Effects of Authentic Leadership and Fairness Factors on Job Behavior Through Confidence and Self-Efficacy*

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기업의 진성리더십 및 공정성 요인이 신뢰와 자기효능감을 통해 직무태도에 미치는 영향

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〈Abstract〉

Software education is inevitable for the success of the Fourth Industrial Revolution, and university education also requires innovation to cope with revolutionary change of the society. The number of students seeking employment in the IT field is steadily increasing regardless of the major of the student. However, the existing software-related courses offered by universities or private educational institutions are limited. This paper analyzes the existing software curriculum of several major universities for non-IT major students. In addition, in-depth surveys by students at Seoul Theological University is conducted to figure out the demand for the advanced level computer science subjects. Finally, new software education curriculum is proposed to fulfill the needs of non-IT major students and to improve the employment rate of non-IT major students seeking tech companies. The new curriculum will help to cultivate intermediate level IT experts that bridge the gap between advanced level IT experts and primitive level computer technicians.

Key Words : Computer Engineering, Programming Language, IT Education, Software Education Curriculum, 4th Industrial Revolution, Programming Language

Ⅰ. 서론

The operational status of the companies these days no longer resembles that of the past due to the 4th Industrial Revolution and proliferation of ICT, highlighting a shift from organizations optimized for mass production, unified and formalized services to organizations where services customized to individual customers as well as the organizations customized for the customers to enhance the satisfaction level of the customers, as

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this is the only option for such a company to survive in this new environment.' The competition for the individuals and companies becomes fiercer and fiercer every day. And, it is impossible to tell where the world economy would be headed for. Such a situation demands not only individuals but also companies to be equipped with agility to adapt to the ever changing external environments. Such a change in the environment today demands the organizations to go beyond their previous formal, uniform structures to make them more diversified, informal, and capable of executing more creative strategies and meeting such goals. In such an environment, each organization should shift from the traditional organization operation practices, as they are required to respond to the ever-changing internal and external environments with more flexibility. Also, the members of organizations are now required to respond to the situations they are in and the requirements from customers by utilizing their capabilities to their maximum in their own initiatives. As such, each organization is now required to support its members so that they can perform as expected in any situations, and such supports should come in material forms as well as mental ones. Here, the roles of the leaders who provide such supports become more important.

Authentic leadership is a type of leadership in which the leader has his/her own mission and remain committed to its fulfillment. And, through such a devotion and commitment, the authentic leadership affects others with the authenticity of the leaders, which forms the basis of this type of leadership[1]. And, organizational justice is a concept that has been introduced in order to reflect the dimensions of the justice perceptions of various exchanging activities which the members experience in an organization.

Jo, Kyeong-Ju and Kwon, Hyeok-Gi[2] suggested four subordinate concepts of authentic leadership of a superior officer in a company, which are transparency, moral perspective, balanced processing, and self-awareness. And, the characteristics of organizational justice are classified depending on the aspect of focus, namely the justice in distribution, which is about who balanced the distribution of resources within the organization takes place, procedural justice, which focuses whether the members of the company view the decision making processes as to be fair, and interaction justice, depending on whether the members of the organization view the interactions with others within the company and the structure of such relationships as to be fair[3].

As it is thought that the authenticity of the superior officer in an organization affect the work efficiency of the members and the justice in the organization as perceived by them. Therefore, it could be said that authentic leadership is related to organizational justice. Seonhwa Yoon and Haeryong Kim[4] reported that the character and aptitude of the leader affected productivity enhancement and job performance. As a result, more and more attention is being paid to the roles of the leaders. Hyunjeong Park[5] focused on the characters of the leaders and emphasized the importance of authentic leadership, as a concept that the leaders can be models for the members of the company and affect the attitudes and changes in their behaviors. With the authenticity of the leaders, the members can face their tasks

along with someone who has authenticity in his/her heart. As a result, it is emphasized that this can contribute to the enhancement of the performance of the individual and organization. Also, the demand for a new type of leadership from the fields of each organization is increasing, so that this new leadership can overcome the limitations of the existing leadership, which was focused on existence, and eventually lead to the survival of the company and all its members[6]. And, the organizational justice is the awareness on how fairly a member of an organization is being treated by the organization. This field of research has been one of the frequently visited topics since 1990s, reflecting such an atmosphere in the society. Jeongdo Park and Changyeong Heo (2012)[7] defined organizational justice as the perceived justice in the amount and value of the outcomes, such as rewards, from the organization to an individual, as well as the rationality of the criteria and process to determine the outcomes, as well as justice in the decisions made by the decision makers in allocating the outcomes. This has become a very important as it affects the attitude and behaviors of the members of an organization. In addition, organizational justice is an important actor that affect the attitude and behavior of the members toward the organization[8].

A leader uses his/her leadership to provide a direction to the members within an organization and helps with the development for improving the performances. And, he/she also evaluates and gives feedback to the results of the execution. but, the leadership evaluation, situations, and class leadership training etc. are focused on the leadership that is centered around meeting the performance goals in accordance with the situation and paygrades.

In order to adapt to the rapidly changing business environment, many seek changes in the corporate system and organizational structures. And, the companies have regarded leadership, organizational performance, and motivation as to be their priority. In business management, they have chosen a direction to realize the potentials of the members of a company through their voluntary acts. However, it is not easy to realize authentic leadership and organizational justice in a hierarchical structure of a company. Therefore, it is necessary to study authentic leadership of the leaders and organizational justice in connection with each other. But, such a study that covered these topics in a connection with each other among existing literature is hard to find.

With this in mind, in this study, it is intended to study the influence of authentic leadership in a company and its organizational justice factors on trust and self-efficacy and how trust factors and self-efficacy may affect job behavior.

