

## The Effect of Leadership Types of Managers Perceived by ICT Organization Members on Leadership Trust and Job Satisfaction

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### Abstract

*We study to confirm the relationship between leadership trust and job satisfaction on the leadership style of managers recognized by ICT organization members. To this end, the research hypothesis established by using SPSS23.0 for the survey results of 230 ICT organization members was analyzed as follows. First, the hypothesis 1 person leadership type (individual consideration: H1-1, intellectual stimulation: H1-2, charisma: H1-3, conditional compensation: H1-4, exceptional reward: H1-5) had a significant effect on leader trust. The results were obtained. Second, the hypothesis 2 manager's leadership type (individual consideration: H21-1, intellectual stimulation: H2-2, charisma: H2-3, conditional compensation: 2-4, expected compensation: H2-5) is based on job satisfaction. As a result of verifying the impact relationship, all showed significant effect on job satisfaction. Third, it acted as a positive factor in the job satisfaction of the leader of the hypothesis 3-member organizational member. It was confirmed that the job satisfaction of organizational members started based on the trust of actual leaders. Fourth, the role of leadership trust was partially confirmed between leadership type and job satisfaction. Through this study, in order to improve job satisfaction of ICT organizational members, the importance of exerting competency on the leadership type of managers and trusting the leaders on the characteristics consistent with ICT organizational characteristics was emphasized.*

**Key words:** Leadership style, Leadership trust, Job satisfaction, ICT, Organization members

### 1. Introduction

Recently, modern society is accelerating innovative changes in all industries by rapidly moving exchanges and sharing of human and physical resources through information and communication technology. Strategic human resource management for the survival and growth of ICT(Information & Communication Technology) organizations is emerging as a new issue due to the rapidly changing global market environment[1]. The leadership of managers in an organization can improve job satisfaction by changing organizational values, belief systems, and behavioral patterns and improving motivation [2]. Due to the characteristics of the ICT organization, the key factor for enhancing and maintaining differentiated competitiveness is the leadership of the manager responsible for the unit. Based on this, organization members can improve job satisfaction

depending on how they support trust in the leader. Therefore, the necessity for this study emerged based on the judgment that the manager's leadership exertion can enhance organizational competency and performance through improving leader trust and job satisfaction. This study aims to confirm the relationship between leader trust and job satisfaction on the leadership type of ICT managers as follows. First, I would like to examine how the leadership of ICT organization managers is perceived by organizational members as leader trust and job satisfaction. Second, it is to examine the role of trust in leadership in the relationship between leadership and job satisfaction. Third, I would like to present strategic implications for manager's leadership, leader trust, and job satisfaction.

## **2. Theoretical background and hypothesis setting**

### **2.1 Leadership type**

Leadership is a key factor in determining the sustainability of an organization. Leadership is an organizational management method that exerts influence among human beings through the longest period of time through communication and empathy to achieve specific goals [3]. Leadership is a factor that affects other members by managing organizational goals and motivating members to change their behavior. In other words, leadership is divided into transformational leadership and transactional leadership. Transactional leadership is a concept in which a leader exerts influence on organizational members based on situational compensation to achieve organizational goals [4]. Transactional leadership is a mutually friendly exchange act in the process of inducing desirable business behavior from members through rewards, incentives, and capabilities granted to leaders [5]. Transactional leadership is a successful achievement of the goal through providing what the organizational members expect to pay for their efforts, which is divided into conditional and exceptional compensation [6]. A conditional transaction is an appropriate compensation provided when a member achieves a given work performance, and an exceptional compensation is to improve the ability to handle work by intervening and avoiding unexpected situations. A conditional transaction is an appropriate compensation provided when a member achieves a given performance. The exceptional compensation is to improve the ability to handle work by intervening and avoiding unexpected situations. On the other hand, transformative leadership strengthens the desire for members of the organization to improve their job competency. Through this, it is an act that stimulates the organization's management goals and internalizes the value of each individual member by continuously motivating employees [7]. The main components of transformational leadership are as follows. First, charisma is an act of encouraging leaders to show their executives and employees their ability to demonstrate through clear identification based on a clear vision, goals, mission, and respect and trust [5]. Second, intellectual stimulation is a leader competency that stimulates behavioral changes to beliefs, values and beliefs, imagination and thoughts, and problem-solving perceptions of organizational members to exert their potential competencies [8]. Third, individual consideration is an informal process, an act of inducing change through individual characteristics and desires of members of the organization [9]. In this study, 15 questions were measured on the Likert 5-point scale using MLQ (Multifactor Leadership Questionnaire) developed by Bass (1988).

