

## **A Study on the Effect of ICT Enterprise Executives Affect Organizational Performance and the Consistency of the Values of Members**

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### **Abstract**

*We examined the mediating effect of the consistency of the values of organizational members on the relationship between the values of IT enterprise executives and organizational performance. Hypotheses 1, 2, and 3, which were set up to achieve the purpose of this study, were verified as follows. First, Hypothesis 1 proposed that the values of management will have a positive effect on organizational performance. Second, Hypothesis 2 proposed that the values of management are likely to have a positive effect on the consistency of the values of organizational members. Third, Hypothesis 3 proposed that the consistency of the values of organizational members will have a positive (+) influence on organizational performance. We found that the consistency of the values of organizational members has a positive (+) influence on organizational performance. Hypothesis 3 was adopted. Fourth, the consistency of the values of the organizational members proved that the organizations with high consistency of values performed well by mediating the values and organizational performance of management. In other words, according to the values of the management, we can improve an organization's sustainability management system by increasing the value of organizational performance and the values of organizational members. Therefore, we must establish plans that can be shared systematically and strategically about the values of management. In addition, the consistency of the values of organizational members has a direct or indirect influence on improving organizational performance. Therefore, we need to systematically derive and improve various factors that can increase the consistency of the values of organizational members in terms of strategic human resource management, such as organizational vision, core values, talent awards, selection process, and motivation. Therefore, the greatest significance of this study is in its theoretical and practical implications for increasing the sustainability management system by using the influence of the executives' can do to further improve the organizational performance.*

**Keywords:** *Executive values, Consistency of values, Organizational performance, Influence relationship, Sustainable management*

### **1. Introduction**

Recently, the global management environment is undergoing a radical and fundamental change in the socio-economic sector, so that the development of information and communication technology (ICT) is called the 4th industrial revolution through the convergence of all industries. The rapid change to the high technology industry center based on ICT (Information & Communication Technology) is rapidly changing from the existing labor, capital and technology intensive industries to information, knowledge industrialization and high value added industries. In particular, changes in the ICT corporate business environment should provide innovative products and services based on creative ideas and technologies. Therefore, the value of ICT corporate executives is emphasized as an organizational executive who can lead to new challenges and adjustment to a future-oriented industrial structure.

The organizational leader has an influence on organizational performance by establishing and executing organizational structure and strategy direction according to the characteristics of personal values [1]. Therefore, it is very important to study the effect of the characteristics of ICT corporate executives on organizational performance. However, research on the personal characteristics of executives has been mainly focused on the personality characteristics of individuals rather than their individual values. The main dependent variable also focused on qualitative performance, not on financial performance related to profit. This study judged that the characteristics of executive personal value could affect the organizational performance. Nevertheless, empirical research on ICT companies is absolutely absent. This study has an academic value in terms of providing implications as well as filling academic, theoretical and practical gaps. The purpose of this study is as follows. First, we examine the effects of executive values on organizational performance. Second, we try to identify the influence of the executive values on organizational member's value consensus. Third, we confirm whether the value consistency of the organization members mediates the relationship between the executives' value characteristics and organizational performance.

## 2. Theoretical background and hypothesis setting

### 2.1 Executive Values Characteristics

Value refers to the principles necessary for ordering execution alternatives according to the preferences of individuals and organizations [2]. Values are stability and sustainability as operational priorities based on relative importance, and these values may affect behaviors and attitudes that undermine rationality and objectivity in judgment [3]. Value is a concept that can satisfy subjective feelings and individual desires and is a concept of evaluating approval, refusal, and avoidance with a consistent attitude related to a certain object [4]. In other words, values play a role in the choices and measures that lead individuals and organizations to act by judging what is right and wrong in a particular situation. The values of executives responsible for decision making in an organization have direct and indirect effects on the organization structure and the establishment and implementation of the strategy system. Until recently, research on management has focused more on the personality traits than on the values and values of executives. The organizational performance of the leader values is mainly focused on the qualitative aspect, so the empirical study on the quantitative performance is very insufficient. classified management values into six categories: collectivism, duty, innovation, rationality, power, and materialism. In this study, however, empirical research is attempted by dividing the characteristics of executive values into innovation and collectivism. The reason for applying these two factors is as follows. First, the characteristics of these two values have been studied variously in previous studies [5]. Second, in the previous research, these characteristics played an important role

e in the attitudes and behaviors of individual employees [6]. Third, organizational management requires interaction with other organizations and departments, or is linked to creativity for change [7].