The studies on authentic leadership of superior officers in a company and organizational justice so far have emphasized the importance of authentic leadership. As a result, many such studies were focused on topics like trust in superior officers, job performance, and organizational engagement[9-12]. Or, many other studies also ended up with conclusions that the organizational justice can affect civic behaviors in an organization and organizational effectiveness[13-14]. But, studies with a view that authentic leadership is directly connected with organizational justice are scarce to find[15-17].

The current study is different from the previous ones as; First, it is very important to examine the characteristics of a company organization, authentic leadership of the superior officer, and characteristics of the organizational justice factors. Second, a study using an approach where the authentic leadership factors of superior officers of a company and the organizational justice factors affect the job behavior of the members through self-efficacy of the individuals and trust among each other should be viewed in a perspective of coaching psychology.

With this in mind, it is intended here to perform an empirical study on the causal relationships between the authentic leadership of the superior officers of a company plus organizational justice factors and the factors that affect trust, self-efficacy, and job behavior. To be more specific, it is intended here to present a causal relationship on the factors that affect job behavior of the members of the company, with these factors being influenced by the authentic leadership of the superior officers and organizational justice factors. With this, it is intended to maximize the potential of the members of the company while making the organization more flexible, so that these companies can create more values and higher performance in rapidly changing internal and external environments.

II. Theoretical Background

2.1 Authentic Leadership

Inhan Yoon and Yeongchol Chang[18] defined authentic leadership as a pattern of leaders'

behavior, in which a leader makes decisions based on the authentic criteria that is internalized in him/her, expresses his/her opinions in a candid manner, listens to others, and acts based on moral values. Such authentic activities of a leader may have a direct effect on making a subordinate an authentic individual.

An authentic leader uses his self-awareness to clearly understand his/her own value, identity, emotions, motivations, and goals and willingly receives the feedback from a subordinate to wield influence upon them. Also, the leader shows his/her convictions and consistency in his/her actions to reduce the gaps between his/her current self and future self in self-regulation. Based on this, they make moral decisions based on what they believe to be right and guides the decision-making process of his/her subordinates.

Authentic leadership can be understood as the influence of a leader who secures a high level of trust in the relationship with others and communicates positive values across the organization. According to a study Yeji Jeong et al[19], the members of an organization may secure energy, passion, joy and other positive feelings as well as resilience, hope, optimism, and a sense of efficacy through the authentic behaviors and attitudes of a leader, which will eventually make the entire organization a more positive one.

The elements of authentic leadership include a high level of self-awareness, moral perspectives that are internalized, balanced information processing, and transparency in relationships. An Authentic leadership is defined as a behavioral pattern of a leader who promotes positive psychological

acceptance and a positive atmosphere of morality to facilitate such elements[20].

2.2 Justice Theory

Adams defined the concept of justice as to be the "perceived level of appropriateness of the ratio of the input into the work performed and the outcome received from others in return." According to a study by Yeji Jeong and Gyehoon Hong[21], organizational justice is the perception of the members of a group that they are being treated fairly or distribution of various forms takes place based on the criteria in a fair manner. For a further clarification, Korean dictionary defines justice (공정성 [gong-jeong-sung]) as to be the righteous and unbiased principle that is in line with the truth,' which may also be explained by the definitions of righteousness or equity/fairness in the English dictionary.

The origin of the concept of organizational justice can be found in the study by Homans[22]. According to him, any individual in a society form an exchange relationship with someone else. And, he argued that one would feel the justice first handedly when he/she is rewarded by an output that corresponds to the input. The first study on justice began with the distributive justice for the outcome of the rewards. And, the scope of such studies expanded gradually to include procedural justice and justice in interactions. Also, in order to ensure that the contractual relationship between an organization and its members is maintained, it is a premise that efforts are made in order to fulfill the economic and psychological contracts. Especially, for the members, it is required that the rewards

from the organization keep satisfying his/her expectations. Of course, this satisfaction does not mean just being paid with a lot of money. It is primarily based on and closely related to the concept of justice[23].

One of the characteristics of the fairness theory is the procedural fairness. This is defined as the rationality in decision making processes, accessibility to decision making, and prompt and flexible decision-making. It is recognized as whether the opinion of an individual is well reflected in the process to determine the amount of the rewards he/she is to get. The second is fairness in interactions. This refers to the quality of communications, such as the quality of the explanation, attitude, honesty, commitment, and empathy. The third is the distributive justice. This can be interpreted as the distribution based on merits and contributions, equality in distribution of the rewards, as well as receiving an amount of reward that can meet the basic needs of the individual, regardless of the amount of contribution.

2.3 Trust

In dictionary, trust is defined as "confidence in truthfulness of a statement or characteristics or attributes of a certain object or person or reliance thereupon"[24]. Lypnack and Stamps[25] defined trust as a mindset of relying on others. And, in the field of organizational behavior, trust is being studied in various levels from the inter-personal level to the inter-organizational level. The organizational trust means the trust or confidence in honesty or justice of an organization.

Geonmo yang and Guihee Bae[26] called the trust of the members of an organization on the organization and its management as the organizational trust, and further specified this concept as "willingness to accept vulnerability based on the expectation that the organization would act to satisfy the expectations of the members regardless of the ability to monitor or control the organization."

The trust of members is established as they perform the tasks for the organization gets stronger in time. Through this process, the members of an organization show a stronger belief in the organization. And, it is possible that, for the organization, the relationship with the employees in the long term can be maintained. That is, trust means that there is a strong belief in the object of trust, while trust itself stands for, implicitly, the relationship between the trusting and the trusted[27].