### **2.2 Leader trust**

Trust is a factor that has an influence on the cooperative relationship among the members of the organization, and the importance of trust has recently emerged. Trust in the leader is a bridge that strengthens the relationship between the organization and the individual, and trust in the leader of the organization plays a pivotal role in leadership effectiveness and productivity [10]. Trust in the leader is the organization's willingness to believe and follow the leader's behavior, and is the relationship between the leader and the organization. In other words, it is a key factor that can determine organizational performance by acting as a major factor in job performance

and organizational behavior and attitude formation [11]. Trusting an organizational leader means relying on the leader through faith in the leader. Conversely, the lack of trust in the leader also means that it is difficult to rely on the leader because of distrust of the leader's actions and intentions. Therefore, organizational members' trust in leaders is an attempt to take risky behaviors while actively performing their duties and roles [12]. In other words, it can be said that trust between organization members and leaders has a willingness to depend and can be improved through goodwill and mutual responsibility in the performance of work. Therefore, this study aimed to confirm the importance of trust in leaders recognized by ICT organization members. In this study, leader trust was measured on the Likert 5-point scale for the 4 questions used in Cook & Wall (1980).

### **2.3 Job satisfaction**

Job satisfaction is a concept similar to motivation for organization members to perform their jobs. Job satisfaction is determined by environmental and situational factors provided in job performance. The personal aspect determines the emotional quality of life for economic maintenance, and the organizational aspect becomes the standard for evaluating job satisfaction and activation of organizational management [13]. Job satisfaction is expressed by members of the organization as beliefs, knowledge, expectations and feelings, and emotions about their jobs. Job satisfaction is a good emotional state, such as satisfaction, based on experience assessed or gained through the job [14]. On the other hand, the job satisfaction of the organizational members is determined not only by the multi-dimensional job itself but also by factors such as wages, promotion opportunities, supervisors and colleagues. In addition, job satisfaction can predict the likelihood of anti-productive task behavior by acting as a factor of the turnover, such as salary level, seniors, stability in the work environment, and promotion opportunities [15]. In general, the higher the job satisfaction, the more job-related learning becomes possible and can be said to act as a positive factor in improving organizational performance through an active and cooperative attitude. Therefore, this study aimed to identify the relationship between managers' leadership style and leader trust, which directly affects job satisfaction of organizational members. In this study, 4 questions from the MSQ(Minesota Satisfaction Questionnaire) jointly developed by Weiss, Dawis, England & Lofquist were measured on the Likert 5-point scale.

### **2.4 Research hypothesis**

This study is based on the causal relationship between the theoretical discussions and concepts of leadership type charisma, intellectual stimulation, individual consideration, conditional compensation, exceptional compensation and leader trust, and job satisfaction. The purpose of this study was to examine the discriminatory influence of leadership style of ICT organization managers on leader trust and job satisfaction. In addition, in order to empirically verify the mediating effect of leader trust between leadership type and job satisfaction, the following research hypothesis was established according to the research model.

