

The Effect of Field Managers' Authentic Leadership on Foreign Workers' Trust, Work Engagement, and Turnover Intention -Focusing on Filipino Workers in South Korea-

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현장관리자의 진성리더십이 외국인 근로자의 신뢰, 직무열의, 및 이직의도에 미치는 영향 -국내기업의 필리핀 근로자를 중심으로-

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Abstract With increasing international labour in Korea, the perspective of foreign workers' maintenance and changes of origin while living and working overseas provides a new angle for leadership research. For the purpose to investigate the effect of leadership on the group of foreign workers, this study targeted Filipino workers in U and G city and explored whether authentic leadership predicts foreign workers' work engagement and retainment through the potential intervening effect of interpersonal trust. The empirical study utilized SPSS, and results proved that authentic leadership has no significant relationship to foreign Filipino workers' work engagement directly, but authentic leadership showed a negative effect on Filipino workers' turnover intention. The full mediation effect of interpersonal trust proves the value and importance of establishing trust relationships in retaining foreign workers.

Key Words : authentic leadership, work engagement, turnover intention, trust, foreign workers

요약 한국의 국제 노동력이 끊임없이 증가함에 따라 외국인 근로자의 해외 생활과 근로는 리더십 분야에 새로운 연구 시각을 제공하였다. 본 연구는 U와 G 지역에 거주하는 필리핀 국적인 외국인 근로자를 대상으로 리더십은 실제로 외국인 근로자의 상태와 태도에 영향을 미칠 수 있는지에 대해 논의하였다. 특히, 진성리더십이 외국인 근로자의 직무열의와 이직의도에 미치는 영향을 살펴보았다. 또한 신뢰를 매개로 하여 외국인 근로자의 직무열의와 이직의도에 미치는 영향을 검증하였다. 연구 결과에 따르면 진성리더십은 필리핀 국적 외국인 근로자의 직무열의와 선명한 관계를 가지고 있지 않은 반면에 외국인 근로자의 이직의도에 부(-)정적인 영향을 미치는 것으로 나타났다. 진성리더십이 외국인 근로자의 이직의도에 신뢰를 완전 매개하여 부(-)정적인 영향을 미치는 것으로 나타났다. 신뢰의 매개 작용은 리더와 부하 간의 신뢰 구축이 필요하다는 것을 보여주었다. 마지막으로 본 연구는 다양한 시각에서 연구 결과의 원인에 대해 논의하였으며, 연구의 한계점과 미래연구의 방향을 확인되었다.

주제어 : 진성리더십, 직무열의, 이직의도, 신뢰, 외국인 근로자

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1. Introduction

Under the context of globalization, human resource management cannot escape from global equipment and diversified management of the workforce from foreign countries. Finding an efficient way to solve the cultural and language gap for better retaining foreign workers has become a key theme of human resource management in this era.

With the greater economic size and outstanding growth performances, the South Korean economy has achieved stable and uninterrupted economic freedom progress. Overseas labour provides ready solutions to shortages in economic development, such as the shortage of SMEs' production. With the international migrant workers accounting for the majority of foreigners reportedly resided, the government of South Korea continues to improve its immigration policy to ensure an inclusive social environment for foreign labour workers. As Hayes (2018) mentioned, leadership focuses on the creation of a vision, the sense of direction, and the formulation of efforts and strategies to move in that direction to realize the vision [1], leadership is the critical enabler of change for many organizations, and leadership also has value in managing foreign labour forces. With the continued attention of scholars and managers, authentic leadership is popular due to corporate scandals and massive failures in industries and due to employees' fear and insecurity. Historically, South Korea retains Confucian philosophy and cultural traditions emphasize ethics and authenticity in leadership, which has a complete diversion from those in Western societies [2].