Hyunggoo Moon et al[28] presented three perspectives on the concept of trust. The first of them is the perspective of a character that is conceptualized as the tendency of an individual who trusts the counterpart. The second perspective is the behavioral perspective, where an individual may demonstrate his/her trust in his/her action, so that the counterpart may trust him/her back. The third perspective is the psychological perspective, which is based on the positive expectations on the behaviors and attributes of the counterpart, so that the trusting party takes risks in the face of uncertainty as he/she decided to give it a shot and play along.

2.4 Self-Efficacy

Bandura[29] defined self-efficacy as a structural concept originating from the social learning theory. According to him, self-efficacy refers to the perceived capabilities or belier in oneself on how well the individual may utilize or perform the motivation needed to carry out certain activities in a given situation, cognitive resources, and procedures for such an activity. Also, there were others gave a different definition of self-efficacy, as a combined concept including not only a self-evaluation on one's abilities but also the motivation to take actions[30].

Self-efficacy refers to the strong belief in one's own capability to organize and execute a series of activities to achieve a certain goal. It is defined as self-confidence which is specific to a certain situation[31]. Moonjung Kang and Youngsoo Park [32] define self-efficacy as the recognized level of self-confidence to perform certain actions and the most important self-recognition that could affect the execution of an action.

The concept of self refers to the reinforcement from the environment and the self-awareness formed as one experiences the evaluations given by others. It has been recognized as a generality, rather than a specialty and tends to be more multi-dimensional. Compared to the self-concept, self-efficacy is more about 'whether I can pull it off or not'[33]. With regard to a certain task in a certain domain, like the self-concept on a certain task and the self-awareness, self-efficacy means one's belief in one's own abilities and helps the individual to stay focused on the task. Therefore, self-efficacy can be

viewed as an important mediating factor for all kind of achievement behaviors[34].

Self-efficacy has three different dimensions, which are degree, strength, and generality. The degree means the different level of sense of efficacy based on the difficulty level of the task, while the dimension is about how far the sense of efficacy can be maintained in the face of a hardship. The generality dimension refers to the changes in generality of the efficacy based on the spill-over effect of the past completion experience[35].

2.5 Job Behavior

Judge & Kammeyer-Mueller[36] defined job behavior as a subtype of attitude which represents the psychological tendencies such as feelings, trust, or attachment that is evaluated for the jobs. A job is a means to concretely realize the goals of an organization, and job behavior is a valid index to represent the effectiveness of the organization. Job satisfaction is one of the commonly used psychological outcomes that represent job beahavior. The reactions of an individual depend on how he/she interprets the situation. This affects the process in which the individual invests his/her efforts to realize what the job requires. For this reason, job behavior is an element that is required to meet to goals of the organization but not learned, instead of being inherent. Therefore, it is an important element in estimating the performance of an organization as well as integrating the desire of an individual and the goals of an organization [37].

A job is a task or responsibility that is given to a specific title or occupation, while the attitude is a physical or mental state or attitude. A good job behavior from a member of an organization can be expected to have a positive effect on efficiency and good of the organization as well as the individual. However, non-cooperative job behaviors from the members of the organization may result in compromised performances, low-functioning, increased turn-over, distrust among workers, and other negative outcomes. Therefore, it could be said that job behavior is one of the fundament variable that can boost the performance of an organization. The elements of job behavior include job engagement, job satisfaction, and others that originate from the job itself and those from the organization, such as the reward, support from the company, and organizational engagement[38].

III. Study Model and Hypotheses

3.1 Study Model

In this study, it is intended to empirically examine the influence of authentic leadership and justice factors on job behavior through trust and self-efficacy, with a view to provide a more efficient and effective strategy for the development of companies. The detailed study model is as shown in Fig. 1.

3.2 Research Hypothesis

3.2.1 The Factors of Authentic Leadership and Trust

In this study, four factors of authentic leadership,
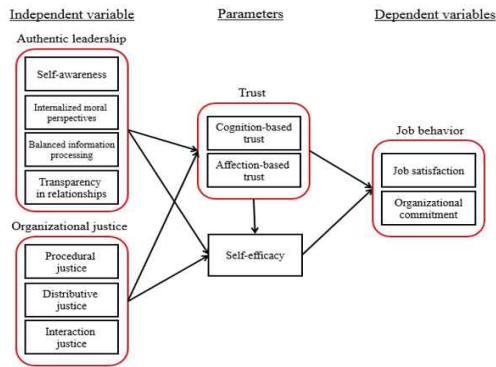
<Fig 1> Research Model

which were, respectively, self-awareness, internalized moral perspectives, balanced information processing, and transparency in relationships. Also, it was attempted to examine the influence of these influential factors upon trust factors.

Hyegang Moon et al[41] showed in their study, where it was recognized that the positive effect of authentic leadership were trust in superior officers, concentration in works, job satisfaction, organizational commitment, and organizational citizenship behaviors, that trust in superiors fully mediated the relationship between authentic leadership and their resultant variables.

Based the discussions above, the hypotheses on the influence of the authentic leadership factors of a company in trust factors are as follows;

Hypothesis 1: The authentic leadership of superior officers would have a significant influence on trust.

3.2.2 Authentic Leadership Factors and Self-efficacy

In this study, the authentic leadership of superior officers was suggested as the influential factor on self-efficacy of the members of the organization, and, here, the author presents a hypothesis that these factors would affect self-efficacy in a significant manner.

Woojae Choi and Hadong Song[42] showed that, in their study on the influence of authentic leadership on the effectiveness of a military organization that the self-efficacy of subordinates mediated the influence of authentic leadership on individual-level efficacy (combat morale and organizational citizenship behavior).

Based on the discussions above, the hypothesis in which the authentic leadership factors of superior officers of a company upon self-efficacy is as follows;

Hypothesis 2: The authentic leadership of superior officers would have a significant influence on self-efficacy.

