

## **A Study on the Influence of Organizational Culture and Authentic Leadership on Job Crafting**

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### **Abstract**

*We study confirmed the factors influencing the organizational culture (collective culture, development culture, rational culture, hierarchical culture) perceived by members of the organization and the manager's authentic leadership (self-awareness, balanced information processing, relational transparency, internalized moral perspective) on job crafting. In addition, the relationship between organizational culture and authentic leadership was empirically analyzed. In order to verify the hypothesis of the research model, the survey results of 269 parts were verified as follows using the statistical program of SPSS 24.0. First, the organizational cultures perceived by members of the organization, development culture and rational culture, showed positive (+) influence on job crafting. In other words, Hypothesis 1 established by the research model was partially adopted. Second, the group culture, development culture, and rational culture of organizational culture were statistically significant in the relationship between the hypothesis 2 organizational culture and authentic leadership. In other words, Hypothesis 2 was partially adopted. Third, the three hypotheses of authentic leadership (self-awareness, balanced information processing, relational transparency, and an internalized moral perspective) all showed positive (+) effects on job crafting. As a result of this study, it was possible to confirm the importance of the organizational culture that improves the job-crafting of the members of the organization and the strategic activation plan for authentic leadership. Therefore, the necessity of strategic human resource development for the development and application of programs to revitalize organizational culture and improve the manager's authentic leadership has emerged.*

**Key words:** *Organizational culture, Authentic leadership, Job crafting, Hypothesis, Relationship*

### **1. Introduction**

The recent global business environment cannot be predicted to change due to the pandemic phenomenon caused by the corona and intensifying conflict between the US and China. In particular, companies are emphasizing an organizational culture of new forms of thinking and behavior for sustainable growth and development while overcoming the deepened global business environment due to the pandemic [1]. In order to advance the sustainability management system, the importance of organizational culture, authentic

leadership, and job crafting for organizational members to actively pursue change for their job improvement is being newly emphasized. Organizational culture is a method of processing work based on common value systems, norms, symbols, and actions shared among members of a specific organization [2]. In other words, organizational culture is a decision-making method and social awareness system shared by members of the same organization [1]. Authentic leadership is the emphasis on relational transparency through the unity of the inner self and the outer self through self-awareness [3]. Authentic leadership is an act in which the leader himself, the manager, communicates transparently with the members of the organization based on moral values through self-reflection [4]. A leader's authentic leadership performance improves mutual trust between managers and members of the organization and changes the atmosphere of the organization's working environment, thereby showing a positive impact on the growth and development of members beyond organizational growth [5]. Authentic leadership can be said to be a major factor that promotes the growth of organizations and individuals by proactively exerting their competencies in response to rapid changes in the business environment. Job crafting refers to physical and cognitive changes made by an individual to change the job-related and social boundaries of work [6]. Job crafting is an active action in which members of an organization want to change their job identity and job meaning while actively changing their job field. In job crafting, there are some differences in the way and form of job performance by organization members. Nevertheless, the organization members themselves actively change in job performance to promote the growth and development of organizations and individuals. The importance of organizational culture, genuine leadership, and job crafting are being emphasized as key factors for advancing the sustainability management system in the unpredictable and rapidly changing business environment. However, there is absolutely insufficient research on organizational culture and genuine leadership that directly affect job crafting. Therefore, this study aims to determine how the organizational culture perceived by the organizational members and the sincere leadership of the manager affects the job crafting of the organizational members based on previous research. The biggest difference of this study from previous studies is that it confirmed the influence of organizational culture on genuine leadership and job crafting, and the relationship between genuine leadership and job crafting.

