

Research on the Influence of Transformational Leadership on the Employee's Job Satisfaction and Job Performance

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변혁적 리더십과 직원들의 직무만족도 및 직무성과와의 관계에 관한 연구

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Abstract The leader has an indispensable role in the enterprise. This article takes transformational leadership as the research object and introduces job satisfaction and job performance as variables. It is aimed to explore the impact of various dimensions of transformational leadership on employee performance and satisfaction, and to try to find the acting mechanism of the effect of transformational leadership on employee performance. The study used a questionnaire survey method and SPSS23.0 for statistical analysis. Through the analysis of 378 questionnaire surveys, it was found that the four constituent variables of transformational leadership would have different degrees of influence on job performance and satisfaction. Enterprise leaders should put emphasis on the choice of leadership style and pay special attention to the work attitude of employees. This study provides useful enlightenment for companies to carry out human resource management work. However, this study did not verify whether job satisfaction has an intermediary role in between transformational leadership and job performance, which is also an area that needs to be further studied in the future.

Key Words : Leadership style, Transformational leadership, Job satisfaction, Job performance, Influences

요 약 리더는 기업에서 없어서는 안 될 역할을 가지고 있다. 본 논문에서는 변혁적 리더를 검토 대상으로 하여 직원의 직무 만족도와 직무 성과 변수를 도입하였다. 변혁적 리더십이 직원의 직무성과와 직무만족도에 미치는 영향을 탐색하고, 또한 변혁적 리더십이 종업원의 직무성과에 영향을 미치는 요인을 찾고자 하였다. 본 연구에서는 설문 조사 방법을 채택하여 378개의 설문결과를 이용, SPSS23.0으로 조사 결과를 분석하였다. 연구결과에 의하면 변혁적 리더의 네 가지 구성변수는 직무성과와 직무만족도에 각각 서로 다른 영향을 미치는 것으로 나타났다. 기업의 리더는 리더십 스타일의 선택에 주의를 기울여야하며 직원의 업무 태도에 각별한 관심을 기울여야 한다. 본 연구는 기업의 인적 자원 관리 업무를 수행하는데 유익한 시사점을 제공한다. 본 연구에서는 직무만족도가 변혁적 리더십과 직무성과 사이의 중개 역할을 하는지는 검증되지 않았으며, 향후 연구에서 보완해야 할 필요가 있다.

주제어 : 리더 스타일, 변혁적 리더십, 직무만족도, 직무성과, 영향

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1. Introduction

Under the background of "new normal", how to motivate employees and push enterprises forward is an important topic for enterprise managers. In the face of severe competition, more and more enterprises begin to realize that excellent managers, as a necessary factor to support the development of enterprises, it can greatly improve the competitiveness of enterprises. As one of the five elements of management activities, almost all managers recognize the importance of leadership to the enterprise[1]. Leadership to build an organization's sustainable and competitive advantage is more important than ever[2].

Leadership style refers to the personalized behavior and management style that leaders form in their daily work[3]. In other words, it is the behavior and handling characteristics that leaders cultivate in their long-term working environment and leadership practice, which are carried out in the operation mechanism of the whole enterprise and have an impact on the distribution, implementation and completion of various jobs in the enterprise. The most widely recognized classification of leadership style is transactional leadership style and transformational leadership style proposed by Burns in leadership. Leadership is a necessary factor for leaders to drive the development of organizations[4]. As a new type of leadership, transformational leadership has cross-border behaviors, such as analyzing the environment, interacting with external entities, collecting information, insight into opportunities, and choosing the right strategy. The concept of leadership proposed by transformational leadership behavior has a high universality in the world. Although both transformational leadership and transactional leadership are needed, transformational leadership can provide resources to meet the high-level psychological needs of employees,

thus becoming a hot topic and focus in the practical and theoretical circles.