#### **2.4.1 Influence relationship between leadership and leader trust**

Leaders exert leadership to achieve the organization's vision and management goals, and George members further advance the sustainability management system through trust and performance of leaders. The organization said that managers, including management, gained trust and respect for the leaders through continuous motivation so that members of the organization can perform more than expected through leadership [16]. It was argued that the factors of leadership, charisma, intellectual stimulation, and individual consideration that the organization manager exerts are identified with the value of the leader and have a high level of trust with the leader [17]. The transactional and transformational leadership of SME managers showed a positive (+) effect on the trust of the leaders [18]. Therefore, in this study, the following hypothesis was established by determining that the leadership type of ICT managers would affect the trust of leaders perceived

by members of the organization..

Hypothesis 1. The manager's leadership style will have a significant impact on leader trust.

#### **2.4.2 Influence relationship between leadership and job satisfaction**

Leadership research is that leaders in various organizations achieve management goals through strategic motivation for organizational members, and job satisfaction of employees is a key variable in determining organizational performance [19]. In addition, it was verified that transformational leadership and transactional leadership have positive effects on job satisfaction in relation to leadership and job satisfaction [20]. The transformational and transactional leadership of SME managers in Gyeonggi Province showed a positive influence on job satisfaction [5]. The transactional and transformational leadership of SME managers was statistically significant for job satisfaction [18]. Therefore, this study established the following hypothesis based on the previous study.

Hypothesis 2. Leadership will have a significant impact on job satisfaction..

#### **2.4.3 Influence relationship between leader trust and job satisfaction**

Leadership trust within the organization showed a positive impact on job satisfaction, organizational commitment, organizational citizenship, and organizational performance [21]. In the study of managers in small and medium-sized businesses in Chungnam and Daejeon, trust in leaders recognized by members of the organization showed a positive impact on job satisfaction [18]. Therefore, this study established the following hypothesis based on the previous study.

Hypothesis 3. Leader trust will have a significant impact on job satisfaction.

#### **2.4.4 Mediating Effect of Leader Trust**

The factor of job satisfaction is a process influencing organizational members to immerse or sympathize, and it is said that there is a correlation between job satisfaction and leadership type [19]. Leader trust for SME managers showed full and partial mediating effect between leadership type and job satisfaction [18]. We empirically analyzed the mediating role of trust in leaders between transformational leadership and organizational effectiveness for youth training facility operators [22]. The following hypotheses were established in this study based on previous studies.

Hypothesis 4. Leadership trust will play a mediating role in the relationship between leadership type and job satisfaction.

### **2.5 Data collection and analysis method**

In order to carry out this study, a survey was conducted from October 14 to October 28, 2019 for members of the organization working in ICT in Seoul and Gyeonggi-do. A total of 325 copies of the questionnaire were distributed, and 257 copies were collected and 230 copies were used for statistical analysis, except for 27, which were statistically insufficient. The collected data was analyzed by factor, reliability, and correlation to verify frequency and validity using SPSS 23.0. In addition, multiple regression analysis and hierarchical regression analysis were used to verify the hypothesis established in this study.

## **3. Empirical analysis**

### **3.1 General statistical characteristics analysis**

The general characteristics of 257 people in this study are as follows. The gender distribution was 143 people (62.2%) for men and 87 people (37.8%) for women. The age range was 106 people (46.1%) in their 30s, 58

people (25.2%) in their 40s, 56 people (24.3%) in their 20s, and 10 people (4.4%) in their 50s and older. The number of years of service is 129 people (56.1%) for 1-5 years, 58 people (25.2%) for 6-10 years, and 43 people (18.75%) for more than 10 years. Academics accounted for 171 people (74.3%) college graduates and 59 people (25.7%) college graduates. The distribution of positions is 53 people (25.7%) employees, 90 people (39.1%) representatives, 47 people (20.4%) managers, and 40 people (17.5%) or more managers. The occupations were 81 people (35.2%) general office workers, 58 people (25.2%) sales workers, 38 people (16.5%) research workers, 31 people (13.5%) service workers, and 22 people (9.6%) others.