## **2. Theoretical Background**

### **2.1. Organizational Culture**

Organizational culture is a comprehensive concept that includes values, beliefs, customs, knowledge, skills, and symbols shared by members of a specific organization [7]. Organizational culture defines the thinking and behavior of members of an organization and is a system of decision-making methods through mutual cooperation among other members of the organization [8]. Organizational culture is a pattern of values, beliefs, and behaviors that form the core identity of an organization, and is a decision-making method and social awareness system shared by members of the same organization [9]. The organizational culture type was classified the group culture, the developmental culture, the hierarchical culture, and the rational culture are classified according to the level of awareness of clues, information, and data obtained from the environment [10]. Organizational culture was divided into a network-type culture, a performance-oriented culture, a decentralized culture, and a community culture, centering on two axes: sociability and solidarity [2]. Therefore, this study applied the competitive value model (CVM), which is used through verification in general preceding studies in a tangible approach to organizational culture [11]. In other words, four types of group culture, development culture, hierarchy culture, and rational culture were applied.

## **2.2. Authentic Leadership**

Authentic leadership is leadership based on the true self that the leader has. In other words, it is a decision-making process in which the leader expresses himself through internal reflection and acts in conformity with his true self [12]. Authentic leadership means that a leader makes decisions based on moral values while being well aware of his strengths and weaknesses through reflection on his inner side. In addition, it is an act of showing transparent communication with the members of the organization about the vision to be presented and its meaning [13]. Authentic leadership creates a positive atmosphere such as integrity, high moral standards, and trust, which positively influences the growth and development of members of the organization [14]. Therefore, a leader who demonstrates authentic leadership is confident in himself and is forward-looking, understands the situation well in accordance with the environment, and has very strong positive and moral beliefs [15]. On the other hand, the constituent factors of authentic leadership were classified into self-awareness, unbiased processing, genuine behavior and behavior, and authentic relationship orientation [16]. In addition, it was divided into self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency [17]. Therefore, this study was applied by dividing into self-awareness, balanced information processing, relational transparency, and an internalized moral perspective, which are the general attributes of authentic leadership.

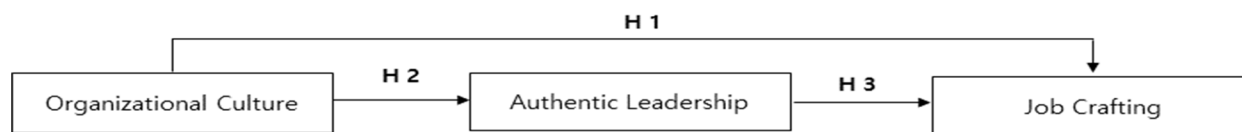
## **2.3. Job Crafting**

Job Crafting is the process of reorganizing jobs by changing the boundaries of job, relationship, and cognition to the members of the organization [6]. Job crafting is not limited to the tasks given in the job description, but means that individuals voluntarily create or lead changes in job role performance [18]. The goal of job crafting is to adapt the parameters of the job to suit the individual's needs, preferences and abilities [19]. On the other hand, as a constituent factor of job crafting, organization members classified their job performance into three categories: task processing, relational processing, and cognitive processing [20]. The constituent factors for job crafting were divided into a need for autonomy for work and work meaning, a need for a positive self-image, and a need for relationships between others [6]. Meanwhile, job crafting was measured by increasing social job resources, increasing structural job resources, increasing challenging job demands, and reducing disruptive job demands [21]. The scale of job crafting questionnaire (JCQ) contributed to research development based on the job demand-resource model. However, the point that cognitive processing, the core of the Wrzesniewski and Dutton model, was excluded as a disadvantage. Therefore, in this study, based on Wrzesniewski and Dutton model, job crafting was measured by dividing into task processing, relational processing, and cognitive processing.

## **3. Research Model and Hypothesis Setting**

### **3.1 Research Model**

The purpose of this study was to confirm the relationship between the organizational culture and authentic leadership perceived by corporate members on job crafting. In addition, the relationship between organizational culture and authentic leadership was verified. For this, the research model was set up as shown in Figure 1.