2. Literature review

2.1 Transformational leadership

In the 1970s, Downton first proposed the concept of transformational leadership, and later formed an important leadership theory through the development of Burns and Bass. Transformational leadership theory focuses on the process by which leaders motivate their followers to accomplish their vision. By making subordinates aware of the importance of the tasks they undertake, leaders can stimulate the high-level needs of subordinates, produce work results beyond expectations. Different researchers have different definitions of transformational leadership. In his classic book leadership published in 1973, Burns as a pioneer of American leadership studies, conceptualized transformational leadership. Bass, the master of transformational leadership, has refined Burns's concept. In his opinion, transformational leadership can achieve the expected goals of the organization. It is a process of changing or transforming people, focusing on people's emotions, values, meeting needs and respecting rights.

In order to make transformational leadership more applicable to China's social environment, Chinese experts and scholars have conducted a lot of research on the dimension of transformational leadership. In 2005, according to the unique social and cultural background of China, C. P. Li & K. Shi included moral norms in the dimension of transformational leadership and extended personalized care, not only focusing on employees' personal work, but also their families and lives[5]. These four dimensions are personalized care, moral demonstration, vision incentive and leader charisma. The questionnaire (TLQ) prepared for these four dimensions has

good reliability and validity, which is in line with China's national conditions. Leadership can change the values and attitudes of subordinates and help the organization achieve higher goals[6]. R. Li & W. Q. Ling verified the four dimensions of vision incentive, moral demonstration, leader charisma and personalized care of transformational leadership proposed by C. P. Li in the Chinese context[7].

Based on the research of many scholars on transformational leadership, this study defines transformational leadership describes the vision of the organization to his subordinates, inspires and gives personalized care to his subordinates through his own leadership charm, so that the subordinates can give full play to their potential and achieve the organizational goals.

2.2 Job satisfaction

An important variable that can reflect employees' work attitude is job satisfaction. Employee's job satisfaction refers to the general satisfaction attitude of employees towards their own work, which is relative to the individual's life satisfaction and overall satisfaction, especially the satisfaction of individuals as professionals[8]. In 1935, Hoppock first put forward the concept of job satisfaction. Job satisfaction is the satisfaction of employees to work environment factors. Since then, many scholars have put forward their different views based on this idea. D. S. Wang thinks that the analogy between job satisfaction and life satisfaction should be taken into consideration. As for job satisfaction, it refers to the specific individual's perception[9]. C. X. Huang and others believe that job satisfaction is an induction of the sense of gap[10].

According to the previous literatures, the measurement methods of job satisfaction level are becoming more mature. The Minnesota job satisfaction scale is more commonly used. The scale has two forms: long scale and short scale.

This article adopts a short-form scale with 20 items. The short-form scale divides satisfaction into internal satisfaction and external satisfaction.

2.3 Job performance

Job performance is not only a widely concerned and used concept in the research of human resource management, but also occupies a very important position in the field of organizational psychology. Performance is an assessment of the achievement of the desired goals of the organization. Now, there are many definitions of job performance in academia. One of the major differences is whether job performance is a result variable or a behavior variable. Berlardin proposed in 1984 that performance was a result, and it was the result of completing the prescribed functions and activities. This understanding is relatively simple, and performance as an outcome is objective and easy to measure, this kind of performance tends to equate performance with the output of the tasks completed. And the representative who thinks performance is behavior is Campbell. He thinks that performance is behavior, which is the behavior that employees can control, help to achieve work goals, and can observe. Based on the view that performance was behavior, Murphy and Jensen define performance as a set of actions related to the goals of the organization or department in which an individual works[11]. Job performance is a concept of multidimensional structure, the academic community generally agrees with this view. Borman & Motowidlo divided job performance into two dimensional models for the first time. The job performance of employees was composed of task performance and relationship performance. Many studies have adopted this classification method.

Previous research was based on the relationship between transformational leadership, job satisfaction and job performance, this study sorted out the relationship between the three,

which is the innovation of the study.

