

Impacts of Emotional Leadership, Self-efficacy and Self-image of Employees on Organizational Effectiveness

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Abstract

This study aimed to investigate emotional leadership, self-efficacy and self-image of 510 employees, and provide basic materials to improve organizational effectiveness. The results of the study are as follows. First, there were significant positive correlations of their emotional leadership, self-efficacy and self-image with organizational effectiveness. Second, it was found that emotional leadership had significant effects on self-image and self-efficacy. Emotional leadership and self-efficacy did not have a direct effect on organizational effectiveness, but self-image did have a direct effect on organizational effectiveness.

Keywords: Emotional Leadership, Organizational Effectiveness, Self-Efficacy, Self-Image

1. Introduction

Great leadership of employees is competitive in the global era, and plays an important role in creating satisfactory outcomes for organizations. In the past, a new leadership paradigm emerged in the 1980s with leadership studies having focused on trait theory, behavior theory, and situation theory, and. Transactional leadership and transformational leadership were first suggested by Burns¹, and later, Bass² created two leader types, transactional and transformational leader, and pursued change in leadership studies³.

The perspective about the organization and people, roles and capabilities of a leader, company satisfaction, and outcome etc. are required constant improvement in order to keep up with the rapidly changing era. Specifically, these companies need new leadership to adapt to the rapid change. Recently, leadership that focuses on emotion and feeling is different than the traditional charismatic leadership type or the transactional type, and it

seems transformational leadership is required. So, most companies are focusing on the emotional leadership for improvement in organizational effectiveness⁴.

Emotional leadership types can invigorate trust and respect, passion and pleasure, and tenderness unlike traditional leadership type, such as the charismatic leadership type. It influences changes in a members' motivation, and improves the situation and atmosphere of the job and organization^{2,5-7}. If leaders are lacking in personality and magnanimity at the work site, the interpersonal relation, the most valuable resource of the job, will get damaged. It would be hard to expect teamwork and trust in a job despite a wealth of knowledge and bright and successful job outcome. IQ and professional technique are important among a leader's qualities, but emotional intelligence is a prerequisite. The lacking of emotional intelligence precludes the possibility of the best training, the observant and analytical mind and the supply of smart ideas⁸. In other words, the emotional leadership develops self-awareness, self-management, social recog-

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nitition, relationship management and the ability to move the members' will and to improve the emotional competence of the organization.

Meanwhile, obtaining a high level of self-efficacy, having faith, the expectation and belief that a problem can resolve itself, self-confidence, task preference, and self-control make the essence of a leader. Thus, the stronger their self-efficacy, the higher the goals they set, and the clearer efforts they make. Also, they follow through on all their action, which spreads to other actions, and they make big efforts for new and tough challenges⁹.

Self-image means the total of the individuals' feeling, attitude and behavior, and it is how the individual views him/herself, which combines the external characteristics such as internal psychology, sentiment, habitual characteristic, first impressions, appearance, facial expressions, looks, stance, attitude, wording, voice, gait, fashion and hair etc. with social characteristics such as the communication and interpersonal relation¹⁰. Self-image is the internal image which helps to form the external image. External image is connected to the successful interpersonal relation, so the self-image of the job is the important part to form, the job image, in order to improve the organizational effectiveness, therefore, contributing to managing and forming the suitable self-image for the characteristic and feature of the job. In particular, self-esteem of one's self-image is the self-assessment about

one's self-value, and it shows the relatively steady nature characteristic. What is important is how individuals evaluate themselves, how they feel evaluated by others, and how worthy they see themselves¹¹.

Organizational effectiveness is distinguished from organizational commitment and job satisfaction. Organizational commitment shows the equation, commitment, unity, attachment about the affiliated group. It includes the willingness to be members of the group, to make efforts for the group, and the strong trust in the goals or values that the organization pursues and the accepts¹². On the other hand, the job satisfaction means the favorable attitude about self-duties, and it also means the individual's psychological state, having a positive emotion about job life¹³. Therefore, we can conclude that organizational effectiveness has a significant affect on the members' behavior and turnover rate. Furthermore, the outcome of job is recognized, so it is used as the result variable¹⁴.

Meanwhile, studies on emotional leadership and organizational commitment¹⁵⁻¹⁹, and studies on emotional leadership and job satisfaction²⁰ were conducted. It is a recent trend there were studies on relationships among emotional leadership, self-efficacy and self-image. The relationship between emotional leadership and organizational effectiveness were conducted in the U.S., but there is no special study about it yet in South Korea²¹.