3.2.3 The Factors of Organizational Justice and Trust

In this study, four factors of authentic leadership, which were, respectively, self-awareness, internalized moral perspectives, balanced information processing, and transparency in relationships. Also, it was attempted to examine the influence of these influential factors upon trust factors.

Gwanghyun Han[43] showed in his study on the relationship between organizational justice, trust, and non-productive task behaviors that all

organizational justice variables, that is, distributive, procedural, and interactive justice had an influence on the non-productive task behaviors and trust in superior officers and the organization. Jinwon Lee et al[44] showed that, in his study on the relationship between the organizational justice perceived by teachers and trust, there is a positive correlation between the level of organizational justice perceived by the teachers and the awareness on trust. Sookhyung Cho et al[45] showed, in their study on the influence of organizational justice factors on trust and project performances in an IT PMO organization, that justice in distribution, interaction, and procedure had a significant relationship with trust in the organization, which in turn affected project outcomes in a significant manner.

Based on the discussions above, the hypothesis presented here in which it is expected that organizational justice factors would affect the trust factors significantly is as follows;

Hypothesis 3: Organizational justice would have a significant influence on trust.

3.2.4 Organizational Justice Factors and Self-efficacy

In this study, the organizational justice factors were suggested as the influential factor on self-efficacy of the members of the organization, and, here, the author presents a hypothesis that these factors would affect self-efficacy in a significant manner, as follows;

Lee, Dong-Su[46] conducted a study on the influence of the awareness on justice among the workers in social welfare facilities on their job

behavior. In this study, he showed that the awareness on justice among the workers, such as distributive justice, procedural justice, and justice in interactions had a partial influence on self-efficacy, organizational commitment, and job satisfaction. Jongsik Yoo et al[47] showed that, in their study on the relationships between justice in a hotel organization, job exclusivity, self-efficacy, organizational citizenship behaviors, and turn-over intent, the distributive justice in a hotel organization affected job exclusivity in a positive manner, while job exclusivity increased self-efficacy, which was an active behavioral factor. Sangkai[48], in his study on the influence of organizational justice in Chinese companies on organizational commitment of the members, showed that self-efficacy fully mediated the relationship between organizational justice and job commitment.

Based on the discussions mentioned above, the hypothesis in which the organizational justice is expected to affect self-efficacy significantly is as follows;

Hypothesis 4: Organizational justice would affect self-efficacy in a significant manner.

3.2.5 Trust Factors and Self-efficacy

In this study, two factors that can affect trust are presented, namely cognition-based trust and affection-based trust. And, it was attempted to find out how these factors affected self-efficacy.

Youngsik Kim and Bongheon Gwon[49], in their study on the relationship between organizational trust of hotel employees, their positive psychological capital, and job passion, verified the

relationship between organizational trust and positive psychological capita. As a result, organizational trust had a significant and positive influence, in the order of hope, optimism, self-efficacy, and self-elasticity. Sungil Kim[50], in his study on the relationship between the trust among the middle school students who participated in a school sports club supervised by a PA teacher in the PA teacher, academic self-efficacy, and learning attitudes, showed that the trust in the teacher had a positive and significant influence on the academic self-efficacy and learning attitude. Youngshin Park and Euicheol Kim[51], in their study on the influence of social support from a spouse, trust in children, and self-efficacy on the family life satisfaction of adults, showed that trust in their children had a significant influence on self-efficacy.

Based on the discussions mentioned above, the hypothesis of this study, in which the trust factor would affect self-efficacy, is as follows;

Hypothesis 5: Trust would affect self-efficacy in a significant manner.

3.2.6 Trust Factors and Job Behavior Factors

In this study, the influential factor on job behavior of the members of a company was the trust factor, and a hypothesis that such a factor would affect the job behavior factor in a positive manner is suggested as follows;

Inseok Lee and Mookyung Jeon[52], in their study on the influence of the perceived level of trust among surviving employees after a corporate

work-out on trust, showed that trust in the organization, superior officers, and peers had a positive relationship with organizational commitment, while trust in superior officers and peers had a positive relationship with job satisfaction. Soojin Jeon and Inja Kim[53], in their study on the influence of trust in superior officers and the organization upon job behavior, showed that the trust in the organization could affect organizational commitment and job satisfaction. Hyuchang Lim[54], in his study on the influence of family conflicts, trust in leaders, and emotional labor upon job behavior, showed that the trust in leaders among workers in stock brokerage business had a positive influence in both organizational commitment and job satisfaction.

Based on the discussions above, the hypothesis of this study in which the trust factors would affect the job behavior in a positive manner is as follows;

Hypothesis 6: Trust would affect job behavior in a positive manner.

3.2.7 Self-efficacy and Job Behavior Factors

In this study, the hypothesis that self-efficacy would affect the two factors of job behavior, namely job satisfaction and organizational commitment, is presented as follows;

Inho Bae et al[55] showed that, in their study on the influence of working environment of school catering workers and their self-efficacy on their job behavior, the optimal working environment and high self-efficacy were factors that improved job behavior (job satisfaction and organizational