## **2.2. Consistency of values**

Value coherence is defined as the degree to which the individual values of the managers and organizational members in the organization fit or are similar [8]. Cultural value agreement within the organization is expected to play an important role in motivating employees to perform their jobs, thus playing an important role in improving organizational performance. Value coherence refers to the degree to which the value perceived by each member of the organization is closely related to the value pursued by the organization [9]. When members are given a job that is different from their perceived values, internal dissatisfaction and negative emotions can negatively affect organizational performance by showing negative behaviors and attitudes in certain situations. Therefore, the organization devotes a lot of resources and efforts to the selection and organizational socialization process in order to align the organizational value with the individual value in terms of strategic management [10]. Organizational values should take into account both the organizational values oriented and the values shared by members. Thus, organizational values lead the organization in the right direction and serve as normative factors for behavior and judgment in the performance of job roles of organizational members. Value consistency is, firstly, the value agreement of individuals and organizations that make mutual cooperative efforts that are widely applied throughout management activities to achieve the organization's common goals [11]. Second, individual and team values coincide with individual values and teams without maintaining the consistency of organizational management and autonomy of team operation. Third, there is a consensus between individual employees' hopes and job attributes, which is the value of job value that is expressed between individual value and job [12]. Shared values between organizational members is a major issue of the organization and is being studied by various researchers. We suggest, based on previous studies, that the values of executives can be a motivating factor for the value consensus of organizational members. In addition, value coherence between management and members is expected to have a positive effect on organizational performance by improving job satisfaction, job commitment, and organizational commitment.

## **2.3 Organizational performance**

Organizational performance is the result of confirming the achievement of the goal set by the organization as an indicator of achieving the goal set through the management activities for a certain period of time [13]. In other words, organizational performance is the capacity to maintain, improve and strengthen the organization's sustainable management system such as efficiency, effectiveness and productivity of the organization's operations [14]. The considered the indicators of organizational performance simultaneously with financial performance, process improvement performance, customer satisfaction performance, and innovation and learning performance [15]. In addition, both qualitative aspects as subjective indicators and quantitative aspects as objective indicators were applied simultaneously [16]. The organizational performance was measured by dividing the degree of achievement against the goal set by the organization, the degree of output versus the input, and the input or output factors [17]. It's suggested organizational performance as an indicator of organizational performance through stock value, sales, residual value, pre-tax profit, and market share [18]. The presented organizational performance as a component of organizational performance centered on the non-financial perspective, while distinguishing organizational performance into two factors, financial and non-financial [19].

#### **2.4 Executive Values, Organizational Performance and Consistency of Values**

In executive values, innovation is the individual's inclination to new and different values that are value-changing with creative actions such as new idea values, policies, standards, and procedures needed to achieve organizational management goals [20]. An organization's Executives is an agent of 'creative destruction' through innovation and convergence of services and products, and the innovative values possessed by the managers of the organization have a significant impact on the growth and development of the organization while embodying the founding spirit [21]. In other words, executives with high innovation values are more likely to differentiate themselves from competitors' products and create strategies for innovatively expanding and transforming the market through consistency in strategic choices [22]. On the other hand, the values of collectivist propensity mean the tendency of execution to give better results to the group by prioritizing group profit rather than individual profit by giving priority to collective profit rather than pursuing personal profit [23]. Therefore, the values of management's collectivism tend to emphasize more efforts, mutual cooperation and cooperation among the members of the organization [24]. In particular, executives with a high level of collectivist values enhance the executive power of organizational management through an integrated organizational structure, making use of various coordinating mechanisms such as committees to make joint decisions [25]. It's conducted a survey of 30 SMEs in the Chungcheong area. In other words, the values expressed by management through management activities will affect the organizational performance through the improvement of the quality of decision making and the implementation of improved strategies through the integrated organizational structure [26]. The hypothesis that the characteristics of the value of the management will affect the organizational performance is based on the discussion based on the preceding research results.