3. Research Hypothesis and Model

3.1 Research hypothesis

3.1.1 Transformational leadership and job satisfaction

In the field of organizational behavior and psychology, the relationship between transformational leadership and employee job satisfaction has always been a research topic. Bass puts forward that transformational leaders can draw a beautiful blueprint for the development of the organization from a strategic perspective, set an example, play an exemplary role, pay close attention to the interests of each employee, provide development opportunities and other measures, encourage employees to actively participate in organizational construction and improve job satisfaction. Many studies have demonstrated that transformational leadership has a significant effect on job satisfaction. For example, Tadele takes Ethiopian public middle school teachers as the research object and finds that transformational leadership can directly improve employee attitudes. Wang et al. compared the situation of bank employees in non-us and China, and proved that transformational leadership can positively affect job satisfaction in cross-cultural. Similarly, in the context of Chinese culture, transformational leadership style has a significant impact on subordinates' job satisfaction[12]. Accordingly, hypothesis 1 and 2 are proposed in this paper.

H1: Each dimension of transformational leadership has a positive impact on intrinsic satisfaction.

H1a: Moral demonstration has a positive effect on internal satisfaction;

H1b: Vision incentive has a positive impact on intrinsic satisfaction;

H1c: Personalized care has a positive effect on intrinsic satisfaction;

H1d: Leader charm has a positive effect on intrinsic satisfaction.

H2: Each dimension of transformational leadership has a positive impact on external satisfaction.

H2a: Moral demonstration has a positive effect on external satisfaction;

H2b: Vision incentive has a positive impact on external satisfaction;

H2c: Personalized care has a positive effect on external satisfaction;

H2d: Leader charisma has a positive effect on external satisfaction.

3.1.2 Job satisfaction and job performance

In the 1930s, Mayo first proposed in the Hawthorne experiment that the degree of job satisfaction would be direct. In addition, quite a few scholars have carried out this research. Bernard and Ajay have studied salespeople and found that by increasing their satisfaction, employees will be more willing to learn their job skills and thus increase their sales performance[13]. It can be seen that job satisfaction is positively correlated with job performance. Black and Gregersen found that job satisfaction was related to job performance especially when employees were more engaged, their job performance was more correlated with job satisfaction[14]. Many studies have found that job satisfaction had a significant impact on the research performance of researchers. In view of this, hypothesis 3 and 4 are proposed:

H3: Intrinsic satisfaction has a significant positive effect on job performance.

H4: External satisfaction has a significant positive effect on job performance.

3.1.3 Transformational leadership and job performance

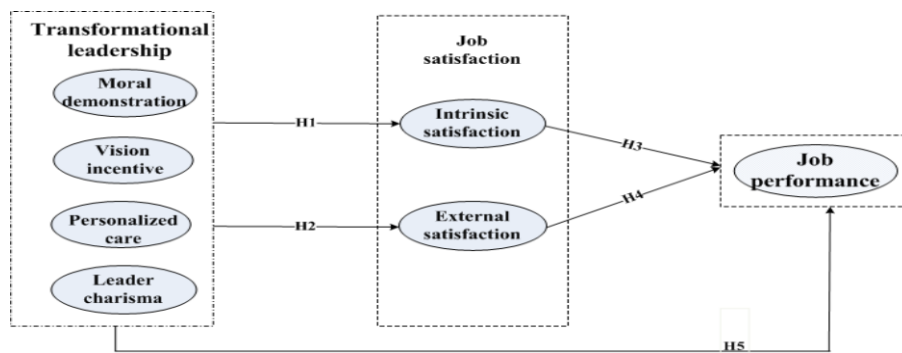


Fig. 1. Research Model

Research on transformational leadership behavior and job performance has been relatively mature so far. A series of studies have been carried out by scholars around the world. Bass believes that transformational leadership behavior is related to the performance of subordinates and also to their maximum potential. Spangler and Braiotta, Yammarno and Dubinsky found that transformational leadership behavior had a positive impact on job performance[15].