### 3.2 Reliability and Validation

In this study, reliability analysis was conducted to test the reliability of the measurement items. Cronbach's alpha value was used as a method to increase reliability. In general, if Cronbach's alpha value is greater than .6, it is considered that there is no problem in reliability [23]. Cronbach's  $\alpha$  value, the result of reliability verification, which is a variable of this study, was .704 ~ .882, and the reliability of the measurement tool was judged to be no problem. In addition, the factor discretionary value for the five factors of independent variables (individual consideration, intellectual stimulation, charisma, condition compensation, and exceptional compensation) and the seven factors of parameters (leader confidence) and dependent variables (job satisfaction). All of the factor analysis was appropriately analyzed as ~ .846, all of which were more than .6. On the other hand, in this study model, the correlation between variables was checked to investigate the problem of multicollinearity among independent variables. In other words, the correlation coefficient between individual consideration, intellectual stimulation, charisma, condition compensation, exceptional compensation, leader trust, and job satisfaction variables were all less than 0.8. Therefore, it was found that there is no risk of multi-collinearity because the data meets the criteria.

### 3.3 Hypothesis Verification

In this study, Baron & Kenny (1986)'s three-step multiple regression verification was conducted to verify the effect of leadership type on job satisfaction and the mediating effect of leader trust. That is, in step 1 (Model 1), the effect of leadership type, an independent variable, on the leader trust, which is a parameter, is analyzed. In step 2 (Model 2), the effect of leadership type, an independent variable, was analyzed in the state of controlling leader trust, a parameter, for job satisfaction as a dependent variable. In step 3 (model 3), the independent variable leadership type and the parameter leader trust were simultaneously input to the job satisfaction as a dependent variable to analyze the impact on it.

#### 3.3.1 Hypothesis 1: Relationship between leadership type and leader trust: Model 1

**Table 1. Leadership-type regression results for leader trust: Model 1**

division		Leader trust		
		$\beta$	t	Probability
Leadership -type	Charisma	.231	3.874	.003***
	Intellectual stimulation	.157	1.871	.014*
	Individual consideration	.422	4.697	.000***
	Masonry compensation	.413	4.376	.000***
	Exceptional compensation	.221	3.697	.000***

F	85.897***
R <sup>2</sup>	.635
Modified R <sup>2</sup>	.628

\*P<.05, \*\*P<.01, \*\*\*P<.001

Hypothesis 1, the type of leadership, conducted the analysis result of Model 1 for the 1st stage verification that it will have a positive effect on the trust of the leader. Table 1 shows the analysis results.

As a result of the leadership type regression analysis on the leader's trust, the fit of the predictive equation model was verified to be statistically significant ( $F = 85.897$ ,  $p < .05$ ). That is, when analyzing the influence of each variable on leader trust, <Hypothesis 1-1> Charisma ( $t = 3.874$ ,  $p = .003$ ), <Hypothesis 1-2> Intellectual stimulation ( $t = 1.871$ ,  $p = .014$ ), <Hypothesis 1-3> Individual consideration ( $t = 4.697$ ,  $p = .000$ ), masonry compensation ( $t = 4.376$ ,  $p = .000$ ), and exceptional compensation ( $t = 3.697$ ,  $p = .000$ ) are related to leader trust. The hypothesis was adopted because all of them were shown to have a significant positive effect. Therefore, in model 1, <Hypothesis 1-1>, <Hypothesis 1-2>, <Hypothesis 1-3>, <Hypothesis 1-4>, and <Hypothesis 1-5> were all adopted. On the other hand, the leadership type for leader trust accounts for about 63.5% of the total variance ( $R^2 = .635$ ). It can be said that the development of various competencies as well as the basic competencies of the leaders, such as the results of previous research [16-18], is an essential element in the beliefs of the organization members about the leaders. From a practical point of view, it can be said that the relationship between the ICT organization leader and the organization members is close, so that the capabilities of the leaders can be grasped right from the aspect of the organization members.