#### **Hypothesis 1. Values of executives will have a significant effect on organizational performance.**

On the other hand, although it can be predicted that executives innovation and collectivism values will have a positive positive effect on organizational members' value consistency, previous research on this is insufficient and hard to find. The indicated that the relationship between leadership and performance has a positive effect on performance through leadership, trust and value consistency [26]. It's empirically analyzed that the higher the value of management, the higher the value coherence of the members of the organization through the organizational members of SMEs [27]. Therefore, it can be predicted that executive values will affect the values of members. First, executives' values are important for the intrinsic creativity, innovative atmosphere, and openness of the members, and perceived organizational members will be recognized as psychological empowerment, which will improve and strengthen the consistency of values. In addition, executive values prioritize the collective interests of the organizational community over individual interests. In other words, executives' values can be expected to improve the consistency of the values between members of the organization as a propensity for collective public interest if there is a conflict between personal interests and collective public interests. Based on this logic, we hypothesized that executive innovativeness and collectivist values would have a positive effect on the consistency of the values of organizational members.

#### **Hypothesis 2. The value of executives will have a positive effect on the consistency of values of organizational members.**

#### **2.5 Mediating effect of consistency of values**

A general concept where consistency is important is that the value system of a person with authority and responsibility has a significant impact on the organization's structure and strategy [28]. In other words, the key

managers of an organization play a key role in the organization's growth and development by organizing its organizational structure and strategizing it in a manner consistent with individual values [29]. Value coincidences indicate how much personal value is loaded between the managers and members of an organization, or similarities. If the organizational value is similar to the value of each individual member of the organization, the members of the organization can expect a clear role to perform. In addition, if conflicts within the organization are reduced, the members of the organization can enhance their confidence and satisfaction in their job performance roles and ultimately reinforce organizational performance through organizational commitment [30]. Nevertheless, similar preliminary studies related to the mediating effect of value consistency perceived by organizational members suggest that leadership in the nursing field has a significant influence on the inter- Indicated [31]. Based on the results of this study, it can be concluded that the higher the value consistency between the values of the management and the organizational members, the better the organizational performance and the main reason why the organizational performance is improved is the value consistency of the organizational members. Based on this logic, we hypothesized that the value consistency of organizational members will affect organizational performance and mediate the values and organizational performance of management.

**Hypothesis 3. The consistency of the values of organizational members will have a positive effect on organizational performance.**

**Hypothesis 4. The consistency of the values of organizational members will mediate between management's values and organizational performance.**

### 3. Empirical analysis

#### 3.1 Research model

This study examines the relationship between the value of ICT executives and the value consistency and organizational performance of members. In addition, the following hypotheses were established to verify the mediating effect of the value unity of the members of management on the organizational performance of the values. In other words, it is the relationship between the value of the management of hypothesis 1 and the organizational performance and the verification of the relationship between the value of the management of hypothesis 2 and the value consistency of the members of the organization. In addition, hypothesis 3 examines the relationship between the value consistency and organizational performance of organizational members. The research model of Hypothesis 4 was designed to investigate the mediating effect of value unity on organizational members.

#### 3.2 Characteristics of the sample

This study was conducted by an IT company and conducted a three-week survey of organizational members from March 4 to March 22, 2019. After distributing 550 copies, 489 copies were collected and a total of 369 copies were used for the final analysis. The demographic characteristics of the survey subjects are as follows. Males were 69.1% (255 persons) and 30.9% (114 persons) women. The age group was 50.7% (187 persons) in their 30s, 26.0% (96 persons) in their 20s, 19.2% (71 persons) in their forties and 4.1% (15 persons) in their 50s or older. Of the total number of employees, 42.3% (156 persons) were employed, 26.3% (97 persons) were active agents, and 31.5% (116 persons) were employed. The number of years of service was 45.5% (168 persons) for less than 1 to 5 years, 29.3% (108 persons) for less than 5 to 10 years, 13.8% (51 persons) for less than 10 to 15 years 13.8% (51 persons), and 11.4% (42 persons) for more than 15 years.

#### 3.3 Operational definition of variables

##### 3.3.1 Executives Values

The value of executives is defined as the consistent and persistent psychological behavioral characteristics that management presents in organizational management. It is divided into four items of innovative value and five items of collectivist value. Each item was measured on a Likert 5-point scale from “1-point\_not at all” to “5-point\_very much”.

### 3.3.2 Value Consistency

Value Consistency is composed of six questions, which is defined as the degree of agreement between the values of the members of the social economy and the management. On the other hand, the constructed questionnaire was measured from one point of “not at all” to five points of “very so” using the Likert 5-point scale.

### 3.3.3 Organizational performance

Organizational performance is defined as the degree of achievement versus goal, focusing on the achievement of the goals within the organization. The measurement index was measured by the Likert 5-point scale using the five items of the financial-centered evaluation for the objective quantitative increase of the organizational performance.

