

Revisiting Self-Enhancement Bias and Transformational Leadership Using the Extended Theory of Planned Behavior*,**

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Abstract

Purpose - This study attempted to identify any influencing relationships, between the antecedent variables and the members' innovative work behavior, which were expected to influence organizational performance based on the extended theory of planned behavior (ETPB).

Research design, data, and methodology - The survey was conducted on SMEs in Seoul and its metropolitan area. A total of 158 copies of effective questionnaires were used and were analyzed through correlation analysis, regression analysis, and multiple regression.

Results - Self-efficacy, value, intrinsic motivation, and self-enhancing bias have been found to have a positive relationship with innovative work behavior. In addition, transformational leadership was found to moderate the existence of a statistically significant negative influence between value, intrinsic motivation, and innovative work behavior.

Conclusions - The results suggest that leaders will be successful in winning members' trust through conducting their behaviors in accordance with the applicable ethical and moral standards and through their fair, transparent, and legitimate management practices with an attitude of 'taking the initiative and setting an example', and this will help solve such problems.

Keywords: Self-enhancement Bias, Transformational Leadership, Self-efficacy, Value, Intrinsic Motivation, Extended Theory of Planned behavior.

JEL Classifications: L60, M10, M12, N35.

1. Introduction

Contrary to the recognition that adding a personal desire or goal is the divine right of an autonomous human being in the Western individualist societies (Hofstede, 1980, 1991), seeking a personal desire or goal has been recognized to be causing conflicts and disturbed harmony within a group in the collectivist societies (Hofstede, 1980, 1991) in Asia, etc. As a result, many researchers such as Diener & Diener (1995), Markus et al. (1996), and Triandis (1995) have been reporting that, in a collectivist organization, not like in an individualist one, people are not only emphasizing self-restriction in their up-to-now social relationship, thus becoming to put emphasis on harmony and concession with cooperation, but also taking it for granted that people promote progress and harmony of a group by identifying and correcting their own negative aspects, instead of not emphasizing their positive aspects and also that their self-respect is increased by doing so. However, Cho et al. (2005), who had analyzed the value inclination of individuals, indicated that our country's value inclination was being converted from collectivism to pluralism where both of collectivism and individualism coexist. and Hofstede (1991), who has conducted a large-scale longitudinal research, also reported that our country is with relatively more of the cultural inclination of individualism as compared with other countries of collectivist inclination.

It is highly possible for such a phenomenon to be the source of conflicts between older generations whose collectivist inclination is still strong in an organization and new generations with strong individualistic inclination, in view of the aspect that it reflects the inclination change of enterprise members of our country while there may appear to be self-enhancement bias rather than modesty bias that appears in a collectivist society. Specifically in the traditional oriental cultural area, due to the influence from collectivism, modesty bias has been seen in that one's success is attributed to one's destiny while one's failure is attributed to the lack of one's ability and effort, whereas it has been possible to promote the self-respect of organization members, based on the superiority of groups rather than that of individuals, and by way of other-enhancing bias that competitor's

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success is attributed to ability and effort together with other-protection bias or other-serving bias that competitor's failure is attributed to destiny (Yamauchi, 1988). However, it is highly possible that new generations of strong individualism and recent organizational members under the influence of pluralism will show self-serving bias, thus making it possible for them to cause conflicts with those members with collectivist inclination. For such a reason, as meant by the Korean proverb said, "Rice stalks bow deeply as they ripen," modesty of an individual has been sorted to be an important virtue until recently in diverse organizations of our country and is presented to be an important factor for getting along in the world where the relationship among members has to be maintained. However, it needs to be noted that, not like the preceding studies (e.g. Heine et al., 1999, 2000, 2001) that people pertaining to the Eastern cultural area do not have self-enhancing motivation, in the later studies such as Sedikides et al. (2003), they are showing self-enhancing bias at least in the characteristics and domains that are adequate and important for them.

In such a context, this study also noted the roles of transformational leadership. Transformational leadership was introduced by Burns (1978) and it was defined by Bass (1985) as the behavior of a leader who tries to enhance the performance of an organization or group by changing the value system and belief system of subordinates rather than by exerting direct influence in the course of exerting influence on the behavior of an individual or group in order to achieve organizational goals. Transformational leadership is reported to be a positive factor that not only elevates the degree of members' satisfaction while enhancing personal creativity (Bass et al., 2003) but also influences the creativity at the level of an organization (Elkins & Keller, 2003; Gumusluoglu & Ilsev, 2009). However, Jeong et al. (2012), who studied authentic leadership, insisted about transformational leadership that if a leader has a transformational appearance but lacks internal sincerity and veracity, if there's a gap between the leader's transformational skills and his/her usual words, and if the better future directed by the leader was only for the interests of the leader, such a leader may not be called a transformational leader (Jeong et al., 2012). According to them, such a leader is no more than a pseudo transformational leader (Gardner et al., 2009; George et al., 2007). A pseudo transformational leader is said to be, as a leader of whom the internal ego faced by him/herself does not accord with the external ego faced by members, a person who insists of himself to be a leader only with the external leadership skills neglecting any moral, ethical introspection on him/herself (Jeong et al., 2012; Zhu et al., 2011).