Intending to shed better light on when and how authentic leadership affects foreign workers in South Korea, this article focused on two possible consequences which link with employee retention. One is work engagement, which

assumes as the high-level predictor of the outcomes of authentic leadership on foreign workers, this research brings the issues to whether the authentic leader can promote the motivation of foreign workers, even encourage them to enjoy their work. Furthermore, turnover intention, which serves as a relatively lower predictor that if authentic leadership has a negative relationship with foreign workers' intention of resigning, this study infers that the authentic leader guards the bottom line of defence for foreign workers to quit and ensure that they will stay in their work role. Along with this, to explain the mechanism of the effect of authentic leadership in the South Korean context, since trust, as a critical relational construct, which found plays a pivotal role in fostering the effectiveness of leadership [2], this study introduced the intermediary effect of interpersonal trust.

2. Literature Review

2.1 Foreign Workers in South Korea

According to the latest report of National Statistics [3], based on de jure population as of May 2019, the number of employed foreigners was 863,000 persons in 2019, which declined by 21 thousand persons (-2.4%) from 2018. The proportion of foreign migrant workers in employment was 65.3%, a decrease of 2.7%p from 2018. As for monthly average income for the past year, the largest share of foreigners (35.0%) recorded '2 million-less than 3 million won'.

Browsing the study focusing on foreign workers in South Korea in the field of HRM and Organizational Development, scholars pointed out the urgency of adapting and managing job performance of the foreign worker [4]. Kim (2019) used the sample of foreign workers from 10 countries, investigated the work situation and their organizational performance. Results proved

that transformational leadership and the human resource management system could boost organizational performance by allowing foreign workers to adapt to the domestic situation and immerse themselves in the organization, contributing to the development and productivity of SMEs [5]. Under this view, there is still an untapped research area that can penetrate the influence of leadership on foreign workers.

2.2 Authentic Leadership

To achieve rapid industrialization and maximum benefit under the pressure of the increasing globalization, instead of emphasizing ethics, many South Korean enterprises are still forced to regard competitiveness and efficiency as the key performance indicators of development [2]. However, their organizational culture remains traditional or complex [6]. Through the rapid growth of its industrial sector, many South Korean industrial organizations employing foreign labour workers make it meaningful to explore the issue of leadership on foreign workers. Given the cultural, geographic, and linguistic differences, how these organizations deal with foreign labour is worth discussing.

Authentic leadership is a way of utilizing positive mental abilities and promoting a moral atmosphere, enabling leaders to generate more vital self-awareness, internal morality, tolerance, process information in a balanced manner, and establish transparent relationships with subordinates [7]. Authentic leaders support members discovering their true potentials and exhibiting integrity and maintained performance [8]. Through the efforts of an authentic leader, the organizations could get benefits from the continued growth of employee capabilities, even to foster the follower's authentic leadership [9].

2.3 Work Engagement

Over the past two decades, scholars have discussed work engagement on all sides. Companies are highly desired for engaged employees since the positive work performance; besides, engaged workers bring more favourable results at the individual, team, and organizational levels. Work engagement is most recognized as a positive work state with vigour, dedication, and absorption, these characteristics as three dimensions of the construct showed excellent reliability in different samples [10]. When employees are under engagement, they will express themselves through action, cognition, emotion, and spirit in work role performance [11]; they tend to perform a job with high energy, resilience, passion, and enthusiasm [8, 11]. Further, work engagement is developed as a multi-dimension construct, which is believed as a consequence owing to the support and encouragement of leaders who believe in their members' intrinsic and lays emphasis on the cultivation of members' capacities to increase organizational performance further [10].

Several principles developments in the field of HRM and OB offer the application of why and how leaders have been related to employee work engagement. As suggested by Decuyper and Schaufeli (2020), effectiveness leadership as a critical antecedent induces employee engagement through material, motivational, behavioral, cognitive, and affective pathways based on JD-R theory, self-determination theory, social learning theory, social exchange theory, and emotional contagion [12].

2.4 Turnover Intention

At the micro-level, the intention to quit could be the immediate precursor of turnover, which refers to an individual choice behavior to leaving or withdrawing from their organization permanently [13]. This undesirable construct is the consequence of inconsistency and

unharmonious between the organizations and employees, which is the antitheses of work engagement. Therefore, the possibilities and reasons that lead employees to leave the organization are always hit topics of interest to managers. Except for compensation strategy, commitment, and satisfaction [14], perceived supports, learning opportunities, and advantages of remaining [15], perceived responsibility [16] are predictors to retention.