## 3.4 Reliability and Validation

In the scale used in this study, reliability analysis was performed using Cronbach's  $\alpha$  coefficient and factor analysis was performed for validity. The analysis was carried out by putting values of independent variables and organizational performance of dependent variables and value consistency of parameters simultaneously. As a result of factor analysis, the eigen value and the cumulative dispersion ratio both exceeded the standard value, so that the whole variables secured discrimination validity. The results of the reliability and validity tests are shown in Table 1. On the other hand, since there should be a relationship between variables, Pearson's correlation analysis confirmed significant correlations between each variable. The results show that there is a significant correlation between innovation value, management value, and organizational performance as a dependent variable and value consistency as a parameter.

**Table 1. Reliability and validity analysis of key variables**

variable		Organizational Performance	Value Consistency	Collectivism	Innovative
Executives Values	EXI 1	.123	.119	.149	.806
	EXI 2	.133	.137	.155	.830
	EXI 3	.102	.267	.189	.721
	EXI 4	-.011	.276	.279	.671
	EXC 1	.234	.301	.534	.231
	EXC 2	.116	.051	.714	.129
	EXC 3	.070	.131	.827	.133
	EXC 4	.137	.298	.715	.247
	EXC 5	.130	.308	.663	.264
Value Consistency	VC 1	.145	.761	.209	.160
	VC 2	.238	.528	.101	.228
	VC 3	.124	.788	.191	.207

Organizational Performance	VC 4	.084	.725	.110	.229
	VC 5	.144	.680	.157	.073
	VC 6	.101	.744	.096	.053
	OP 1	.716	.185	.072	.160
	OP 2	.622	.134	.248	.202
	OP 3	.740	.306	-.052	-.038
	OP 4	.830	.126	.042	.053
	OP 5	.865	.053	.150	.080
Eigen Value		7.627	2.744	1.807	1.399
Variance described (%)		34.667	12.473	8.215	6.359
Cumulative variance (%)		34.667	47.140	55.355	61.714
Reliability ( $\alpha$ )		.875	.848	.831	.834

### 3.5 Hypothesis Verification

#### 3.5.1 Verification of Hypotheses 1-3

To test Hypothesis 1 (Executives' Value and Organizational Performance), Hypothesis 2 (Executives Value and Consistency of the values of Members), and Hypothesis 3 (Consistency of the values and Organizational Performance of Members), we used regression analysis; the results are shown in Table 2. First, Hypothesis 1 verified that executive values will have a positive (+) effect on organizational performance ( $B = .283, p < .01$ ). Therefore, Hypothesis 1 was adopted.

Second, Hypothesis 2, 'The value of executives will have a positive influence on the consistency of the values of organizational members', is verified. A positive relationship was shown ( $\beta = .361, p < .01$ ). Hypothesis 2 was therefore adopted. Third, Hypothesis 3 proposed that 'consistency of the values of organizational members will have a positive influence on organizational performance' ( $B = .457, p < .01$ ). Therefore, Hypothesis 3 is adopted.

**Table 2. Verification results for Hypothesis 1, Hypothesis 2, and Hypothesis 3**

Division	Hypothesis 1 (Dependency: Organizational Performance)		Hypothesis 2 (Dependency: Value Consistency)		Hypothesis 3 (Dependency: Organizational Performance)	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Gender (dummy)	-.051	-.029	.005	.029	.004	.035
Age	.004	.011	.002	-.003	.002	.011
Position	.253**	.223**	.145*	.028	.141*	.101
Years of service	-.061	-.031	.013	.044	.016	.049
Executives Value		.284**		.361**		
Value Consistency						.457**
R <sup>2</sup>	.077	.153	.030	.221	.027	.155
Adjusted R <sup>2</sup>	.061	.139	.012	.205	.014	.141
F	4.891**	9.358**	1.791	14.687**	1.791	9.497**

\* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

### 3.5.2 The mediating effect of Hypothesis 4: consistency of values

Hypothesis 4 uses the mediation-effect analysis method suggested by [32] to test the hypothesis that the consistency of the values of members mediates the relationship between executive values and organizational performance.