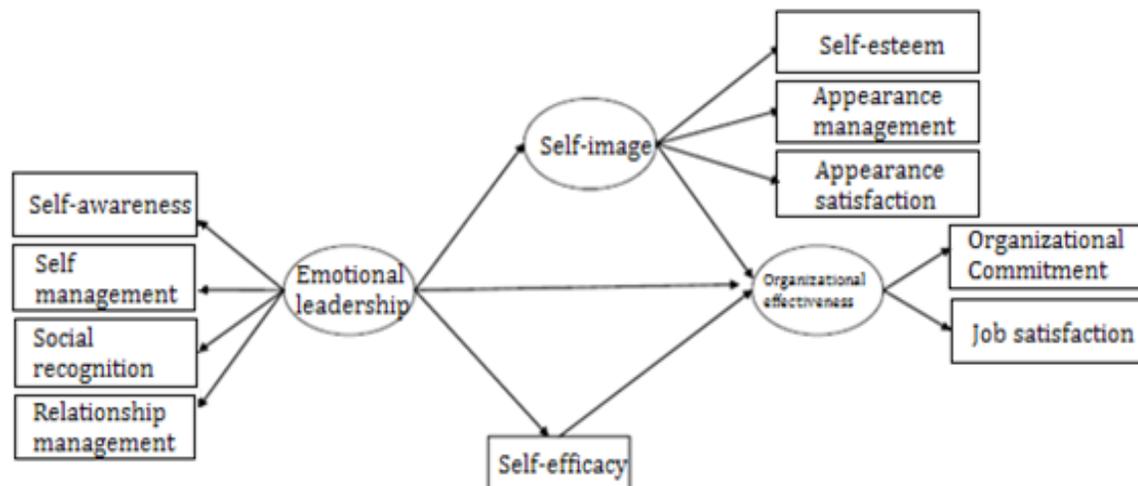


Figure 1. Research model.

Therefore, this study aims to examine the relationship between emotional leadership, self-efficacy, self-image, and organizational effectiveness and aims to verify the structural relationship between these variables.

2. Method

2.1 Research Model

Based on the result of the existing prior researches, the effects of emotional leadership, self-efficacy, and self-image on job satisfaction and organizational commitment, as the index of the organizational effectiveness were examined. For this analysis, the research model was set as the following Figure 1.

2.2 Participants

This study conducted purposive sampling with three companies (H, S and K), one public corporation and two private corporations, all major companies in Seoul. The total number of participants was 510 persons.

Demographic characteristics of the subjects show that there were more males (79.6%) than females (20.4%); most of them were in their 30s (45.3%), followed by the 40s (35.3%), 20s (15.9%) and over 50s (3.5%). Academic backgrounds are as follows: 82.9% were college graduates, followed by graduate school graduates (12.5%); high school graduates or lower (2.4%); and junior college graduates (2.2%), and 91.8% held a permanent position, as compared to 8.2% of participants who were temporary employees.

2.3 Research Tools

2.3.1 Emotional Leadership

This study used the Emotional Competence Inventory (ECI) by Goleman et al²², modified by Jung²¹. This scale consisted of 17 questions: three questions on self-awareness ability; six on self-management ability; three on social recognition ability; and five on relationship management ability. A higher score meant a higher level of emotional leadership, and each question was measured on a 5-point Likert scale, 1 for “Strongly disagree” to 5 for “Strongly agree.” In this study, Cronbach’s α for the reliability of self-awareness was “0.745”; that for self-management ability, “0.818”; that for social recognition

ability, “0.672”; and that for relationship management ability, “0.833”.

2.3.2 Self-efficacy

The self-efficacy scale which was developed by Sherer et al²³, and Sherer & Adams²⁴ was used. This study utilized the one used by Nam²⁵. It consisted of 15 questions on a 5-point Likert scale, including survey contents such as cognitive, motivational, and emotional aspects. The higher the score, the higher their self-efficacy becomes: 1 point for “Strongly disagree” to 5 points for “Strongly agree,” and Cronbach’s α for the self-efficacy reliability of this study was “0.895.”

2.3.3 Self-image

The scale of self-image was composed of self-esteem, appearance management and appearance satisfaction. This study used the self-esteem scale of Rosenberg²⁶ adopted by Jeon²⁷ and the appearance management scale developed by Lee et al²⁸ and Su²⁹ and modified by Baek³⁰. In addition, it used questions by Kim³¹ as the appearance satisfaction scale. All three scales were on a five-point Likert scale, which meant that the higher the score is, the higher their self-image becomes. Self-image in this study consisted of 23 questions; and Cronbach’s α of the reliability for 10 questions on self-esteem was = “0.844”; that for seven questions on appearance management, “0.830”; and that for six questions on appearance satisfaction, “0.855”.