2.5 Interpersonal Trust

Trust reflects on the exchange relationship between a trusting party and a responsible party, and the grounds of the trust stem from the reliability and integrity of the trusted party [17]. Interpersonal trust is theoretically rooted in the principles of social exchange, when trust untangles the social exchange and role relationship, leadership and members create a sort of mutualism [18].

Trust in leader refer that members willing to be influenced by leaders and are confident that their interests will not be abused [17]. In general, interpersonal trust is considered a critical concept in human behavior that the willingness to accept weaknesses or risks based on expectations of the trusted party's behavior [18].

3. Hypotheses Development

3.1 Authentic Leadership (AL), Work Engagement (WE), Turnover Intention (TI)

Previous researches have elaborated on the effectiveness of authentic leadership in the aspect of work outcomes [7–9]. Additional insight into the relationship through authentic leadership to work engagement is suggested by social learning theory [12], authentic leaders stress the idea of role modelling, contributes to self-awareness and self-regulated positive

behavior [8, 12], through observation, followers can learn the actions even followed the ways authentic leaders perform [9]. Work engagement as extent links between employees' cognitive, emotional, physical, and psychological to work role reflect an attachment towards organization [11], authentic leadership is effectiveness to enhance engagement of employees by helping to build their identification and offering encouragement and support [8].

However, when we put the focus on the group of foreign workers, due to cultural and conceptual differences, and even ordinary differences in personality characteristics and working environment, there are many obstacles in the road from leaders to subordinates. Sung, Chang, and Yoon (2019) analyzed whether authentic leadership contributed to foreign workers' turnover intention and considered the conditioning effect of work engagement. The result showed the only vigour is positively related to foreign workers' intention to turnover, other core constructs of work engagement are not statically significant [19]. It is exploratory to put forward:

H1. AL will be positively related to foreign workers' WE.

Authentic leaders develop a positive, hopeful, and affirmative atmosphere through their behavior and attitude [8]. In such an environment, the retention rate of employees is usually high [14] because authentic leaders evoke employees to identify in the group [2, 8]. Based on the idea of social identity, authentic leaders have the high moral sense and honesty, and integrity to increase employees' identity with the group, feel pride in belonging, and recognize membership, they volunteer to stay in the group [20, 21].

Presented by Sung et al. (2019), the authors exploring and identifying the negative path from authentic leadership to the turnover intention of the in-house subcontracting foreign workers in

Korea [19]. Park et al. (2019) utilized 450 samples of five countries' foreign workers working in Daegu and Gimhae. The result proved the negative relationship between authentic leadership and five countries' foreign workers' turnover intentions [4]. With the pieces of evidence:

H2. AL will be negatively related to foreign workers' TI.

3.2 The Mediating Effect of Interpersonal Trust (IT)

For better grasping the effective path from authentic leader to foreign workers, trust is the potential bridge to explain the mechanism and process. Based on the social exchange theory, followers' actions are influenced by the effects they received from leaderships in the past or expect to receive rewards in the future. Since authentic leaders could produce social communications and effective interactions and present high reliability, care, competence, and integrity among employees, which are precisely the conditions for trust [2, 18], therefore, when followers influenced by authentic leaders, they usually exchange more trust to leaders and show engagement and demonstrate reputation to the organization. In the authentic leadership framework, findings of the intervening role of trust are almost synchronized with the theory [2, 8].

Benefiting by building a trust relationship with followers, authentic leaders contribute an openness, positive, and ethical work environment where employees are easily emotionally involved with their job and organization [21, 22]. Under the mechanism of authentic leadership's impacts, scholars conducted to explore the consequences boosted by authentic leaders with the trust's mediating enchantment, to name a few, Cho and Park (2015) proved significant consequences such as organizational commitment and job performance [2]. Kim (2015) showed a positive result on commitment, satisfaction, and OCB

with the emphasized tone on the intervening role of trust [21]. Several studies found the interpersonal trust negatively relates to turnover intention [13, 15, 16]. When foreign workers are treated well and fairly by authentic leaders, positive exchange relationships are expected with the indirect effect from leaders to foreign workers. Basing from these findings:

H3. AL will be negatively related to foreign workers' IT.