**Figure 1. research model**

### 3.2. Hypothesis Setting

#### 3.2.1. The Relationship between Organizational Culture and Job Crafting

Organizational culture is the values, beliefs, and behaviors shared by members of the organization within the organization [1]. Job crafting is an action in which an organization member voluntarily makes physical and cognitive changes in the field of work and relations when performing his or her job [6]. On the other hand, the innovation of organizational culture and the type of change culture showed a positive effect on job crafting [22]. In addition, in a study targeting nurses, the need for organizational efforts to support job crafting and organizational health improvement through improvement of the relationship-oriented culture type was emphasized [23]. The innovation culture and regulatory text of the organizational culture showed a positive (+) influence on the job-crafting job search for job resources and challenging job pursuits [24]. Therefore, in this study, the following hypothesis was established based on previous studies of the direct influence relationship between organizational culture and job crafting.

**Hypothesis 1. Organizational culture will have a positive (+) effect on job crafting.**

#### 3.2.2. The Relationship between Organizational Culture and Authentic Leadership

Organizational culture is a shared belief, value, behavior, and attitude among members of the organization, and is closely related to self-awareness activities, which are the concept of continuous provocation of the values, goals, strengths, and weaknesses of the organization members who are authentic leadership [14]. In other words, the organizational culture acts as a major factor that can improve the positive influence on the formation and development of authentic leadership [25]. That is, innovative organizational culture was predicted to have a statistically significant effect on authentic leadership, while group culture and development culture also have a positive effect on authentic leadership [26]. In addition, in a study on the perceptions of public office life in 2016, organizational culture showed a positive effect on authentic leadership and organizational performance [27]. Therefore, this study established the following hypothesis based on previous studies.

**Hypothesis 2. Organizational culture will have a positive (+) influence on authentic leadership.**

#### 3.2.3. The Relationship between Authentic Leadership and Job Crafting

Authentic leadership emerged as an interest in ethical issues regarding the paradigm shift of market-oriented endless competition [28]. In other words, sincere leadership, a new type of leadership to overcome rapidly changing global environmental changes, is a leadership that restores confidence, resilience, hope, optimism, and the meaning of one's existence [13]. On the other hand, job crafting is a new important concept that measures the effectiveness of leadership as well as the best goal that managers want to pursue newly, and is a form of job design led by organizational members authentic leadership can improve job crafting by enhancing the self-awareness of members of the organization, transparency in employee relations, and positive self-development [29]. In addition, authentic leadership is said to improve the positive emotions of members of the organization, job satisfaction, job performance, organizational commitment, organizational citizenship behavior, and trust and satisfaction with supervisors, which are constituents of job crafting [17]. In a domestic

study, an empirical analysis of the positive (+) influence of authentic leadership on job crafting was conducted [30-31]. Therefore, this study established the following hypothesis based on previous studies.

**Hypothesis 3. Authentic leadership will have a positive (+) effect on job crafting.**

### **3.3. Organizational Definition of Variables**

#### **3.3.1. Organizational Culture**

Organizational culture is the shared beliefs, values, and beliefs that the members of the organization express their thoughts and actions, and plays the role of leading external responses and internal solidarity [32]. Organizational culture is mainly used from a practical point of view, can be activated for organizational policies and practices, and acts as a major factor that can improve organizational performance [1]. Therefore, in this study, based on the CVM group, development, market, and hierarchical culture from the perspective of coexistence of various organizational cultures within the organization, in previous studies [1-9]. The applied measurement items were revised and supplemented. This study defined organizational culture as values, beliefs, norms, customs, and knowledge that have been formed and shared within an organization over a long period of time, and it is a way of thinking and behavior that affects all members of the organization. In addition, the sub-variables of organizational culture were divided into group culture, development culture, rational culture, and hierarchical culture, and consisted of 12 questions. It was composed on a 5-point scale of Likert per question.