### 3.3.2 Hypothesis 2: Relationship between leadership type and job satisfaction: Model 2

Hypothesis 2, the type of leadership, analyzed Model 2 for the two-step verification that it will have a positive effect on job satisfaction. Table 2 shows the results.

**Table 2. Regression analysis of leadership type for job satisfaction: Model 2**

division		Leader trust		
		$\beta$	t	Probability
Leadership -type	Charisma	.241	2.974	.021**
	Intellectual stimulation	.331	3.883	.000***
	Individual consideration	.340	3.978	.000***
	Masonry compensation	.223	2.296	.000***
	Exceptional compensation	.327	3.797	.000***
F		43.547***		
R <sup>2</sup>		.491		
Modified R <sup>2</sup>		.480		

\*P<.05, \*\*P<.01, \*\*\*P<.001

As a result of the regression analysis of leadership type for job satisfaction, it was verified that the fit of the predictive equation model was statistically significant ( $F = 43.547$ ,  $p < .01$ ). That is, the results of analyzing the effects of each variable on job satisfaction are as follows. <Hypothesis 2-1> Charisma ( $t = 2.974$ ,  $p = .021$ ), <Hypothesis 2-2> Intellectual stimulation ( $t = 3.883$ ,  $p = .000$ ), <Hypothesis 2-3> Individual consideration ( $t = 3.978$ ,  $p = .000$ ), <Hypothesis 2-4> masonry compensation ( $t = 2.296$ ,  $p = .000$ ), and <Hypothesis 2-5> exceptional compensation ( $t = 3.797$ ,  $p = .000$ ) were all meaningful for job satisfaction. The hypothesis was adopted because it appeared to have a positive effect. Therefore, in Model 2, <Hypothesis 2-1>, <Hypothesis 2-2>, <Hypothesis 2-3>, <Hypothesis 2-4>, and <Hypothesis 2-5> were all adopted. On the other hand, the leadership type for job satisfaction accounted for about 49.1% of the total variance ( $R^2 = .491$ ). These results supported a significant impact relationship like the results of the incense study [5, 18-20]. In other words, in order to continuously improve and strengthen job satisfaction, the need to systematically foster and develop managerial leadership types was emphasized.

### 3.3.3 Hypothesis 3: Analysis of leadership type and leader trust for job satisfaction: Model 3

In order to investigate the effect of leadership type and leader trust on job satisfaction, which is the third stage, it was analyzed as model 3 with independent variables and parameters. Table 3 shows the results.

Table 3. Regression analysis of leadership type and leader trust for job satisfaction: Model 3

division		Leader trust		
		$\beta$	t	Probability
Leadership -type	Charisma	.193	1.891	.054*
	Intellectual stimulation	.313	3.591	.001***
	Individual consideration	.259	2.273.	.007***
	Masonry compensation	.201	2.116	.025**
	Exceptional compensation	.274	2.273	.007***
Leader trust		.201		
F		37.827***		
$R^2$		.408		
Modified $R^2$		.394		

\* $P < .05$ , \*\* $P < .01$ , \*\*\* $P < .001$

As a result of regression analysis of leadership form and organizational confidence in job satisfaction, the overall fit of the predictive equation model was verified to be statistically significant ( $F = 37.827$ ,  $p < .01$ ). In addition, the leadership type and job confidence in job satisfaction accounted for about 41.8% of the total variance ( $R^2 = .418$ ), so Model 3 was adopted as in Model 1 and Intangible 2. In other words, <Hypothesis 2-1> charisma ( $t = 1.890$ ,  $p = .054$ ), which is an influence relationship with sub-variables of leadership type on job satisfaction, <Hypothesis 2-2> intellectual stimulation ( $t = 3.591$ ,  $p = .001$ ), <Hypothesis 2-3> Individual consideration ( $t = 3.218$ ,  $p = .000$ ), <Hypothesis 2-4> Condition compensation ( $t = 2.116$ ,  $p = .025$ ), <Hypothesis 2-5> Exceptional compensation ( $t = 2.273$ ,  $p = .007$ ), <Hypothesis 3> Leaders' trust ( $t = 2.251$ ,



