The Effects of Job Characteristics on Leadership Awareness and Organizational Citizenship Behavior: Focused on the Role of Motivating Potential Score

[1] Beet-Na Choi, [2] Hee-Young Cho, [3] Hoe-Chang Yang,

1. *First Author,* Part-time Lecturer, Dept. of Distribution Management, Jangan University, Korea, E-mail: bnlove20@naver.com

2. Adjunct Professor, Dept. of Distribution Management, Jangan University, E-mail: imarketinghy@paran.com

3. *Corresponding Author*, Assistant Professor, Dept. of Distribution Management, Jangan University, E-mail: pricezzang@naver.com

Abstract

Purpose - This study aimed to check the influence of job characteristics of members of small and medium businesses on authentic leadership awareness of superiors and organizational citizenship behavior, and if the MPS between awareness of authentic leadership and organizational citizenship behavior mediated. This study aimed to find the influence of job characteristics of SMEs members on leadership awareness and organizational citizenship behavior, and the role of motivating Potential Score.
Research Design, Data, and Methodology - Total of 150 valid questionnaires were collected. Frequency analysis, descriptive statistical analysis, correlation analysis, simple & multiple regression analysis, and 3-step mediated regression analysis were conducted.
Results - The sub-factors of job characteristics all had positive influence on authentic leadership except skill variety and positive awareness on authentic leadership enhances organizational citizenship behavior of members. Also, MPS partially mediates awareness of authentic leadership and organizational citizenship behavior.
Conclusion - Providing skill variety such as expanding jobs to members of SMEs does not have influence of positive leadership awareness of leaders and partial mediation of MPS means that job characteristics along with positive leadership awareness on superiors enhance organizational citizenship behavior and contributes in developing the organization.

Keywords: Job Characteristics, Authentic leadership, Motivation potential score(MPS), Organizational citizenship behavior(OCB).

JEL Classification Code: M30, M31, M54. L10.

1. Introduction

Recently companies are continuing to try to preoccupy competitive advantage through various changes in the rapidly changing business environment. Especially, it is being reported that small and medium businesses with weak competitiveness have meager results compared to the effort to adapt to this change. It is thought that this result is because of various business difficulty factors such as falling behind business type, weak capital strength, and difficulty of obtaining high quality manpower of small and medium businesses. To solve these problems, the

government is providing various policies to build small and medium businesses and effort to expand the percentage of small and medium businesses in the national economy is in progress (Seo & Hong, 2014). However, it is certain that gaining competitiveness should basically start from the effort of small and medium businesses themselves. This means that exterior competitiveness can be obtained by strengthening interior competitiveness such as improving inefficiency within organizations with the leaders and members of small and medium businesses cooperating with each other. Therefore, this study focuses on the job characteristics of members. It is because job characteristics influences mental status and this can draw change in job behavior of members and organizational citizenship behavior (Karambyya, 1990). Also, this study also focuses on how members recognize the leader of superiors and the influence of job characteristics on leadership awareness. This can increase the concentration of positive awareness on leaders in cases of small sized small and medium businesses, but it is because there is possibility that negative awareness can increase turnover intention.

Therefore, this study aimed to check the influence of job characteristics of small and medium business members on leadership awareness and organizational citizenship behavior. Also, this study focuses on the role of MPS (Motivating Potential Score) which was reported by Yang and Tasnuva (2013). This is because there is possibility to gain competitiveness by checking job characteristic factors of small and medium business members if the MPS calculated by job characteristics has an intermediary role between awareness of superior′s leadership and organizational citizenship behavior. Therefore, firstly in this study, job characteristics of members are selected by 5 sub-factors of skill variety, task identity, task significance, autonomy, and feedback which were proposed in the job characteristics model by Hackman and Oldham (1976), and the influence on authentic leadership, which is a type of leadership of superiors, was to be looked into.

The result of this study provides clues in which factors of job characteristics of members in small and medium business level influence authentic leadership awareness of superiors. Along with clues in which factors should be preferentially considered among job characteristics of members, it is expected that clues on efficient leadership of superiors are to be provided. Also, the influence of MPS, which is a factor of integrated aspect of job characteristic factors, on authentic leadership awareness and organizational citizenship behavior was checked to provide implications to impose efficient duty.