#### **3.3.2. Authentic Leadership**

Authentic leadership developed with interest in the ethics and morality of the leader, who is a manager, which is more emphasized as the organization grows and develops in the modern organization [33]. In other words, authentic leadership developed through research and review on transformational leadership, positive psychology, and ethical leadership, and self-awareness and internal regulation as core elements [17]. Therefore, this study was applied by revising and supplementing the measurement items of the previous studies [17, 22, 27, 31]. The sub-variables of authentic leadership were divided into self-awareness, balanced information processing, relational transparency, and an internalized moral perspective, and consisted of a total of 12 questions. It was composed on a 5-point scale of Likert per question. In addition, based on previous research, this study intends to define authentic leadership as a consistently truthful and moral behavior or decision-making behavior that a leader exerts based on objective self-awareness and self-regulation.

#### **3.3.3. Job Crafting**

Job crafting is a work experience and attitude that is influenced by voluntary actions by members of an organization, and is a physical and cognitive change in the task and relationship areas that they perform in their jobs [19]. Therefore, this study intends to define a job craft as an action process that changes the physical and cognitive boundaries related to the roles or responsibilities in which the members of the organization perform their duties based on the results of previous studies [22, 31]. In addition, job crafting was divided into task, cognition, and relationship, and consisted of a total of 9 questions as a single variable. It was measured on a 5-point scale of Likert per question.

## **4. Empirical Analysis**

### **4.1. Sample Selection and Data Collection**

This study targeted organizational members who are working at companies to achieve the research objectives of the established research model. During the survey period, 300 copies were distributed for about 6 weeks from November 11 to December 18, 2019, and 275 copies were collected. Of these, 269 copies were used for the final analysis, excluding 6 copies that were unfaithful. Meanwhile, for empirical analysis, frequency analysis, exploratory factor analysis, reliability analysis, and correlation analysis were performed using the statistical program of SPSS 24.0. In addition, if the  $\alpha$  coefficient of the entire item was 0.6 or more, it was determined that there was internal consistency, and multiple regression analysis was performed to verify the hypothesis.

#### **4.2. General Characteristics**

In the results of frequency analysis of general characteristics, males showed 145 (53.9%), higher than 124 females (46.1%). As for the age, 160 people (59.5%) accounted for the largest share in their 30's. In terms of marital status, 136 married (50.6%), showing a similar proportion to 128 unmarried (47.6%). As for the academic background, college graduates accounted for the most with 168 people (62.5%), and as for the position, the deputy accounted for the most with 136 people (50.6%). Lastly, 127 people (47.2%) were working for less than 10 years, followed by 86 people (32.0%) for less than 10-15 years.

#### **4.3. Analysis of validity and reliability of measurement tools**

As a result of factor analysis on organizational culture, 12 variables were extracted as four factors 'collective culture', 'development culture', 'rational culture', and 'hierarchical culture'. Authentic leadership was extracted into four factors 'self-awareness', 'balanced information processing', 'relational transparency', and 'internalized moral perspective'. Job crafting was applied as a single variable. Cronbach's  $\alpha$  coefficient was applied to verify the reliability of the measurement items of organizational culture, authentic leadership, and job crafting. As a result of checking the values of the reliability coefficients, it was found that there was no problem in reliability as all were more than 0.7. In addition, exploratory factor analysis was conducted to verify the validity of measurement items for organizational culture, authentic leadership, and job crafting. A factor loading value of 0.5 or more was used to indicate the degree of correlation between each variable and factor. The eigenvalue was factorized based on 1.0 or higher. In addition, the suitability of factor analysis was verified as follows using KMO (Kaiser-Meyer-Olkin) and Bartlett's sphericity test of the suitability of standard formation. First, the organizational culture was KMO = 0.922, Bartlett's sphericity test ( $\chi^2 = 2215.337$ ,  $df = 91$ ,  $p = .000$ ), and total variance explanatory power = 73.956%. Second, for genuine leadership, KMO = 0.902, Bartlett's sphericity test ( $\chi^2 = 2453.215$ ,  $df = 91$ ,  $p = .000$ ), total variance explanatory power = 75.348% factor analysis. Third, job crafting was analyzed as KMO = 0.724, Bartlett's sphericity test ( $\chi^2 = 409.487$ ,  $df = 10$ ,  $p = .000$ ), and total variance explanatory power = 54.415%. On the other hand, as a result of Pearson correlation analysis to find out the interrelationships of variables, it was found that the constituent factors of the corporate culture, genuine leadership and job crafting had a positive correlation. In other words, the same results as the hypothesis direction were drawn, and all of them were statistically significant and hypotheses were tested.