That is, in the three-step analysis method, step 1 is the regression equation of the independent variable for the parameter, step 2 is the regression equation of the independent variable for the dependent variable, and step 3 is the simultaneous step of the independent variable and the parameter for the dependent variable. The results of analyzing the mediating effect by using the regression equation are shown in Table 3. In the first stage, executive values have a positive effect on organizational consistency of the values ( $\beta = .361, p < .01$ ). In stage 2, executive values were found to have a positive effect on organizational performance ( $\beta = .457, p < .01$ ). In the third stage, the values of executives and the consistency of the values of members were found to have a positive effect on organizational performance. In order to show the mediating effect, it is necessary to compare the influence of the independent variables on the dependent variables in stages 2 and 3. The comparison shows that stage 3 has less influence (partial mediation effect) or no (complete mediation effect) than step 2. Therefore, as a result of testing hypothesis 4, the values of executives ( $\beta = .257, p < .01$ ), which is the third independent variable, for the organizational performance as dependent variable, is the values of executives ( $\beta = .457$ , less effect than  $p < .01$ ) (partial mediating effect). In other words, hypothesis 4, that the consistency of the values of members of the organization will mediate the relationship between executive values and organizational performance, is adopted.

**Table 3. Verification of mediating effect of organizational value consistency (hypothesis 4)**

Variable		Dependent variable		
		Value Consistency	Organizational Performance	
		Stage 1	Stage 2	Stage 3
Control variable	Gender (dummy)	.029	.035	.046
	Age	-.003	.011	.005
	Position	.028	.101	.020
	Years of service	.044	.049	.063
Independent variable	Executive Values	.361**	.457**	.257**
parameter	Value Consistency			.385**
R2		.156	.158	.279
F		9.358**	9.451**	17.369**

Note) n = 369, the numerical value is the standardized coefficient ( $\beta$  value), \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

## 4. Conclusion

Although the values of organizational management have a great influence on the organization's management strategy and sustainability management, there is a lack of empirical research on the effect of these on organizational value. This study empirically analyzes the influence of the values of an ICT company's management on organizational value and organizational performance and the mediating effect of consistency of values between them. The results of this study are summarized as follows. First, Hypothesis 1, the value of executive verified positive relationship with organizational performance. As a result, executive value showed a positive relationship with organizational performance. This is in line with the findings of regarding the effect



of executive characteristics on performance. Second, the value of the executive of Hypothesis 2 was adopted after showing a positive influence on the consistency of the values of organizational members. There is no direct research on the characteristics of executives on the consistency of the values of organizational members. However, this study is supported by showing a positive relationship between the leadership style, which is characteristic of the executive and managers, which are heritage studies, on the individual performance or the innovative behavior.

Third, hypothesis 3, that the consistency of the values of organizational members would have a positive effect on organizational performance, was sustained. Despite the absence of direct research on the relationship between value and organizational outcomes of organizational members, consistency of values, which is a characteristic of the behavior of organizational members, is similar to that of the heritage studies. The results supported a significant effect on masonry performance. Fourth, the consistency of the values of the members of the organization mediated the values and organizational performances of the executives of ICT companies, and proved that the high value-consistent organizations performed well. As shown in when individual and organizational values are similar, a positive influence on performance creation was obtained.

The main implications based on these results are as follows. . First, executive values helped academic theoretical and practical development in the reality that it is difficult to find existing research on the positive relationship between organizational performance, consistency of the values of members, and organizational value. Second, empirical analysis showed that consistency of the organizational members' values between executive values and organizational performance showed that the organization with high value consensus between organizational members showed good results. This suggests new theoretical implications for understanding the mediating effect of consistency of the values of organizational members on the future executive values and organizational performance. Third, we found that the organizational performance and the consistency of the values of organizational members were improved by the influence of executive values. Therefore, values should be strategically organized and structured in order to advance the organization's sustainability management. Fourth, the consistency of the values of organizational members in this study mediated a positive influence on executive values and organizational performance. Therefore, it was proved that the higher the organization's consistency of values, the better the organizational performance. In other words, in order to improve the consistency of the values of employees in the organization, it was required to improve the selection method in order to verify in advance the organization's vision system, core values, and clarity of talents, and whether the organization values and the individual values coincide. In addition, efforts to increase the consistency of the values in the process of organizational socialization were required.

Despite the main implications of this study, the following limitations existed. First, because this study is a cross-analysis, future research will provide more objective information by means of longitudinal analysis to measure how the influence of executive values changes over time in the same organization. Second, because the sample used in this study was limited to specific organizations, applying it to a wider business group will be required to overcome the limitation that it could not be generalized to all business groups. In future research, the necessity of continually strengthening the results of this study will be introduced as a new theme on organizational performance by means of the expansion of the number and measurement range of organizational performance and variables.

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