2. Theoretical Background

Job characteristics divides core jobs by characteristics such as obligation, responsibility, and results on work given to individuals in which it is composed of 5 factors which are skill variety, task identity, task significance, autonomy, and feedback (Hackman & Oldham, 1980). Concept organization of each factor is as follows. First, skill variety means how much the worker′s various knowledge, skill, and competence can be used in conducting work. Second, task identity means how much the work can be completed from start to end or how much level of partial work can be conducted. Third, task significance means the degree of influence of the job on the worker′s internal⸱ external organization life. Fourth, autonomy means the degree of freedom, independence, and discretion given in the process of planning one′s work schedule and decision of work method. Fifth, feedback means the degree of subjective awareness that can be obtained with clear and direct information of effectiveness as result of activities (Hackman & Oldham, 1976, 1980).

Authentic leadership is a leadership theory emphasizing the qualification and character of leaders in which it can be called as a new type of leadership that is being spotlighted in studies nowadays. It was first introduced in the 2004 Nebraska Leadership Conference hosted by US Gallup in which Walumbwa, Avolio, Gardner, Wernsing and Peterson (2008) developed a measurement criteria of authentic leadership called ALQ (Authentic Leadership Questionnaire) for validification in which many studies are actively in progress (Yoon, 2012). ′Authenticity′ which is the basis word of authentic leadership originates from Greek philosophy ′To Thine Own Self Be True′ (Avolio & Gardner, 2005; Harter, 2002). Erickson (1995) defined authenticity as a value that corresponds with one′s core value and is honest to oneself. Harter (2002) defined it as behaving in accordance with the inner thoughts, emotions, belief, and values that one knows, Kernis (2003) defined it as operating true ego by one′s own will in everyday life, and Avolio and Gardner (2005) defined it as life truly expressing oneself on all behavior and maintaining sincereness knowing oneself well. Thus, authenticity is deciding by inner motivations and behaving in accordance by

recognizing one′s own value, belief, emotion, identity, and goal in which actualizing a mentally healthy ego can become the basis of authentic leadership (Yoon, 2012). Avolio, Gardner, Walumbwa, Luthans, and May (2004) proposed authentic leadership as a desirable type of leadership because it recovers basic confidence, hope, optimism, recuperative power, and meaning of existence because of several unique difficulties that are given to organizations nowadays. It was found that there were not that many studies on authentic leadership until mid-2010, because it has just been started to receive attention domestically. In fact, RISS (Research Information Service System) supported in KERIS (Korea Education & Research Information Service) search results showed 46 degree theses, 35 journal papers in 2015, and papers researching on the relationship between job characteristics and authentic leadership could not be found. Nevertheless, there is high possibility that positive or negative awareness on one′s job at work has influence on leadership awareness of superiors. As a result of searching for RISS in May 2018 for the possibility of such interest, it was found that more than 100 theses, and more than 130 journal articles were published for three years.

According to Ju, Cho and Yang (2013), organizational citizenship behavior (OCB) suggests behavioral intention to differ from other variables and to test OCB themselves and to investigate OCB of bosses, fellows and subordinates who works together for a long time and to investigate effects upon outcome. The organizational citizenship behavior (OCB) means other behaviors than job role so that considerable portion of behavior for enterprises and/or customers of a member shall follow not regulation of the role but voluntary and optional rule (Ju et al., 2013; Organ, 1988). Organizational citizenship behavior is divided into individual behavior and organizational behavior in which others are helps without request of help, complaints are not expressed, effort is made to make harmonious ambience, cooperation is sought with other members, work other than one′s role is autonomously done, and various ideas for productive development of the organization are proposed (Bateman & Organ, 1983; Lee & Oh, 2013). In case of small and medium businesses, the size is small and number of members is much smaller than large companies that it is important that cooperation should autonomously take place and voluntary behavior for profit of the company other than work of oneself should be sought to strengthen the roles given to members and the cooperation system between those roles (Katz, 1964).

3. Research Model and Hypotheses

The job characteristics model proposed by Hackman and Oldham (1980) for job design shows specific plans and is receiving very broad support. Through these characteristics, job executers experience psychological states such as experienced meaningfulness from work, experienced responsibility, and knowledge of actual result. In result, inner motivation is increased, quality of work results is improved, satisfaction of jobs increases, and turnover and absence is reduced (Kang, 2012).