H4. IT mediates the relationship between AL and WE.

H5. IT mediates the relationship between AL and TI.

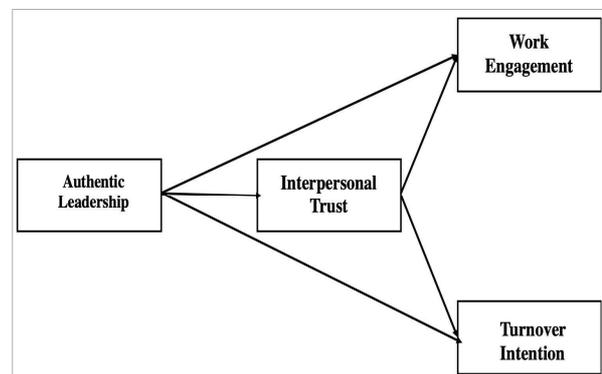


Fig. 1. Research model

4. Methods & Results

4.1 The Characteristics of Sample

With the desire for a population of foreign workers, after the screening, this study targeted Filipino workers working for the micro to large-scale enterprises, generally around U and G areas in South Korea. The questionnaire was conducted online application or sent to the targeted respondents through social media. 309 valid answers were collected. Among the respondents, 84.9% male and 15.1% female, respondents varied widely in education (high school diploma, 22%; college degree, 26.4%; technical college, 25.1%; and post-graduate

degrees: 0.3%). In terms of years of stay, most but no more than half of foreign Filipino workers responded they have been living in South Korea for one to two years (42.1%) or for three to four years (31.8%), the rest of the respondents stated their residence time less than one year or longer than five years.

Based on the sample, the enterprises represented differences in size (> 1,000 workers, 17.4%; ≤ 1,000 workers, 3.2%; ≤ 500 workers, 2.6%; ≤ 300 workers, 10%; ≤ 200 workers, 10%; ≤ 100 workers, 21.8%; ≤ 50 workers, 35%). About yearly income, a majority (65.3%) of the sample responded that they are earning 20,000,000 ~ 24,000,000 won.

4.2 Measures

To further test the conceptual framework, a questionnaire, including scales of Work Engagement (UWES) [10]; Authentic Leadership Questionnaire [9]; employees' Turnover Intention [13]; Trust in Leaders by Adams and Sartori (2006) [22] and McAllister (1995) [15]. The questionnaire was translated from English into Tagalog. Sample items are "Sa aking trabaho, Pakiramdam ko ay busaksak ang aking enerhiya (At my work, I feel bursting with energy)"; "Ang aking lider ay aminado o umaamin sa kanyang pagkakamali (My leader admits mistakes when they are made)". All standardized instruments are commonly accepted and widely utilized through Western even Asia samples, and the study explored the reliability and validity of the Tagalog language constructs regarding this Filipino sample.

4.3 Results

Exploratory factor analysis (EFA) with Varimax and Principal method showed that the factor loading is up to standard (see Table 1). The KMO value is 0.925 and significance (.000) for the Sphericity test, which indicates the variables are

related, and the factor analysis result is appropriate. Cronbach's alpha of constructs is valued from 0.719 to 0.954.

Since adopted self-report questionnaires, this study produced post hoc Harman's single factor technique to report common method variance. After all items in principle component analysis, cross-loading is low, 68.893% cumulative variance is higher than 60%, the variance of the first factor is less than 50%, these results appeared that there is no apparent potential issue of common method bias [23].

Correlation analysis showed in Table 2, the negative correlation in AL and TI ($r = -.225^{**}$, $p < .01$) and positive correlation in AL and IT ($r = .570^{**}$, $p < .01$). Additionally, IT negatively correlates with WE ($r = -.161^{**}$, $p < .01$) and TI ($r = -.504^{**}$, $p < .01$).

