, have been establishing their own regulatory system for guaranteeing organizational justice, but most of these systems have so far focused on evaluating for distributive justice. The key to procedural justice is to enable employees to express their opinions and influence the decision-making on issues related to themselves, thereby strengthening their fairness perception[142]. Therefore, organizations should consider establishing formal rules that will enforce perceived procedural justice in assessing employee performance and distributing outcomes.

Fourth, procedural and interactional justice, but not distributive justice, were applied to measure organizational justice, which is often understood as a predictor of work engagement. This allowed the

present study to approach the formation of work engagement through the organizational and environmental dimension rather than the job or individual dimension. Yoo(2013) [145] found that the influence of organizational justice on the work engagement of university administration staff are in the order of interactional justice > procedural justice > distributive justice. This paper confirms Yoo's finding, and suggests that companies should emphasize interactional and procedural justice in cases of HR reform.

This research holds the following limitations.

First, the study was conducted cross-sectionally at a specific point in time and thereby puts little consideration on the possible changes that occur over time. In actually, to judge the influence of a transformational leader within a specific organization, a considerable amount of time is required. Studies on causal relationships are generally more accurate when conducted over a period of time. In this context, future studies will benefit from conducting a longitudinal study in investigating the effect of transformational leadership.

Second, future studies should overcome the levels-of-analysis issue by applying multi-level analysis. This is an area that was not considered fully in terms of the measurement models used in this study[196][197]. As employees are often involved in team-level projects at most organizations, the effectiveness of an organization is highly dependent on that on the team-level[198]. According to Lee et al. (2008), organizations are made up of 'hierarchical multi-level systems' where individuals form teams and groups, and those teams and groups come together to form an organization. Therefore, future studies should consider not only investigation on the individual level but also on the department and group levels[199].

Third, transformational leadership was examined as an independent variable in this study, however, future studies will benefit from also considering other types of leadership. By exploring a wider range of leadership styles, future researches may be able to identify the most suitable style of leadership for specific outcomes, which will contribute greatly to expanding the research on leadership.

Lastly, this study only looked at psychological contract breach as a mediating variable, therefore, other mediating variables such as employment possibility, trust, and psychological empowerment may be considered in future research. In terms of dependent variables also, while this study only looked at work engagement as a dependant variable, it may be worthwhile to consider other dependant variables such as job crafting, organizational commitment, and creativity.

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