<Table 1> Operational Definitions and Measurement Items

Variables	Operational definitions	Existing studies
Self-awareness	Indication of knowing one's own strength and weakness	Tondock[58]
Internalized moral perspectives	Analyzing all related data in an objective manner before making a decision	Kernis[59]
Balanced information processing	Internalized and integrated self-regulation	Zhu et al.[60]
Transparency in relationships	Minimization of display of inappropriate emotions while expressing candid opinions and feelings on other people and information, presenting one's true self in order to share information	Gardner et al.[61]
Procedural justice	Related to the processes and methods for rewarding, while being related to the level of fairness in the rewarding process as perceived by the workers of the company	Alexander and Ruderman[62]
Distributive justice	Perceived level of justice regarding the distribution of outputs, such as wage, promotion, and recognition within the organization, which are finally issued through a decision making process	Rutte and Messick[63]
Cognition-based trust	Trust based on cognitive and rational foundations where it is decided whether or not to believe a certain object based on knowledge of information regarding the target of the trust.	McAllster[64]
Affection-based trust	A type of trust that is formed based on an affectionate relationship which is founded upon consideration to others and positive emotions. It is an emotional approach to the target of trust.	McAllster[64]
Self-efficacy	Personal belief in the capability to perform a job and the level of skills, as well as the fact that I can perform my responsibilities as expected.	Sherer and Adams[65]
Job satisfaction	A passionate and positive emotional state on the overall job experience.	Williams and Anderson[66]
Organizational commitment	An emotional sense of belonging on the organization held by the members, including the bond and sense of being one.	Mowday et al.[67]; Meyer and Allen[68]

commitment). Yonghyun Cho and Gyunggeun Lee [56] showed that, in their study on the influence of the behaviors of superior officers to save their faces on the self-efficacy and job behavior of the subordinates, self-efficacy had a positive and significant influence on job commitment and job endeavors. Huimoon Rah[57], in his study on the influence of self-efficacy on job behavior and productivity, showed that self-efficacy had a statistically significant influence on job satisfaction, organizational commitment, and productivity.

Based on the discussions introduced above, the hypothesis where self-efficacy is expected to affect job behavior in a significant manner is as follows;

Hypothesis 7: Self-efficacy would affect job behavior in a significant manner.

IV. Main Survey

4.1 Main Survey Method

The survey in this study took place over a 90-day period from December 1, 2017 to February 28, 2018 and was conducted with the employees of companies

with at least 50 employees or more. To gain the study data, the researchers visited the companies in person or used an online questionnaire, in order to gather the sample data with a randomized and arbitrary sampling method. A total of 500 questionnaires were distributed, and, 372 of them were retrieved and accepted as valid samples due to integrity and relevance of the answers.

4.2 Operational Definitions of Variables and Measurement

In this study, conceptual definitions were made on the factors that affected the job behavior of workers based on previous studies, and the measurement items were adjusted in order to form the study items. <Table 1> summarize these conceptual definitions of study variables and the measurement items. The independent variables of this study were defined as the influential factors of authentic leadership among superior officers, which were self-awareness, internalized moral perspectives, balanced information processing, procedural justice, and interaction justice. The parameters were the trust factors of cognition-based trust and self-efficacy, while the dependent variables were the job behavior factors of job satisfaction and organizational commitment.

V. Study Results

5.1 Demographics of the Samples

Table 2 shows the distribution of gender, age,

<Table 2> Demographics of the Samples

Category	Item	Frequency (N=319)	Ratio (%)
Gender	Male	318	85.25
	Female	54	14.48
Age	20s	46	12.33
	30s	133	35.66
	40s	150	40.21
	50s	43	11.53
	60s and older	0	0
Education	High school graduate	11	2.95
	two-year college	28	7.51
	four-year university	219	58.71
	Graduate school or higher	114	30.56
Average income (10,000 won)	100 ~ less than 200	15	4.02
	200 ~ less than 300	78	20.91
	300 ~ less than 400	80	21.45
	400 ~ less than 500	74	19.84
	5 million won or higher	125	33.51
Years of service	1 to 3 years	93	24.93
	4 to 6 years	54	14.48
	7 to 9 years	60	16.09
	10 years and up	165	44.24
Title	Staff	52	13.94
	Assistant manager	64	17.16
	Manager	67	17.96
	Deputy General Manager	54	14.48
	General Manager	105	28.15
	Executive Officers and higher	30	8.04
Total		372	100

and the interviewees' characteristics in the purpose of learning in 372 samples used for the analysis. The distributions of samples in terms of gender, age, education, average monthly income, years in services, and pay grades are as follows;

As for the gender distribution, 318 were male (85.25%), and 54 female (14.48%). As for the age distributions, 46 were in their 20s (12.33%), 133 in

<Table 4> The Loading Values of The Final Demographic Variables and The Crossed Factors Loading Values