Z. M. Wu & X. Wu verified the positive relationship between transformational leadership behavior and team performance of high-tech team leaders[16]. Based on the above viewpoints, hypothesis 5 is proposed:

- H5: Each dimension of transformational leadership has a significant positive impact on job performance.
- H5a: Moral demonstration has a positive effect on job performance;
- H5b: Vision incentive has a positive impact on job performance;
- H5c: Personalized care has a positive effect on job performance;
- H5d: Leader charisma has a positive effect on job performance.

3.2 Research model

Based on the above induction and analysis of existing theories and researches, and combined

with the hypotheses proposed in this paper, the conceptual research model is established as shown in Fig. 1.

The questionnaire in this study is divided into four parts: transformational leadership behavior, job satisfaction, job performance, and basic information of the respondent. There are 56 questions in the questionnaire. Likert 5-point scale was used to score all questionnaires in this study.

The transformational leadership scale was developed by C. P. Li & K. Shi. it has a total of 26 items and four dimensions, including moral demonstration, vision incentive, personalized care and leader charisma. The Job Satisfaction Scale refers to the Minsunida job Satisfaction Questionnaire, which is divided into two dimensions: internal satisfaction and external satisfaction, and contains 20 questions. The job performance scale adopts a job performance scale of 10 items compiled by M. Wang.

4. Research results

4.1 Demographic variable analysis

In this study, online questionnaires were used to collect data from the samples of employees of selected companies. 398 questionnaires were distributed, after excluding invalid questionnaires, 378 valid questionnaires were

recovered, the return rate was 94.97%.

The 378 questionnaires are used for further analysis. The results are shown in Table 1. The proportion of men and women taking part in the survey was appropriately distributed, accounting for 47.1% and 52.9% respectively. In terms of marital status, there were 145 unmarried people (38.35%), 228 married people (60.33%) and 5 other people (1.32%). The age distribution of the sample, the largest number of people were aged between 21-40, accounting for 77.51% and became the main respondents, while other age groups accounted for 22.49%. In terms of educational level, there are a total of 273 undergraduates and masters, accounting for 72.22%, high school and below, junior-college and doctorate account for 6.61%, 11.38% and 9.79%. In terms of working years, 13 people with less than 1 year, 142 people with 1-5 years, 60 people with 6-10 years, 103 people with 11-20 years, 58 people with more than 20 years. In terms of working time with leaders, the largest number of people in 1-5 years is 214, accounting for 56.61%. In terms of enterprise nature, the proportion of state-owned enterprises, private enterprises, foreign investment, joint ventures, government-sponsored institution and other

enterprises account for 20.11%, 24.07%, 21.64%, 11.38%, 20.90% and 2.38%.

Based on the above analysis, we believe that the demographic analysis data of the survey results meet the needs of the survey.

4.2 Reliability and validity test

After a demographic analysis of the questionnaire, the accuracy and stability of the questionnaire need to be checked, therefore, it is necessary to test the reliability and validity of the research questionnaire in the social sciences. The parameters used in reliability analysis are Cronbach's α and CITC values, In general, Cronbach's $\alpha > 0.7$, CITC > 0.5 . The validity of the questionnaire is mainly measured by the KMO value and the Bartlett spherical test result. the standard value of KMO is 1, the closer to 1, the better the validity of the questionnaire, the standard value of the Bartlett sphere test is generally 0.01, when the value is less than 0.01, it indicates that the questionnaire data has a good significance level, The parameter value Sig $< 1\%$, which means that it meets the requirements and is suitable for research, otherwise it is not suitable for research. The reliability and validity test results of transformational leadership scale