$p = .021$ ) were all expressed as positive (+) influences on job satisfaction, and the hypothesis was adopted. In addition, it can be seen that the leadership type and job confidence in job satisfaction account for about 40.8% of the total variance ( $R^2 = .408$ ), and maintain a valid causal relationship. Therefore, previous studies [18, 21] reaffirmed that the achievement of management performance through satisfaction of job performance of organizational members starts based on trust in leaders.

### 3.3.4 Hypothesis 4: Analysis of mediating effect of leader trust

In Model 2 and Model 3, the degree of change of influence on the sub-variable of leadership type on the variable of job satisfaction according to the magnitude of the influence of the independent variable on the dependent variable is as follows. In other words, the charisma, an independent variable, had a  $\beta$  value of the standardized regression coefficient of .241 in Model 2, but decreased to .193 in Model 3. Intellectual stimulation had a  $\beta$  value of .331 in model 2, but decreased to .313 in model 3. In addition, the individual consideration was .340 in model 2, but decreased to .259 in model 3. The condition compensation was .223 in model 2, but decreased to .201 in model 3. The exception compensation was .337 in model 2, but decreased to .274 in model 3. When comparing the regression values showing the magnitude of the effect of independent variables on dependent variables in the mediation effect of Baron & Kenny(1986), the value of the regression coefficient of the three-stage independent variable is higher than that of the two-stage regression equation. It was all about being small. Therefore, the sub-variants of leadership type, charisma, intellectual stimulation, individual consideration, preliminary compensation, and exceptional compensation showed a direct effect on job satisfaction. In addition, a partial mediation effect appeared because it could affect job satisfaction indirectly through the parameters of leader trust. Therefore, Hypothesis 4 was adopted due to the partial mediation role. In other words, empirical analysis was conducted on the fact that leader trust is very important.

### 3.3.5 Species for hypothesis verification results

**Table 4. Comprehensive results of hypothesis verification analysis**

division			Leader trust			comparison
			Direct effect	Indirect effect	Total effect	
Hypothesis 1	H1-1	Charisma → Leader trust	.231***			adopted
	H1-2	Intellectual stimulation → Leader trust	.157*			adopted
	H1-3	Individual consideration → Leader trust	.422***			adopted
	H1-4	Condition compensation → Leader trust	.413***			adopted
Hypothesis	H1-5	Exceptional Reward → Leader Trust	.221***			adopted
	H2-1	Charisma → Job satisfaction	.241**			adopted



total effect	2	H2-2	Intellectual stimulation → Job satisfaction	.331***			adopted
		H2-3	Individual consideration → Job satisfaction	.340***			adopted
		H2-4	Condition compensation → Job satisfaction	.223***			adopted
		H2-5	Exceptional Reward → Job satisfaction	.327***			adopted
		Hypothesis 3	Leader trust → Job satisfaction	.201**			adopted
			Charisma → Leader trust → Job satisfaction		.046		-
			Intellectual stimulation → Leader trust → Job satisfaction		.031		-
			Individual consideration → Leader trust → Job satisfaction		.084		-
			Condition compensation → Leader trust → Job satisfaction		.083		-
		Indirect effect					
	Hypothesis 4	H4-1	Exceptional Reward → Leader Trust → Job satisfaction		.044		-
			(Charisma→ Job satisfaction)+(Charisma → Leader trust → Job satisfaction)			.287	Partial mediation
			(Intellectual stimulation → Job satisfaction)+(Intellectual stimulation → Leader trust → Job satisfaction)			.362	Partial mediation
			(Individual consideration→Job satisfaction)+(Individual consideration → Leader trust → Job satisfaction)			.424	Partial mediation