It was referred above that positive or negative awareness of one′s work can have high possibility to have influence on leadership awareness of superiors. This possibility can be supported by the social identity theory. According to Shavelson, Hubner and Stanton (1976), self-concept is illustrated to be collective in various aspects and can be expansive, stably distinguished. Reflecting Harter (1999)′s assertion, self-concept of members in small and medium businesses can be composed with social self-concept based on public network on leaders at work and cognitive self-concept which recognizes one′s existence regarding work. In this process of recognizing and understanding oneself as it can be seen in Turner (1975)′s view, one can be associated in a social group and can feel meaning of emotion or value in that associated group. Because social groups make social identity aspect of individuals to be recognized, it can be expected that job characteristics recognizing members and the level of authentic leadership recognizing the leader as a member in social groups have relation.

Various researchers have presented advanced researches on organizational citizenship behavior related to leadership. Especially researches related to transformational or transactional leadership (e.g., Deluga, 1988; Harter & Bass, 1988; Koh, Steers, & Terborg, 1995; Podsakoff, Mackenzie, Paine, & Bachrach, 2000) showed that leadership type has substantial influence on organizational citizenship behavior. Meanwhile, Avolio et al. (2004) said that authentic leadership can give direct, indirect influence on attitude or behavior of employees. Avolio and Gardner (2005) and Walumbwa et al. (2008) reported that authentic leadership has substantial influence on organizational citizenship behavior. On one hand, organizational citizenship behavior features such as complexity, challenge, and skill variety gives awareness that one′s work is important and significant to the organization (Chen & Chiu, 2009)

and the organization decides the value of treating a member through the work in charge. In result, behavior other roles such as organizational citizenship behavior brings positive results to the organization (Purvanova, Bono, & Dzieweczynski, 2006).

According to Yang and Tasnuva (2013), the overall potential of a job to prompt internal work motivation on the part of job incumbents should be highest when all of the following are true: (a) the job is high on at least one (and hopefully more) of the three job dimensions that lead to experienced meaningfulness, (b) the job is high on autonomy, and (c) the job is high on feedback (Hackman & Oldham, 1976). They explained that The Motivating Potential Score(MPS) is a measure of the degree to which the above conditions are met. MPS is computed by combining the scores of jobs on the five dimensions as follows (Yang & Tasnuva, 2013).

$$\text{Motivating Potential Score (MPS)} = \left[\frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \right] \times \text{Autonomy} \times \text{Feedback}$$

<Figure 1> Formula of Motivating Potential Score

In the study subject to temporary employees by Yang and Tasnuva (2013), it was shown that MPS between fairness and immersion in organization had partial intermediation. As referred before, MPS is derived through calculation of sub-factors of job characteristics in which autonomy and feedback on skill variety, task identity, and task significance is much more important as shown in <Figure 1>. It can be inferred that MPS shows possibility of overall motivation on one's job characteristics and considering advanced researches that motivation mediates various leadership types and organizational citizenship behavior (e.g., Bass, 1990; Chelladurai, 1984; Lee & Oh, 2013), it can be expected that it can be a role of mediation between authentic leadership and organizational citizenship behavior.

Based on the theoretical background shown above, the following research model and hypotheses were established.
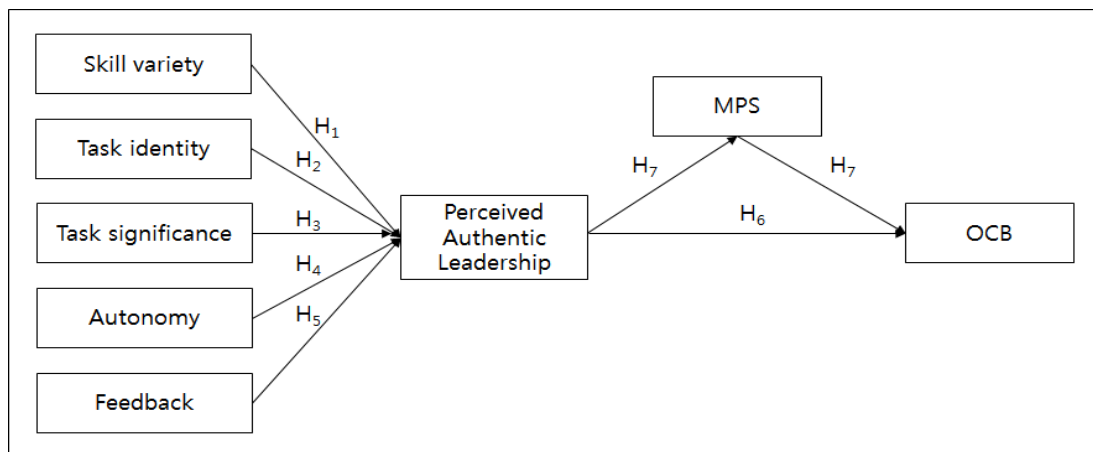
note) H7 means the mediating effect of MPS

<Figure 2> Research model and Hypotheses

Hypothesis 1. Skill variety shall have positive influence upon perceived authentic leadership.
Hypothesis 2. Task identity shall have positive influence upon perceived authentic leadership.
Hypothesis 3. Task significance shall have positive influence upon perceived authentic leadership.
Hypothesis 4. Autonomy shall have positive influence upon perceived authentic leadership.
Hypothesis 5. Feedback shall have positive influence upon perceived authentic leadership.