For testing the proposed hypotheses, this study adopted SPSS 18.0. This study controlled general factors, besides, followed previous research, length of residence, and annual salary are also considered as control variables. Authentic leadership was entered as the main effect predictor variable into the regression equation. To test the mediation effect, this study followed the three-step method [24]. Hypothesis 1 to 3 predicts the direct effect path from AL to WE, TI, and IT. Unfortunately, the result (Table 3) revealed AL does not have a statistically significant effect on WE ($B = -.032$, ns). Therefore, we rejected hypothesis 1. Inconsistent with the study's expectation, as Table 3 shows, the result proved AL has a significant negative effect toward TI ($B = -.236^{***}$, $p < .001$), hypothesis 2 is accepted. Also, AL showed a positive effect on IT significantly ($B = .583^{***}$, $p < .001$), which supported hypothesis 3. As shown in Table 4, considering the reject result of hypothesis 1, even the regression of the mediator (IT) to the consequence (WE) is statistic significant ($B = -.254^{***}$, $p < .001$), and the indirect path from independent (AL) to the dependent variable (WE)

Table 1. Exploratory factor analysis

Variables		Components				Eigenvalues	Variance	Cronbach's alpha
		1	2	3	4			
Work Engagement (WE)	I1-3			.728		13.385	35.225%	.955
	I1-4			.790				
	I1-5			.813				
	I1-7			.819				
	I1-8			.826				
	I1-9			.826				
	I1-10			.812				
	I1-11			.782				
	I1-12			.781				
	I1-15			.742				
	I1-17			.720				
Authentic Leadership (AL)	I2-2	.676				7.080	18.631%	.965
	I2-3	.742						
	I2-4	.770						
	I2-6	.774						
	I2-7	.776						
	I2-8	.844						
	I2-9	.624						
	I2-10	.801						
	I2-11	.744						
	I2-12	.806						
	I2-13	.837						
	I2-15	.829						
	I2-16	.786						
Turnover Intention (TI)	I3-1				.785	4.084	10.748%	.940
	I3-2				.763			
	I3-3				.784			
	I3-4				.588			
Interpersonal Trust (IT)	I4-1		.738			1.630	4.289%	.814
	I4-2		.773					
	I4-3		.759					
	I4-4		.848					
	I4-5		.821					
	I4-6		.835					
	I4-7		.822					
	I4-8		.847					
	I4-9		.837					
	I4-10		.819					

Table 2. Descriptive statistics and bivariate correlations

	M	SD	1	2	3	4	5	6	7	8
1	0.151	.368	1							
2	2.560	1.054	-.028	1						
3	2.559	1.111	.119*	.222**	1					
4	2.723	1.103	.099	.410**	-.038	1				
5	2.074	.666	-.061	.215**	.164**	.131*	1			
6	3.927	.661	.011	.074	.166**	.011	.133*	1		
7	2.881	.829	.083	.169**	-.033	.040	-.082	-.039	1	
8	1.640	.753	-.088	-.048	-.180**	.010	-.032	-.093	-.225**	1
9	3.055	.850	.099	.076	.131*	.024	-.007	-.161**	.570**	-.504**

Note. 1=Gender (0=Male; 1=Female); 2=Age (0= \leq 25; 1=26 \leq 30; 2=31 \leq 35; 3=36 \leq 40; 4= $>$ 40); 3=Education (0=high school graduate; 1=college level; 2=vocational/technical training; 3=bachelor degree; 4=master/doctor degree); 4=Years of Tenure (0=1 \leq 11 months; 1=1 \leq 2 years; 2=3 \leq 4 years; 3=5 \leq 6 years; 4= $>$ 6 years); 5=Annual Salary (0=less than 20,000,000won; 1=20,000,000~25,000,000won; 2=26,000,000won~30,000,000won; 3=31,000,000won and above); 6=Work Engagement (WE); 7=Authentic Leadership (AL); 8=Turnover Intention (TI); 9=Interpersonal Trust (IT)

** 0.01 level significant (2-tailed)

* 0.05 level significant (2-tailed)

Table 3. Regression analysis result (H1-3)