		H4-4	(Condition compensation → Job satisfaction)+(Condition compensation → Leader trust → Job satisfaction)			.306	Partial mediation
		H4-5	(Exceptional Reward → Job satisfaction)+(Exceptional Reward → Leader Trust → Job satisfaction)			.371	Partial mediation
		Leader Trust → Job Satisfaction				.201	

\*P<.05, \*\*P<.01, \*\*\*P<.001

The purpose of this study was to examine the effects of leadership-type sub-variables on job satisfaction, role analysis as a parameter of leader trust, and whether these variables have a meaningful effect, directly or indirectly, on members of the ICT organization. Based on the hypotheses and structural causality established in this study <Hypothesis 1>, <Hypothesis 2>, <Hypothesis 3>, and <Hypothesis 4> have been verified and adopted for the effects of leadership trust and sub-variables of leadership type on job satisfaction based on the hypothesis and structural causal relationship. The results of analyzing the direct, indirect, and total effects of each variable in Hypothesis 4 are shown in Table 4.

Main contents are as shown in Table 4. First, when analyzing the effect of charisma, a sub-variant of transformational leadership, an independent variable, on job satisfaction, the direct effect of charisma on job satisfaction was  $\beta = .241$ , and the significant indirect effect of mediating leader trust was  $\beta = .$ . The total effect of 046 ( $.241 \times .201$ ) was found to be  $\beta = .287$ . It can be considered as affecting charisma. Second, the direct effect of intellectual stimulation on job satisfaction was  $\beta = .331$ , and the significant indirect effect through leader trust was  $\beta = .031$  ( $.331 \times .201$ ), and the total effect was  $\beta = .362$ . Third, the direct effect of individual consideration on job satisfaction was  $\beta = .340$ , and the significant indirect effect through leader trust was  $\beta = .084$  ( $.340 \times .201$ ), and the total effect was  $\beta = .424$ . Fourth, the direct effect of condition compensation on job satisfaction was  $\beta = .223$ , and the significant indirect effect through leader trust was  $\beta = .083$  ( $.223 \times .201$ ), and the total effect was  $\beta = .306$ . Fifth, the direct effect of exceptional compensation on job satisfaction was  $\beta = .328$ , and the significant indirect effect through leader trust was  $\beta = .044$  ( $.327 \times .201$ ), and the total effect was  $\beta = .371$ . When the results of the analysis are put together, the variables that have the greatest influence on job satisfaction of ICT organization members are individual consideration, and it can be seen that they affect in order of exceptional compensation, intellectual stimulation, condition compensation, and charisma.

#### 4. Conclusion

This study is an empirical study of leadership trust and job satisfaction for managers' leadership perception of organizational members of ICT. In the relationship between ICT managers' leadership roles and relevant members of the organization, it is considered that research is meaningful to realize the purpose of research on

how to manage. The implications for this study are as follows. First, it was found that leadership type (individual consideration, intellectual stimulation, charisma, conditional compensation, and exceptional compensation) significantly influences the trust of the leader. Therefore, it is considered that strengthening the leadership competency of managers is an essential virtue to be equipped as a leader. Second, managerial leadership types (individual consideration, intellectual stimulation, charisma, conditional compensation, and predictive compensation) showed an effect on job satisfaction. Third, organizational members' trust in the leader immediately showed a direct effect on improving their job satisfaction. Fourth, it was confirmed that the bridge role of leader trust is an important factor in the influence of leadership on job satisfaction. Based on these results, it is important to realize that focusing on improving the trust of all five factors of leadership is an important way to improve job satisfaction of organizational members. Finally, the limitations and future studies of this study are as follows. First, in this study, it is possible to draw generalized research results limited to the organizational members of some regions. Second, if you conduct a leadership study of managers working in different fields and a survey of members of the organization, different strategic meanings will be drawn. Third, if the survey is analyzed for foreign companies rather than domestic companies, it is expected to be a more in-depth study in the future.

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