Hypothesis 6. Perceived authentic leadership shall have positive influence upon organizational citizenship behaviour (OCB)

Hypothesis 7. Motivating potential score shall have mediated between perceived authentic leadership and organizational citizenship behavior.

4. Methodology

4.1. Methods and Data Collection

To conduct this study, a survey was carried out SEM members of the Seoul and Metropolitan Area. A total of 155 questionnaires were returned and among which, 5 questionnaires which responded unfaithfully were excluded. The rest 150 questionnaires were used. Frequency analysis, descriptive statistical analysis, correlation analysis, simple & multiple regression analysis, and 3-step mediated regression analysis were conducted using SPSS 19.0 and AMOS 19.0. For example, the demographic characteristics of the participants, male were 89 people (59.3%), female were 61 people (40.7%). Demographic variables are presented in <Table 1>

<center><Table 1> Demographic Characteristics</center>

items	Sub-items	Frequency	Ratio(%)
Gender	Male Female	89 61	59.3 40.7
Age	less than 30 30-39 40-49 more than 50	26 34 54 36	17.3 22.7 36.0 24.0
Continuous service year	less than 3 years 4-10 11-20 more than 20 years	54 39 36 21	36.0 26.0 24.0 14.0

In this study we investigated 3 variables. Specifically, we measured each 5 items of job characteristics such as skill variety, task identity, task significance, autonomy and feedback based on Hackman and Oldham (1976) using Likert 5-point scales, 16 items of authentic leadership based on Avolio et al. (2007) using Likert 6-point scales, and 12 items of organizational citizenship behavior (OCB) based on Organ (1988) using Likert 7-point scales. And, we calculated MPS using the formula presented in <Figure 1>. All variables were converted into z-score to make correction of difference of the scales.

4.2. Reliability and Validity of Measurement Scale

To find out if measurement items are internally consistent, reliability was verified using Cronbach′s α. Chae (2002) argued that if Cronbach′s α is over 0.6, it is considered reliable. In this respect, the reliability of variables in this study was found to be 0.686~0.957. As a result of confirmatory factor analysis to verify feasibility of variables, skill variety, autonomy, feedback, authentic leadership except task identity, task significance, OCB was less than 0.5 to confirm validity by comparing between coefficient of determination of R-square and AVE, respectively.

<center><Table 2> Reliability and Validity</center>

Variables	Sub-variables	first item	final item	Cronbach's α	Construct Reliability	AVE

Job characteristics	Skill variety	5	3	0.838	0.844	0.649
	Task identity	5	5	0.685	0.753	0.385
	Task significance	5	5	0.793	0.818	0.479
	Autonomy	5	3	0.739	0.789	0.573
	Feedback	5	3	0.780	0.827	0.619
Authentic leadership		16	16	0.957	0.946	0.526
OCB		12	8	0.881	0.851	0.425

5. Empirical Analysis

The directional nature and possible causal relationship between variables were identified through confirmatory factor analysis and the results from correlation analysis which was carried out to identify the validity of variables whose validity was not identified were presented in <Table 3>.

<Table 3> Results of Correlation analysis(n=150)

	1	2	3	4	5	6	7	8
1. Skill variety	(.649)							
2. Task identity	.421**	(.385)						
3. Task significance	.538**	.600**	(.479)					
4. Autonomy	.348**	.498**	.507**	(.573)				
5. Feedback	.370**	.544**	.600**	.584**	(.619)			
6. Authentic leadership	.099	.331**	.262**	.183*	.282**	(.526)		
7. MPS	.547**	.682**	.739**	.836**	.856**	.278**	-	
8. OCB	.365**	.445**	.493**	.333**	.336**	.407**	.448**	(.425)
Mean	3.70	3.94	3.70	3.64	3.64	3.83	53.37	5.08
Standard Deviation	0.81	0.64	0.69	0.75	0.73	1.03	24.87	0.96

Note) ** $p<.01$, AVE marked in ( ).