2.3.4 Organizational Effectiveness

This study modified adaptability-related questions, used only questions on job satisfaction and organizational commitment, as seen on the organizational effectiveness scale developed by Cook and Wall³² and Mowday and Steers³³ modified by Na³⁴. It consisted of 10 questions: five on job satisfaction; and five on organizational commitment, and each question was scored 1 point for “Strongly disagree” and 5 for “Strongly agree” on a 5-point Likert scale. In this study, Cronbach’s α for job satisfaction reliability was “0.839”; and that for organizational commitment, “0.835”.

2.4 Data Analysis

As the materials of this study, SPSS Win. 21.0 program was used for the descriptive statistics, and correlation analysis, and AMOS 21.0 program was used for the structural equation modeling.

3. Result

3.1 Correlation and Descriptive Statistics between the Major Variables

In the result of the Pearson correlation analysis, in order to examine the correlation between the major variables of the emotional leadership, self-efficacy, self-image, and organizational effectiveness, it was like Table 1. The emo-

tional leadership, organizational effectiveness, self-image and self-efficacy showed the significant positive correlation.

The average was highest in self-awareness in emotional leadership; in organizational effectiveness, organizational commitment was higher than job satisfaction.

As a result of an estimation of skewness and kurtosis through descriptive statistics, the skewness and kurtosis of the variables were lower than “3”, the absolute value of

Table 1. Correlation Coefficient, mean, standard deviation, skewness and kurtosis

	1	2	3	4	5	6	7	8	9	10
1. Self-awareness	1									
2. Self-management	0.441**	1								
3. Social recognition	0.490**	0.633**	1							
4. Relationship management	0.468**	0.707**	0.602**	1						
5. Organizational commitment	0.346**	0.571**	0.512**	0.561**	1					
6. Self-esteem	0.395**	0.672**	0.493**	0.578**	0.553**	1				
7. Appearance management	0.146**	0.168**	0.179**	0.260**	0.280**	0.340**	1			
8. Appearance satisfaction	0.331**	0.336**	0.331**	0.425**	0.335**	0.409**	0.524**	1		
9. Efficacy	0.422**	0.689**	0.551**	0.667**	0.663**	0.737**	0.296**	0.453*	1	
10. Job satisfaction	0.373**	0.579**	0.551**	0.521**	0.713**	0.558**	0.288**	0.389**	0.591**	1
Mean	3.8333	3.5905	3.7386	3.4867	3.7388	3.7208	3.4053	3.2222	3.6437	3.4451
Standard deviation	0.57517	0.59936	0.58098	0.60237	0.66718	0.55598	0.57386	0.52494	0.52494	0.66036
Skewness	-0.177	-0.225	-0.139	0.120	-0.203	-0.114	0.073	0.118	0.306	-0.236
Kurtosis	0.394	0.381	0.355	0.140	-0.149	-0.508	0.189	0.064	0.122	-0.242

skewness and “7”, for that of kurtosis, which met the normal distribution assumption³⁵.

3.2 Verification of Modified Model

As a result of the modification of the model, in goodness-of-fit index, χ^2 was “34.517” (df=21); TLI, “0.990”; CFI, “0.995”; and RMSEA, “0.036”, and compared to the research model, goodness-of-fit of TLI, CFI and RMSEA improved much in the modified model.

Table 2. Comparison of goodness-of-fit index

	χ^2	df	TLI	CFI	RMSEA
Research model	274.402	31	0.873	0.913	0.124
Modified model	34.517	21	0.990	0.995	0.036

Therefore, in this study, the modified model was selected as the final verification model. The results of the verification of the modified model and each path-coefficient are presented in Figure 2 and Table 3. As a result of the validation of each path, all paths were statistically significant. The results of the verification of each path are as follows. Emotional leadership had a significant impact on self-efficacy ($\beta = 0.791$, $p < 0.001$), and emotional leadership, on self-image ($\beta = 0.471$, $p < 0.001$). Also, self-efficacy had a significant impact on self-image ($\beta = 0.544$,

$p < 0.001$), and self-image, on organizational effectiveness ($\beta = 0.843$, $p < 0.001$).

To look into a relative impact through standardized coefficient (β), first, regarding the impacts of emotional leadership on self-efficacy and self-image, self-efficacy ($\beta = 0.791$) had a relatively more impact than self-image ($\beta = 0.471$). Second, regarding the impact of self-efficacy on self-image, the size of the impact was $\beta = 0.544$. Third, the impact of self-image on organizational effectiveness was $\beta = 0.843$. Like this, to look only into the direct impact on emotional leadership, the variable that had the greatest impact on emotional leadership was self-efficacy ($\beta = 0.791$).