Regression analysis on the direct effect of AL to WE, TI, AND IT							
		Model 1 (Work Engagement)		Model 2 (Turnover Intention)		Model 3 (Interpersonal Trust)	
		Beta	t-value	Beta	t-value	Beta	t-value
Constant			14.904		8.745		3.686
Control Variables	Gender	.014	.741	.052	.913	.036	.741
	Age	.035	.526	-.035	-.540	-.072	-1.309
	Education	.147**	2.441	.185**	3.159	.154**	3.081
	Residence	-.024	-.378	-.011	-.170	.033	.632
	Annual salary	.105 ⁺	1.768	.033	.578	.027	.561
Independent Variable	Authentic Leadership	-.032	-.554	-.236***	4.158	.583***	12.124
F		2.285*		4.972*		26.638***	
R ²		.044		.090		.351	
ΔR ²		.001		.052		.323	

+ p<.10, * p<.05, ** p<.01, *** p<.001

Table 4. Regression analysis result (H4-5)

Regression analysis on the mediating effect of IT in the relationship of AL and WE/ AL and TI									
		Work Engagement				Turnover Intention			
		Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value
Constant			14.904		15.339		8.745		7.775
Control Variables	Gender	.036	.247	.021	.371	.052	.913	.016	.311
	Age	-.072	.526	-.024	.360	-.035	-.540	-.001	-.012
	Education	.154**	2.441	.180**	2.965	.185*	3.159	.110*	2.051
	Residence	.033	-.378	-.013	-.209	-.011	-.170	-.018	-.328
	Annual salary	.105 ⁺	1.768	.107 ⁺	1.825	.033	.578	.012	.237
Independent Variables	Authentic Leadership	-.032	-.554	.129 ⁺	1.833	-.236***	4.158	-.080	-1.288
	Interpersonal Trust			-.254***	-3.647			-.536***	8.688
F		2.285*		3.767***		4.972***		15.939***	
R ²		.044		.083		.092		.275	
ΔR ²		.001		.042		.052		.186	

+ p<.10, * p<.05, ** p<.01, *** p<.001

changed from B=-.032 (ns) to B=.129⁺ (p<.10), still cannot reveal that intermediary role of interpersonal trust [24], this study rejected the hypothesis 4.

Once the regression of AL to TI is not constrained, the regressions are not fit and significant. In other words, when the mediator is taken into account, the previously additional significant AL to TI regression is reduced close to 0 and non-significance (from B=-.236***, p<.001 changed to B=.080, ns), that is, in the presence of trust, the connection to the consequence is totally broken [24]. With this evidence, this study

accepted hypothesis 5, which proposed that interpersonal trust mediates the effect pathway from authentic leadership to foreign workers' turnover intention. Since the addition of interpersonal trust, the path through authentic leadership to turnover intention is reduced to statistically non-significant, this study accepted interpersonal trust as full mediation.

5. Conclusion

5.1 Discussion

Working in a relationship of mutual trust, leaders' impact on followers is the fluent flow. In the Asian cultural context, interpersonal relationship is a sensitive but essential condition for significant influence in the work environment [2, 18], so says this research also proves how crucially important of trust in the Korean context [2]. It is indeed not a peaceful mission to let foreign workers devote themselves to work, enjoy their work, and obtain happiness through work. Perhaps authentic leadership can hardly knock on the door to the heart of foreign workers without the aid of trust.

According to the result, through authenticity, foreign workers could exchange a high level of trust towards the leaders. However, authentic leadership does not influence the work engagement of foreign workers. As the proposal of this study, we regret recognizing authentic leadership may not account for the foreign worker's positive and proactive work performance. While there is plenty of evidence that authentic leadership is an absolute antecedent of work engagement, but for foreign workers in South Korea, perceiving authentic leadership does not guarantee that foreign workers can engage in their work. Fortunately, this study proved that authentic leadership would weaken the foreign workers' intention to leave. In other words, authentic leadership can retain foreign workers in the organization.

This result may occur primarily due to other latent variables that potentially influence the perspective of the foreign workers. Since foreign workers' education level and annual salary showed a significant correlation with work engagement (see Table 2), this study conjecture that personal factors have influenced the relationship. Further, some factors, to name a few, work environment, personal cognitive, psychological empowerment, perceived support, and culture consistency could affect the result. This study listed the following points.