#### **4.4. Hypothesis Verification**

##### **4.4.1. The Impact of Organizational Culture on Job Crafting**

Table 1 shows the results of multiple regression analysis to verify hypothesis 1 that the corporate culture will have a positive (+) significant effect on job crafting. In other words, hypothesis 1 was partially adopted as it was found that the types of 'development culture' and 'rational culture' had a positive (+) effect on job crafting. The explanatory power of the regression



equation was 26.7%, and the F value was 23.574, and the p value was 0.000. This regression model was statistically significant. The Durbin-Watson value was 1.831, indicating that the regression model was suitable because there was no correlation between the residuals. On the other hand, as a result of the analysis, development culture has a regression coefficient of 0.266 and a significance level of 0.001, showing that it has a positive (+) significant effect on job crafting at a significance level of 1%. In addition, in the rational culture, the regression coefficient was 0.237 and the significance level was 0.000, indicating that it had a positive (+) significant effect on job crafting at the significance level of 1%, and hypothesis 1-3 was adopted. On the other hand, group culture and hierarchical culture did not appear to have a significant effect on job crafting, so hypothesis 1-1 and hypothesis 1-4 were rejected. That is, it was proved that the influence relationship between organizational culture and job crafting varies according to the research purpose, as in the previous research results [22-24].

**Table 1. The Influence of Organizational Culture on Job Crafting [Hypothesis 1]**

Dependent variable	Independent variable (Organizational culture)	Unnormalization factor		Standardization Coefficient (β)	t value	Significance
		B	Standard error			
Job Crafting	Constant	1.241	.191		6.594	.000
	group culture	.046	.081	.051	.541	.592
	development culture	.223	.058	.266	3.917	.000***
	rational culture	.181	.057	.237	3.229	.001***
	hierarchical culture	.046	.062	.059	.746	.457
R <sup>2</sup> = .267, B Modified R <sup>2</sup> = .254, F = 23.574, p = .000, Durbin-Watson = 1.831						

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

**4.4.2. The Influence of Organizational Culture on Authentic Leadership**

Table 2 shows the results of multiple regression analysis to test hypothesis 2 that organizational culture will have a positive and significant influence on authentic leadership. In other words, the 'collective culture', 'development culture', and 'rational culture' of organizational culture showed positive (+) significant influences on authentic leadership. Therefore, Hypothesis 2 was partially adopted because the hierarchical culture was not adopted. On the other hand, the explanatory power of the regression equation was 32.3%, and the F value was 30.985 and the p value was 0.000. This regression model was statistically significant. The Durbin-Watson value was 1.733, indicating that the regression model was suitable because there was no correlation between the residuals. In addition, according to the analysis results, the accounting coefficient for the constituent factors of organizational culture was 0.331 for group culture 0.344 for development culture 0.266 for rational culture. The significance level was 0.000, indicating a significance level of 1%, indicating that it had a positive (+) significant effect on authentic leadership. In other words, hypothesis 2-1 (collective culture), hypothesis 2-2 (development culture), and hypothesis 2-3 (rational culture) were adopted, and hypothesis 2-4 was rejected as the hierarchical culture did not significantly affect authentic leadership. The results of the influence relationship between organizational culture and authentic leadership were expressed in various ways as shown in previous studies [25-27] to support this study.