Table 1. Descriptive statistics for official samples

Project	Style	Number	percent (%)	Project	Style	Number	percent (%)
Gender	male	178	47.1	Age	<20years	14	3.70
	female	200	52.9		21-30years	132	34.92
marriage	unmarried	145	38.35		31-40years	161	42.59
	married	228	60.33		41-50years	65	17.20
	other	5	1.32		>50 years	4	1.59
Working time with leaders	<1year	90	23.81	Educational background	Below High School	25	6.61
	1-5 years	214	56.61		Junior-college	43	11.38
	6-10years	34	8.99		Undergraduate course	126	33.33
	>10 years	40	10.59		master	147	38.89
Enterprise nature	state-owned	76	20.11		doctor	37	9.79
	private	91	24.07	Working years	<1year	13	3.44
	foreign investment	80	21.64		1-5 years	142	37.57
	joint venture	43	11.38		6-10years	60	15.87
	government-sponsored institution	79	20.90		11-20years	103	27.25
	other	9	2.38		>20 years	58	15.34
	total	378			total	378	

are shown in Table 2. The reliability and validity test results of the job satisfaction scale are shown in Table 3. The results of reliability and validity test of job performance scale are shown in Table 4.

From the table, we can see that all parameter values indicate that the measurement factor analysis meets the reliability and validity test requirements, and all scales are suitable for research.

4.3 Correlation analysis

Correlation analysis is to discover the close degree of the relationship between various variables, which can reflect the change of another variable caused by the change of one variable, it is the premise of multiple regression, Pearson coefficients are usually used. The Pearson correlation analysis results of the four dimensions of transformational leadership, the two dimensions of satisfaction and the two

Table 2. Transformational Leadership Scale

	Measurement Items	λ	CITC	EV	VE	α
Moral demonstration	He is upright	.695	.677	12.286	47.256	.932
	He can set an example in the face of difficulties	.789	.796			
	He doesn't care about his personal gains and losses and works hard	.847	.821			
	He can sacrifice personal interests for the benefit of department units	.698	.675			
	He can put his own personal interests last	.754	.655			
	He won't take the fruits of others' labor as his own	.755	.638			
	He can share hardships with his employees	.675	.596			
	He won't use his powers to make things difficult for employees	.837	.763			
Vision incentive	He can let employees understand the development prospects of the unit department	.762	.697	3.125	12.018	.924
	He can let employees understand the business philosophy and development goals of their unit	.718	.709			
	He explains to employees the long-term significance of the work done	.826	.739			
	He described the yearning for everyone	.766	.714			
	He can point out the goal and direction of the employees	.717	.742			
	He often analyzes the impact of his work on the overall goals of the unit department together with his employees	.851	.811			
Personalized care	In the process of dealing with employees, he will consider the actual situation of employees	.621	.539	1.859	7.148	.886
	He is willing to help employees solve problems in life and family	.653	.617			
	He often communicates with employees to understand their work, life and family situation.	.681	.672			
	He patiently teaches employees and answers questions for employees.	.794	.748			
	He cares about the work, life and growth of his employees and sincerely advises them on their development	.694	.625			
	He focuses on creating conditions for employees to develop their own strengths	.806	.764			
Leader charisma	His business ability is excellent	.769	.803	1.337	5.143	.930
	He is open-minded and has a strong sense of innovation	.773	.802			
	He loves his work and has a strong sense of professionalism and enterprising	.663	.719			
	He is very committed to his work and always maintains a high degree of enthusiasm	.630	.743			
	He can continue to learn to enrich himself	.702	.724			
	He is good at dealing with difficult problems	.776	.816			

KMO: 0.944 Bartlett's test of sphericity=8121.830($p < .001$), $df=325$, Total variance explained:71.565

※notes:CITC(Corrected Item-Total Correlation), EV(Eigenvalue), VE(Variance Explained)