The demographic variables such as gender, age, and continuous service year which are expected to affect according to the correlation analysis was performed and regression analysis was performed to verify the direct effect hypothesis and the result is as follows. Skill variety ($\beta=.081$, $p=.328$) did not have statistically significant effect on perceived authentic leadership. Therefore, hypothesis 1 was not supported. However, task identity ($\beta=.332$, $p<.01$), task significance ($\beta=.262$, $p<.01$), autonomy ($\beta=.175$, $p<.05$), and feedback ($\beta=.280$, $p<.01$) have statistically significant effect on perceived authentic leadership, respectively. Therefore, hypothesis 2, hypothesis 3, hypothesis 4 and hypothesis 5 was supported, respectively. Also, perceived authentic leadership ($\beta=.385$, $p<.01$) had positive influence upon OCB. Therefore, hypothesis 6 was supported, too.

Multiple regression analysis was done with control of same demographic variables to verify which factor had more significantly influence upon perceived authentic leadership among job characteristic variables such as task identity, task significance, autonomy, and feedback, task significance ($\beta=.321$, $p<.01$) and task identity ($\beta=.214$, $p<.05$) had significantly positive influence upon perceived authentic leadership.

3-step mediated regression analysis (Baron & Kenny, 1986) was done to test mediating effect of MPS between perceived authentic leadership and OCB was shown in <Table 4>. The results showed that MPS was partial mediated between perceived authentic leadership and OCB. Therefore, hypothesis 7 was supported.

<Table 4> Result of Mediation Effect

Independent Variables (IV)	Mediation Variables (MV)	Step	Results	R2	F
Perceived authentic leadership	MPS	1(β1)	.269**	.342	14.962**
		2(β2)	.385**		
		3(β3,IV)	.302**		
		3(β3,MV)	.312**		

Note) * p<.05, ** p<.01, dependent variable: OCB.

6. Discussions and Summary

This study aimed to check the influence of job characteristics of members of small and medium businesses on authentic leadership awareness of superiors and organizational citizenship behavior, and if the MPS between awareness of authentic leadership and organizational citizenship behavior mediated. As result of analysis, the sub-factors of job characteristics all had positive influence on authentic leadership except skill variety. Also, it could be known that positive awareness on authentic leadership enhances organizational citizenship behavior of members. Lastly, it could be known that MPS partially mediates awareness of authentic leadership and organizational citizenship behavior.

This result is proposing the following implications. First, providing skill variety such as expanding jobs to members of small and medium companies does not have influence of positive leadership awareness of leaders. However, it was shown that skill variety (β=.317, p<.01) has positive influence on OCB that providing various work is positive in development of small and large companies. Therefore, allowing acquisition of various skills enhances the organizational citizenship behavior of small and large company members that competitiveness can be gained. Second, task identity, task significance, autonomy, and feedback all have positive influence on leadership awareness of superiors that these factors among the job characteristic factors give pride in work. It is being implied that a system allowing autonomy and feedback on work is effective. Third, although it was not set as a hypothesis, the multi-regression analysis results on job characteristic factors influencing awareness on authentic leadership had positive influence on authentic leadership in task significance and task identity order. These results imply that even if small and medium business members receive relatively poor environment and welfare, positive awareness on leadership of superiors can be positive if the significance and identity on one′s work is recognized. Therefore, there is necessity to plan various plans of education training that puts pride on one′s work is inspired and enhances self-esteem to give belief of meaningfulness. Fourth, the result that awareness on authentic leadership enhances organizational citizenship behavior implies that leaders should consider acquiring the 4 aspects of authentic leadership which are self-awareness, internalized moral perspective, relational transparency, and balanced processing (Walumbwa et al., 2008). Therefore, along with the awareness of how small and medium business leaders image is reflected to members, internalized moral perspective and ethical standard through self-regulation (Ryan & Deci, 2003) should be established. Along with maintaining sincere relationship with members, effort to collect opinion on various information related to decision making and for objective review is required.

Lastly, partial mediation of MPS means that job characteristics along with positive leadership awareness on superiors enhance organizational citizenship behavior and contributes in developing the organization. Therefore, as referred above, it is to be implied that effort to promote job characteristic factors become a significant role in developing small and medium businesses.

Although this study provides various implications, there is limitation in not checking the influence of awareness of authentic leadership with job characteristics between MPS and influence between job characteristics and OCB, and that this was a cross study using self-report type surveys. For this, additional analysis and various research methodologies should be applied.

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