The direct, indirect, and total effects among the latent variables were presented in Table 4. First, regarding emotional leadership of employees, there were total effects on self-efficacy, self-image and organizational effectiveness “0.791”, “0.902” and “0.760”, respectively, and emotional leadership had direct effects on self-efficacy and self-image “0.791” and “0.471”, respectively. In contrast, emotional leadership had indirect effects on self-image and organizational effectiveness, “0.431” and “0.760”, respectively. Next, self-efficacy had total effects on self-image and organizational effectiveness “0.544” and “0.459”, respectively, and self-efficacy had a direct effect on self-image “0.554” and an indirect effects on organizational effectiveness, “0.459”. Lastly, self-image had a direct effect, and total effect on organizational effectiveness, “0.843”.

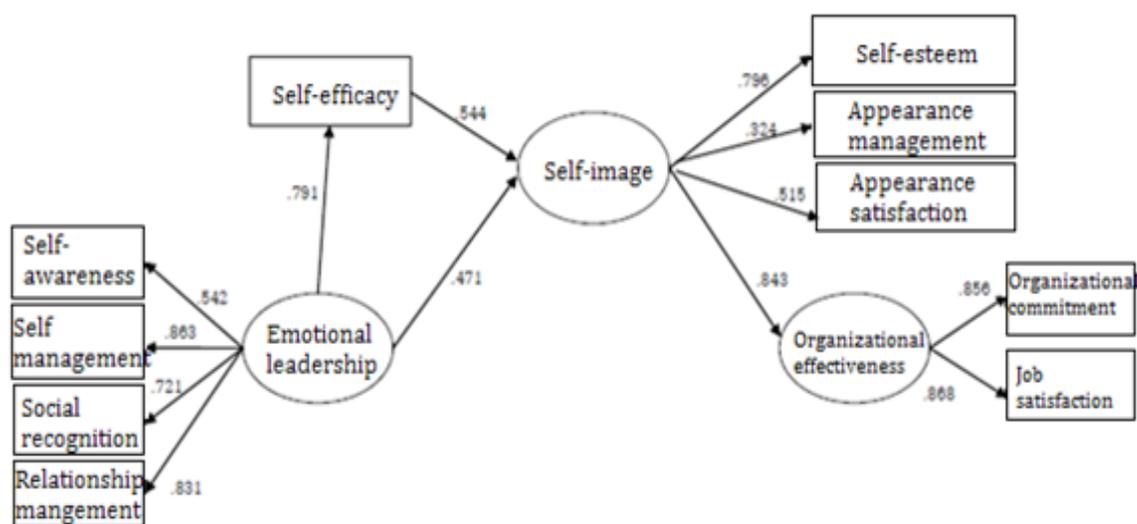


Figure 2. Analysis of modified model.

Table 3. Path-coefficient of modified model

Path between variables		B	β	SE	t
Emotional leadership	→ Self-efficacy	1.317	0.791	0.109	12.124***
Emotional leadership	→ Self-image	0.669	0.471	0.098	6.806***
Self-efficacy	→ Self-image	0.464	0.544	0.047	9.808***
Self-image	→ Organizational effectiveness	1.094	0.843	0.070	15.746***

Table 4. Direct effect, indirect effect and total effect of modified model

Path between variables		Direct effect	Indirect effect	Total effect
Emotional leadership	→ Self-efficacy	0.791		0.791
Emotional leadership	→ Self-image	0.471	0.431	0.902
Emotional leadership	→ Organizational effectiveness		0.760	0.760
Self-efficacy	→ Self-image	0.544		0.544
Self-efficacy	→ Organizational effectiveness		0.459	0.459
Self-image	→ Organizational effectiveness	0.843		0.843

4. Discussions and Conclusions

First, in the result of Pearson correlation analysis, emotional leadership, self-efficacy, self-image and organizational effectiveness showed significant positive correlations. Lee et al³⁶ proved that transformational leadership would control the impact of the leader's emotional intelligence on the organization's effectiveness, and Kim noted that there would be a significantly positive correlation between the principal's emotional leadership and the teachers' job satisfaction. To look into each sub-factor of the principal's emotional leadership, it was reported that self-awareness ability, self-management ability, social recognition ability, and relationship management ability all had high correlations with the teachers' job satisfaction, which was in the same context as that of the results of this study.

Second, as a result of the structural relationship among the variables, it was noted that emotional leadership would have significant effects on self-image and self-efficacy, while emotional leadership and self-efficacy would not have any direct effects on organizational effectiveness. In contrast, self-image only had a direct effect on organizational effectiveness. Judging from these results, it is most important for companies to make an effort to promote self-image in order to improve organizational effectiveness.

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