	Authentic leadership	Organizational Justice	job behavior	self-efficacy	trust
auth1	*0.7785*	0.6441	0.4655	0.3269	0.6921
auth10	*0.7581*	0.6049	0.3716	0.2735	0.6873
auth11	*0.8212*	0.6809	0.3805	0.2717	0.7356
auth12	*0.8017*	0.6569	0.3168	0.2437	0.7180
auth13	*0.8053*	0.6807	0.3711	0.2533	0.7053
auth14	*0.7960*	0.6831	0.3805	0.3084	0.7291
auth15	*0.7935*	0.6766	0.3501	0.2256	0.7452
auth16	*0.7493*	0.6277	0.3460	0.1834	0.6688
auth2	*0.8393*	0.6823	0.3942	0.2680	0.7231
auth3	*0.7919*	0.6588	0.4383	0.2955	0.6762
auth4	*0.6931*	0.5651	0.3834	0.2918	0.6013
auth5	*0.7652*	0.6329	0.4115	0.2635	0.6735
auth6	*0.7997*	0.6799	0.4416	0.2874	0.7127
auth7	*0.7728*	0.6862	0.4238	0.2809	0.6597
auth8	*0.5553*	0.5079	0.3613	0.3011	0.4504
auth9	*0.7818*	0.6390	0.3141	0.1859	0.6441
orga1	0.6746	*0.7697*	0.4654	0.2734	0.6472
orga10	0.5633	*0.7904*	0.5247	0.2975	0.5439
orga11	0.5469	*0.7983*	0.5465	0.2966	0.5330
orga12	0.7527	*0.8092*	0.5021	0.3295	0.7534
orga13	0.7506	*0.8322*	0.4799	0.3228	0.7652
orga14	0.7474	*0.7903*	0.5022	0.3296	0.8029
orga15	0.7740	*0.7968*	0.4238	0.3017	0.7646
orga16	0.7354	*0.7742*	0.4618	0.2982	0.7750
orga2	0.6256	*0.7387*	0.4477	0.2398	0.6181
orga3	0.5519	*0.6777*	0.4570	0.3236	0.5267
orga4	0.7304	*0.7915*	0.4626	0.3303	0.7023
orga5	0.6628	*0.8066*	0.5453	0.3122	0.6312
orga6	0.5625	*0.8111*	0.5247	0.2482	0.5364
orga7	0.5578	*0.7890*	0.5159	0.2562	0.5133
orga8	0.5420	*0.7818*	0.5348	0.2706	0.5054
orga9	0.5648	*0.8198*	0.5515	0.3168	0.5445
atti1	0.4541	0.5115	*0.8185*	0.4966	0.4438
atti10	0.3189	0.4541	*0.7770*	0.5488	0.3961
atti11	0.4621	0.5800	*0.6740*	0.3597	0.5030
atti12	0.3540	0.4774	*0.7466*	0.4530	0.3662
atti13	0.3532	0.5297	*0.7270*	0.3914	0.4049
atti2	0.4555	0.5031	*0.7992*	0.5178	0.4492
atti3	0.3726	0.4238	*0.7617*	0.5286	0.3762
atti4	0.3509	0.4403	*0.7413*	0.4806	0.3671
atti5	0.3993	0.5014	*0.7810*	0.3965	0.4390
atti6	0.4266	0.5152	*0.8063*	0.3902	0.4688
atti7	0.3450	0.4580	*0.8155*	0.4871	0.3747
atti8	0.3246	0.4033	*0.7956*	0.4759	0.3635
atti9	0.3824	0.5146	*0.7989*	0.4827	0.4575
effi1	0.2443	0.2484	0.3999	*0.7247*	0.2506
effi11	0.2471	0.2695	0.4367	*0.7791*	0.2616
effi2	0.2539	0.2438	0.3666	*0.7194*	0.2612
effi4	0.2035	0.1914	0.3872	*0.7519*	0.1854
effi6	0.2851	0.3345	0.5599	*0.7600*	0.2765
effi7	0.2360	0.2693	0.4914	*0.7417*	0.2073
effi8	0.2879	0.3248	0.4196	*0.7207*	0.2913
effi9	0.2489	0.3148	0.4143	*0.6706*	0.2635
trus1	0.7490	0.6680	0.4205	0.2601	*0.8417*
trus10	0.7743	0.7566	0.4786	0.2903	*0.8881*
trus11	0.7096	0.7129	0.4801	0.2924	*0.8419*
trus2	0.7481	0.6945	0.4674	0.3140	*0.8617*
trus3	0.7704	0.7022	0.4391	0.3082	*0.8517*
trus4	0.7822	0.7134	0.4554	0.3006	*0.8715*
trus5	0.8136	0.7260	0.4489	0.2861	*0.8998*
trus6	0.8054	0.7011	0.4461	0.2929	*0.8516*
trus7	0.7227	0.6920	0.4532	0.2877	*0.8388*
trus8	0.7015	0.7271	0.4923	0.2993	*0.8192*
trus9	0.6783	0.6494	0.4672	0.2758	*0.8049*
trust		0.9622	0.9627	0.9669	0.7264

30s (35.66%), 150 in 40s (40.21%), and 0 in 60s or older, showing that the largest age group was 40s. As for the education level, 11 had a high school diploma (2.95%), while 28 graduated from a two-year college (7.51%). 219 had a university diploma (58.71%), while 114 (30.56%) were of graduate school or higher levels, with the largest group being those with a university diploma. As for the monthly income, 15 were making 1 million won to 2 million won(4.02%), 78 (20.91%) making 2 million won to 3 million won, 80 (21.45%) 3 million won to 4 million won, 74 (19.84%) from 4 million won to 5 million won, and 125 (33.51%) making 5 million won or more, showing that the group of 3 million won to 4 million won was the largest. As for the years in service, 93 served for 1 to 3 years (24.93%), 54 4 to 6 years (14.48%), 60 7 to 9 years (16.09%), and 165 10 years or longer (44.24%), with the largest group being '10 years or longer'. As for the paygrade, 52 were staffs (13.94%), 64 assistant managers (17.16%), 67 managers (17.96%), 105 deputy general managers (28.15%) 105 general managers (28.15%), and 30 executives or higher-grade officers, with the deputy general managers group the biggest.

5.2 PLS Structural Equation Model

In this study, the reliability and validity of the measurement tools for the variables used were verified. For this, PLS Graph version 3.0, which is a tool for confirmatory factor analysis, was used. PLS is similar to LISREL, as it is capable of analyzing the structural model and the measurement model at the same time. But, it also has some differences.

The basic operation method of PLS for structural equation is similar to that of a covariance-based model. But, there are material differences in the way they develop, measure, and interpret the suggested models. The PLS is capable of analyzing quantitative data (interval scale, proportional scale) and qualitative scale (nominal scale, hierarchical scale) alike. The covariance structural equation model is better suited for analyzing quantitative data (interval scale, proportional scale) as the variables that consist independent variables and dependent variables.

5.3 Measurement Model

The researchers calculated Composite Scale Reliability Index (CSRI) which is similar to Cronbach's Alpha in order to verify the reliability. If the CSRI value is 0.7 or higher, it is believed that the measurement of the variable is internally consistent[69].