First, according to the context of Article 18 which amended by the Ministry of Employee and Labour, a foreign worker who has stayed legal and performed the contract without violation during his employment period may be allowed to be given a working visa extension or reemployment. This change has forced foreign workers to restrain even in working conditions where labelled as difficult, dirty, and dangerous (3D). Such a condition of policy may play a significant reason for answering why foreign workers could not engage in work but intend to remain.

Second, besides the less friendly working environment and the 3D job, relationship in intergroup or intragroup may also prevent foreign workers from committing themselves to their jobs.

Third, since the supervisors are the only persons that foreign workers can seek advice and help, compared with natives, the foreign worker's respect and trust towards their leaders are pondered. With the evidence offered by Cho and Park (2015), without trust, leadership has no direct relationship to organizational outcomes in South Korea [2], which means trust is the key to the effectiveness of leadership in South Korea. From this point of view, building trust with foreign workers is the breaking point of solving the ineffective leadership phenomenon.

Fourth, culture may not be ignored when it comes to foreign workers' situation in South Korean enterprises. Considering that the study's subject is Filipino foreign workers, the perspective of foreign workers' maintenance and changes of origin may influence the feeling and perspective while working overseas.

Then, some foreign workers may treat their leaders as someone who holds power and views their jobs as just sources of income or a way to survive. The supports from leaders and coworkers and psychological empowerment that foreign workers perceived in their working role

can also explain whether engagement occurred. Moreover, scholars point out that the current trend for the research on work engagement relates to time and situation [25], this study suggests considering foreign workers' daily work time and residence period as factors may bring on non-engagement.

5.2 Practical & Theoretical Implications

This study implicated a theoretical leadership mechanism to a particular sample group, through survey research, it offered a case of whether authentic leadership predicts foreign workers' work engagement and retainment. The result emphasized the critical role of interpersonal trust in the relationship between leader and foreign workers and supported the theory that authentic leadership has impressive achievement in retaining employees [4, 19] with the case related to foreign workers' turnover intention. This study offered a failure case, rejecting the universally proven impact of authentic leadership on work engagement.

Shin and Park (2019) called on the research focus on the differentiation on the work performance of foreign workers compared with native workers, specifically emphasized the topic of how to improve foreign workers' commitment and in-role performance [26], this study responded to this calling and provided some practical implications to organizational leaders and managers who seek to maximize their performance through authentic leadership. As suggested [8], it is better for leaders to know themselves authentically and follow ethical values and principles. Nevertheless, considering the context of foreign workers with the cross-culture background, ethics and authenticity may not be powerful enough to build a bridge to connect the top and down. How to improve foreign workers' engagement is still the subject that managers should emphasize. Second, effective leader and

member relationships are marked by interpersonal trust and result in greater work engagement and lower turnover intention. In our study, trust in leaders plays a priority bond in interpersonal relationships in South Korean companies. Managers should acknowledge that one of the most pivotal ways to enhance foreign workers' work performance is building a trust relationship. What is more, the result suggests that the managers consider offering foreign workers better work opportunities and benefits. That is, the leaders should develop strategies from the macro perspective, such as welfare, retention eligibility, which could influence foreign workers' work outcomes.

5.3 Future Research

As a study focused on foreign workers in the leadership framework, the result attracts further attention, and the limitations point the directions open to future research. First, it is widely recognized that gathering data from different sources at time lines and better at various levels of analysis to minimize the potential of common method bias [23], sample singularity limited the research. If samples from multiple countries or derive multiple waves and levels, the results may be more meaningful. Second, concepts similar to authentic leadership, if list, ethical, servant, and transformational leadership, were not considered in this research. Therefore, future research could describe and compare the effect of different leadership styles on foreign workers. Third, this study recommends that future studies consider mediating and moderating mechanisms of authentic leadership-foreign workers' work engagement link, the question of how and when authentic leadership enhance foreign workers' work engagement is a puzzle. Last, utilizing leadership effectiveness to influence foreign workers performance is the topic for managers. This study agreed with the suggestion offered by

Shin and Park (2019), the effect of authentic leadership should be different on foreigners and natives [26], how to fix the differentiation and improve the work performance of foreign workers is worth thinking, compare research focus on foreigners and natives would be an exciting topic.

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