Table 3. Reliability and validity test of job satisfaction scale

	Measurement Items	λ	CITC	EV	VE	α
Task performance	My working time utilization rate is high	.749	.798	6.180	61.802	.841
	I am able to complete the work goal accurately	.798	.818			
	I am able to complete work tasks on time	.738	.790			
	The quality of my work can meet the requirements of superiors	.768	.604			
Relationship performance	I can take a proactive and enthusiastic approach to work	.839	.769	1.433	14.325	.941
	I respect and maintain the interests and image of the organization	.833	.739			
	I obey the work instructions and task arrangement of the superior	.862	.814			
	I am willing to undertake extra work and necessary overtime	.841	.755			
	I fully support my colleagues and assist other departments	.821	.692			
	I can strictly follow professional ethics and standards	.895	.834			

KMO: 0.914 Bartlett's test of sphericity=3165.899($p<.001$), $df=45$, Total variance explained:76.128
 ※notes:CITC(Corrected Item-Total Correlation), EV(Eigenvalue), VE(Variance Explained)

Table 4. Reliability and Validity Test of Job Performance Scale

	Measurement Items	λ	CITC	EV	VE	α
Task performance	My working time utilization rate is high	.749	.798	6.180	61.802	.841
	I am able to complete the work goal accurately	.798	.818			
	I am able to complete work tasks on time	.738	.790			
	The quality of my work can meet the requirements of superiors	.768	.604			
Relationship performance	I can take a proactive and enthusiastic approach to work	.839	.769	1.433	14.325	.941
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dimensions of job performance in this study are shown in Table 5.

It can be understood from the statistical data in the table that the correlation between the variables studied in this paper is significant, and the next regression analysis can be performed.

4.4 Regression analysis to test hypotheses

Based on relevant theoretical basis, research hypothesis and established research model, this study empirically demonstrated the influence relationship between transformational leadership, job satisfaction and job performance, conducted multiple regression analysis and single regression analysis, In Table 6, we show the analysis results.

H1 Hypothesis: the results of regression analysis of the impact of each dimension of

transformational leadership on intrinsic satisfaction show that the first regression model is statistically significant at $p<.05$ level, the four dimensions of transformational leadership have a significant impact on intrinsic satisfaction. H1 was verified and the hypothesis was supported. H2 Hypothesis: The results of regression between four dimensions of transformational leadership and external satisfaction show that in the regression results of external satisfaction of vision incentive, $p=.210>.05$. it can be seen that vision incentive has no significant influence on external satisfaction, so H2b was not supported, other dimensions have significant influence, H2a, H2c and H2d were supported. In the regression of intrinsic satisfaction on job performance ($p=.162$, $t=3.179$, $p<.005$), there was a significant

significant. So, H5a and H5d were not supported, H5b and H5c were supported, so the H5 hypothesis was not completely supported.

5. Discussion and Implications

The four dimensions of transformational leadership style can predict the internal satisfaction of employees, while for the prediction of external satisfaction, the influence of vision incentive is not significant. The other three dimensions have a good prediction effect. Among the four dimensions of transformational leadership style, the prediction effect of personalized care is the most significant, followed by vision incentive, while the prediction effect of virtue and leadership charisma on job performance is not significant. In terms of the prediction of job satisfaction to job performance, both internal satisfaction and external satisfaction have significant predictive effects.

There are some limitations in this study. First, although the scales involved in this study are relatively mature and authoritative scales, each scale is evaluated by employees themselves, and the data source may be homologous deviation. Second, the study only verified the pairwise relationship between transformational leadership, job satisfaction and job performance, but did not verify whether job satisfaction plays an intermediary role between transformational leadership and job performance, which is also an area to be improved in future research.

Through the research of this paper, we can get the implications for theory and practice: In theory, it can enrich the relevant research of transformational leadership. In practice, we should pay attention to improving employees' job satisfaction and sense of belonging to the organization, which is conducive to improving employees' job performance and thus improving organizational performance. Enterprise leaders

focus on cultivating and shaping their own transformational leadership style, implement the "people-oriented" management philosophy, pay attention to employees, and ultimately achieve the purpose of improving the performance and satisfaction of subordinates and enhancing organizational cohesion.

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