As shown in <Table 3>, the comprehensive factor reliability index was 0.8 or higher, while AVE was 0.5 or higher. Therefore, the items of measurements in this study can be regarded reliable.

In this study, the convergent validity and the discriminant validity were examined, in order to examine the conceptual validity of the measurement items of variables included in this study. For this, the loadings of the crossed factors with other variables of different values that those of the factor loadings with the related variables of each measurement item were calculated and summarized in Table 4.

As Table 4 shows, the factor loadings are all 0.6

<Table 5> Correlation Coefficients

Note) *Square Root of the AVE

	Authentic leadership	Organizational Justice	job behavior	self-efficacy	trust
Authentic leadership	0.7716				
Organizational Justice	0.8370	0.7869			
office attitude	0.4979	0.6271	0.7735		
self-efficacy	0.3444	0.3800	0.6011	0.7342	
trust	0.8814	8265	0.5384	0.3423	0.8523

or higher in each variable for the measurement item, which means convergent validity[69].

For determining discriminant validity, Average Variance Extracted (AVE) suggested by Fornell & Larcker[69] was used. The values with asterisks in Table 5 are the square roots of AVEs, and the values in the remaining arrays are the coefficients of each variable. To have discriminant validity, the square root of the AVE should be at least 0.7, and this value should be higher than the coefficient of other variables.

All the items used in this study had AVE square roots that were higher than 0.7. And, the coefficients between the remaining variables were smaller than the AVE square roots, which satisfies the validity criteria. Based on the above mentioned results, it could be considered that the measurement items used in this study are valid[69].

Based on the results of the structural model analysis, the validity of the measurement items and their reliability were verified. Under this structural model, validity verifications for the paths between variables were verified to verify the hypotheses. The results of the path analyses and verification of the hypotheses were as shown in Table 6.

The results of the path analyses and verification

results of hypotheses show that, first, the authentic leadership of superior officers of a company had a significant influence on trust (Hypothesis 1). Second, authentic leadership of superior officers did not have a significant influence on self-efficacy (Hypothesis 2). Third, Organizational justice did have a significant influence on trust (Hypothesis 3). Fourth, organizational justice did have a significant influence on self-efficacy (Hypothesis 4). Fifth, trust in a company did not have a significant influence on self-efficacy (Hypothesis 5). Sixth, the influence of trust in the company upon job behavior was significant (Hypothesis 6). Seventh, self-efficacy in a company had a significant influence on job behavior (Hypothesis 7).

<Table 7> The result of analysis on variables is as follows; While Transparency in Relationships showed a positive effect on Cognition-based Trust and Affection-based Trust, it did not show a positive effect on Self-Efficacy. Balanced Information Processing showed a positive effect on Cognition-based Trust and Affection-based Trust, but it did not on Self-efficacy.

Internalized Moral Perspectives showed a positive effect on Cognition-based Trust, but it did not show a positive effect either on Affection-based

<Table 6> Path Factor

*Valid at ρ<0.05. The rest are ρ<0.01.

	Original Sample(O)	T Statistics (|O/STDEV|)	P Values	Verification
Authentic leadership → trust	0.6334	12.7125	0.0000	Valid
Authentic leadership → self-efficacy	0.0507	0.4322	0.6658	Dismissed
Organizational Justice → trust	0.2963	5.5997	0.0000	Valid
Organizational Justice → self-efficacy	0.2891	2.6369	0.0086	Valid
trust → self-efficacy	0.0587	0.4956	0.6204	Dismissed
trust → job behavior	0.3768	6.5159	0.0000	Valid
self-efficacy → job behavior	0.4722	7.7871	0.0000	Valid

Trust or Self-efficacy. Distributive Justice did not show a positive effect on any of the following: Cognition-based Trust, Affection-based Trust and Self-efficacy. While Interaction Justice showed a positive effect on Cognition-based Trust and Affection-based Trust, it did not show a positive effect on Self-efficacy. Cognition-based Trust showed a positive effect on Job satisfaction, but it did not show a positive effect on both Self-efficacy and Organizational commitment. Self-efficacy showed a positive effect on Organizational Commitment. Self-awareness did not show a positive effect on any of the following: Cognition-based Trust, Affection-based Trust and Self-efficacy. While Procedural Justice showed a positive effect on Cognition-based Trust, it did not show a positive effect either on Affection-based trust or Self-efficacy. Affection-based Trust showed a positive effect on Organizational Commitment and Job Saatisfaction, while it did not on Self-efficacy.

VI. CONCLUSION AND SUGGESTIONS

It is intended here to perform an empirical study on the influence of the authentic leadership of the superior officers of a company and organizational justice factors on trust and self-efficacy, as well as job behavior. The result of this study was as follows; First, the authentic leadership of a superior officer in an organization did not affect self-efficacy, while it affected the trust. This indicates that the workers would trust their superior officers when they treat the workers with morality and ethics. And, it can be said that the workers will work with peace of mind when they can trust their superior officers. However, it seems that self-efficacy is more dependent on one's own efforts rather than the support from the superiors, as it is more about the sense of achievement, even if the bosses run the company with morality and ethics.