**Table 2. The Influence of Organizational Culture on Authentic Leadership [Hypothesis 2]**

Dependent variable	Independent variable (Organizational culture)	Unnormalization factor		Standardization Coefficient (β)	t value	Significance
		B	Standard error			
Authentic leadership	Constant	.817	.241		3.399	.000
	group culture	.331	.072	.356	4.714	.000***

	development culture	.344	.069	.341	4.628	.000***
	rational culture	.266	.073	.241	3.651	.000***
	hierarchical culture	.040	.081	.039	.499	.621
R <sup>2</sup> = .323, Modified R <sup>2</sup> = .309, F = 30.985, p = .000, Durbin-Watson = 1.733						

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

#### 4.4.3. The Impact of Authentic Leadership on Job Crafting

Table 3 shows the results of multiple regression analysis to verify hypothesis 3 that authentic leadership will have a positive (+) significant effect on job crafting. In other words, 'self-awareness', 'balanced information processing', 'relational transparency', and 'internalized moral perspective' of authentic leadership appear to have a positive (+) significant effect on job crafting, so hypothesis 3 is all adopted. In other words, the explanatory power of the regression equation was 44.1%. The F value was 69.263 and the p value was 0.000. This regression model was statistically significant. The Durbin-Watson value was 1.803, and there was no correlation between the residuals, so the regression model was found to be suitable. On the other hand, as a result of analyzing the regression model, the regression coefficient for the constituent factors of authentic leadership was shown as follows. That is, self-awareness is 0.417, balanced information processing is 0.332, relational transparency is .269, and internalized moral view is 0.152. In addition, the significance level was 0.000, indicating that it had a positive (+) significant effect on job crafting at the significance level of 1%, so all hypothesis 3 was accepted. The results of this study show that, as in previous studies [29-31] authentic leadership was a major factor in improving job crafting.

**Table 3. The Influence of Authentic Leadership on Job Crafting [Hypothesis 3]**

Dependent variable	Independent variable (Authentic leadership)	Unnormalization factor		Standardization Coefficient ( $\beta$ )	t value	Significance
		B	Standard error			
Job Crafting	Constant	1.029	.163		6.430	.000
	self-awareness	.417	.041	.557	10.293	.000***
	balanced information processing	.332	.070	.356	4.727	.000***
	relational transparency	.269	.071	.312	4.212	.000***
	internalized moral perspective	.152	.047	.177	3.221	.000***
R <sup>2</sup> = .441, Modified R <sup>2</sup> = .433, F = 69.263, p = .000, Durbin-Watson = 1.803						

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

## 5. Conclusion

We study was to confirm the influence of the organizational culture perceived by corporate members on job crafting and genuine leadership, and the relationship between job crafting and job crafting. The main results expressed through the results of this study are as follows. First, the organizational cultures perceived by members of the organization, development culture and rational culture, showed a positive (+) influence on job crafting. In other words, Hypothesis 1 established by the research model was partially adopted. Therefore, as



the organizational culture acts as a positive factor in improving the job crafting of the members of the organization, a plan for revitalizing the development culture and rational culture was required. Second, group culture, development culture, and rational culture were statistically significantly analyzed for genuine leadership in the relationship between the hypothesis 2 organizational culture and genuine leadership. In other words, as Hypothesis 2 was partially adopted, changes and innovations in the organizational culture were required to improve the manager's genuine leadership. Third, hypothesis 3, genuine leadership, showed positive (+) influence on job crafting. The necessity of a strategic implementation plan for revitalizing the organizational culture, which is a major factor in improving the job crafting of members of the organization, was emphasized. In addition, the need for strategic human resource development for the development and application of programs to improve the sincere leadership of managers emerged. On the other hand, this study provided additional theoretical and practical implications for the organizational culture and genuine leadership that influence the job crafting of organization members. Nevertheless, this study has limitations in generalization as the research proceeds with limited subjects. Therefore, in future research, there is a need for research by applying factors that affect job crafting through various types of occupational groups.

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