Therefore, in order for a company to boost self-efficacy among its workers, it would be necessary to provide supports to help them enhance their self-confidence by upgrading their abilities to adapt to the works and environment, rather than the trust in their superior officers or authentic leadership of the superior officers. Second, the

<Table 7> The result of analysis on variables

	Original Sample(O)	T Statistics (|O/STDEV|)	P Values	Verification
Transparency in relationships → Cognition-based trust	0.263	4.642	0.000	Valid
Transparency in relationships → Self-efficacy	-0.143	1.453	0.147	Dismissed
Transparency in relationships → Affection-based trust	0.141	2.323	0.021	Valid
Balanced information processing → Cognition-based trust	0.156	2.624	0.009	Valid
Balanced information processing → Self-efficacy	-0.079	0.805	0.421	Dismissed
Balanced information processing → Affection-based trust	0.107	2.232	0.026	Valid
Internalized moral perspectives → Cognition-based trust	0.187	3.261	0.001	Valid
Internalized moral perspectives → Self-efficacy	0.074	0.792	0.429	Dismissed
Internalized moral perspectives → Affection-based trust	0.068	1.419	0.156	Dismissed
Distributive justice → Cognition-based trust	0.047	0.780	0.436	Dismissed
Distributive justice → Self-efficacy	0.145	1.478	0.140	Dismissed
Distributive justice → Affection-based trust	0.035	0.657	0.511	Dismissed
Interaction justice → Cognition-based trust	0.405	5.703	0.000	Valid
Interaction justice → Self-efficacy	0.154	1.155	0.249	Dismissed
Interaction justice → Affection-based trust	0.547	8.742	0.000	Valid
Cognition-based trust → Self-efficacy	0.066	0.572	0.568	Dismissed
Cognition-based trust → Organizational commitment	0.015	0.196	0.845	Dismissed
Cognition-based trust → Job satisfaction	0.176	2.175	0.030	Valid
Self-efficacy → Organizational commitment	0.451	7.973	0.000	Valid
Self-awareness → Cognition-based trust	0.004	0.060	0.952	Dismissed
Self-awareness → Self-efficacy	0.155	1.432	0.153	Dismissed
Self-awareness → Affection-based trust	0.109	1.780	0.076	Dismissed
Procedural justice → Cognition-based trust	-0.135	2.937	0.003	Valid
Procedural justice → Self-efficacy	0.043	0.530	0.596	Dismissed
Procedural justice → Affection-based trust	-0.068	1.613	0.107	Dismissed
Cognition-based trust → Self-efficacy	0.011	0.097	0.923	Dismissed
Cognition-based trust → Organizational commitment	0.356	5.028	0.000	Valid
Cognition-based trust → Job satisfaction	0.359	4.374	0.000	Valid

organizational justice of a company affected self-efficacy and trust in a positive manner. This means that the company guarantees fair treatment and rewards to the members. To be more specific, fair treatments and rewards from the company will encourage royalty and confidence. Also, as the

superior officers and subordinates communicate openly and work together in an organization, it would be easier to communicate rather than to instruct or order a subordinate. Therefore, a company organization is recommended to establish a system that can help the workers feel that there is a clear criteria for rewards, they are being treated equality, and they can be rewarded fairly when they work heard in every step of the way, through a system within the organization. Third, the self-efficacy of the workers turned out to affect the job behavior in a positive manner. This means that, when the work is done and the result is at hand, the workers feel more confident and proud of themselves. If so, it would be that they are satisfied with their work and regard their works as to be valuable. Therefore, companies should provide training and working environments to help the workers feel more confident, and this will enhance their satisfaction, royalty and job behavior, which will eventually enhance the performance of the company. Fourth, the trust of the company affected self-efficacy and job behavior in a positive manner. This means that they identify themselves as a part of the company. Their future direction is also identified with that of the company. Also, their perceived level of trust in the company is of a high level, and when this happens, they have a positive feeling and perform better for the company. For this reason, it is important for a company that the superior officers are not opportunists but someone they can trust and that they can be rewarded for their hard work, so that they may feel more confident in their work, which will affect job satisfaction and organizational commitment in a

positive manner.

The academic and practical implications of this study are as follows; First, as for the academic implications, this study is differentiated from the existing ones as this study considered the authentic leadership factors of the superior officers and the factors of organizational justice at the same time. Second, the practical implication of this study is that the survey in this study covered members of companies in different sizes, such as an SMB with more than 50 employees and corporations, as well as public agencies. And, with this study, it was possible to identify the factors that could affect the job behavior of the members in a significant manner, so that it became possible for organizations to improve the job behaviors of the members in a more positive and active manner, which, in turn, could now be suggested to companies and other organizations as one of the methods that could affect the performance of such organizations in a significant manner. As shown in the study result above, the authentic leadership of superior officers affect the trust, and organizational justice affect self-efficacy and trust in a positive manner. And, the self-efficacy of staffs affect the job behavior positively, while trust affects self-efficacy and job behavior. So, these findings have practical implications on training, evaluation, and corporation culture for the future in a company.

The limitations of this study include that, firstly, the samples are not collected from various departments of a company. As different departments may have different environments and levels, it limits this study's ability to confirm the authentic leadership and organizational justice of

the entirecompany without sampling all the departments there are. Second, Overall, the correlation was higher than the AVE value. This could be interpreted as a need to reconstruct the questionnaire, although the questionnaire was structured based on prior research. In future studies, it is important to separate the survey questions independently by separating each variable. Third, there were no comparative analyses conducted in this study with different samples. It would be meaningful to compare with public agencies or companies of other countries, which could be a good topic for future studies.

Future studies free of the limitations above would be necessary. First, samples could be collected from different departments to compare the superior officers' authentic leadership and trust theory to find out the characteristics of the departments. Second, while this study included some workers in public organizations, the number of samples from private companies was overwhelming in this study, which resulted in an emphasis in such companies. Therefore, more samples could be collected from public agencies in the future to compare authentic leadership or trust theories, which could be of importance. Third, in consideration of some of the hypotheses that were dismissed, as authentic leadership turned out to have no influence on self-efficacy and trust did not affect self-efficacy significantly, further studies are mandated to present a method to enhance self-efficacy of the workers, which will have a significant implication for companies or other organizations[70,71].

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