From this perspective, it is necessary not only to identify the positive role of self-enhancing bias that has not yet been verified by varied studies for identifying variables influencing organizational performance, but also to identify the roles of transformational leadership about diverse antecedent variables influencing member's organizational performance with regard to the possibility for self-serving bias to be seen also by transformational leaders.

Therefore, The purpose of this study is as follows; first, it was attempted in this study to identify any influencing relationship between the antecedent variables such as attitude, perceived behavioral control and subjective norm of Theory of Planned Behavior (TPB) (Ajzen, 1991) and the members' innovative work behavior that were expected to influence organizational performance. Second, based on what was presented by Ajzen (1991) as the Extended Theory of Planned Behavior (ETPB) in order to enhance the explanation power of the prediction about behavioral plan in TPB, the self-enhancing bias of organizational members was included as an additional variable and it was attempted to identify whether or not there existed any influencing relationship with innovative work behavior. Lastly, with an attention paid to the fact that in spite of being a critical variable in many researchers' prediction such as Bae (1994) and Choi (2008) on behavioral plan in TPB, the moderator variable has not been studied, it was attempted to find out whether or not transformational leadership played the role of a moderator variable between each variable and innovative work behavior.

We expected that these results can lead to find many ways such as CEOs' decision-making for organizational development in Korean companies by identifying behavioral models of Korea enterprise members who are being converted to be with pluralism or individualism culture. And it is expected that strategic implications for securing organizational competitiveness may possibly be made available together with the leadership applied by managers until now and the understanding about those members' new inclinations from the new approach of self-enhancement bias and transformational leadership.

2. Theoretical Background & Hypotheses

In the theory of reasoned action (TRA) of Fishbein & Ajzen (1975) based on the social recognition theory, an individual's behavior is said to be determined by a behavioral plan, and the behavioral plan is determined by the attitude and subjective norm of the individual. A basic assumption of this theory is that people act in the direction that coincides with their conscious plan and that the behavioral plan for an action is to be based on a reasonable calculation about potential result of the behavior and the degree of feeling to be felt by others about the behavior (Cha, 2005). Montano & Kasprzyk (2008) reported that TRA asserts that the most important determinant of behavior is behavioral intention, and direct determinants of individuals' behavioral intention are their attitude toward performing the behavior and their subjective norm associated with the behavior. TRA assumes that the most important direct determinant of behavior is behavioral intention, as success of the theory in explaining behavior depends on the degree to which the behavior is under volitional control (that is, individuals can exercise a large degree of control over the behavior)(Montano & Kasprzyk, 2008). According to Montano & Kasprzyk (2008), it is not clear that the TRA components are sufficient to predict behaviors in which volitional control is reduced. Thus, Ajzen and colleagues (Ajzen,

1991; Ajzen & Driver, 1991; Ajzen & Madden, 1986) added perceived behavioral control to TRA to account for factors outside individual control that may affect intentions and behaviors. With this addition, they created the Theory of Planned Behavior (TPB) (Montano & Kasprzyk, 2008). The TPB has been grafted not only upon the prediction of consumers' behavioral plans but also upon diverse areas of social science (Liao et al., 2007; Mahon et al., 2006; Nasco et al., 2008). In other words, according to TPB, if a certain behavior is recognized to be out of control, the possibility that people will not do it will get high (Terry & O'Leary, 1995). TPB is determined by the interaction between the intensity for one's doing an action and the degree of one's control over the possibility for the applicable action to take place, where the control factors hereof can be divided into the internal factors (e.g., lack of skill, lack of ability and knowledge, and lack of appropriate opportunities, etc.) and the external factors (e.g., time, opportunities, and degree of relying upon others in doing the applicable action, etc.) (Kim, 2008).

Though TPB has been revealed to be superior in predicting behavioral plan or actual action as compared to other existing theories (Lam & Hsu, 2004), in the respect that there exist limitations in explaining the relationship among the constructs (Rivis & Sheeran, 2003), the necessity for developing a revised model for supplementing such limitations has been raised and a number of studies (Shaw & Shiu, 2002; Warburton & Terry, 2000) have reported verification results of the model of the extended theory of planned behavior (ETPB). Also as mentioned previously, it is noteworthy that ETPB was insisted by Bae (1994) to be the process for adding a new variable that may predict the behavioral plan better or for identifying the variable that plays a moderating role.

Self-efficacy adopted as attitude to behavior is a concept derived from the social cognitive theory and taking a dynamic form, it is an interactive model by which all of behavior, recognition and environment give and take influence to one another (Bandura, 1977; Yang et al., 2011). According to Bandura (1977), first, as may be measured by judgment about an individual's task performing ability, self-efficacy does not mean the actual ability owned by an individual, but a judgment on how much of an individual's ability may be utilized. Second, it may be called a dynamic concept because an individual's judgment on his/her own ability can vary in accordance with newly accumulated information and experience. Third, as evaluation on self-efficacy may be determined in accordance with how many factors for carrying out tasks may be mobilized by an individual, even those with the same ability may be said to have different self-efficacy from each other (Gist & Mitchell, 1992). Any preceding studies on the relationship between self-efficacy and innovative work behavior were not available at all, but many studies such as Drucker (1988), Kanter (1993), Thomas & Tymon (1993), and Sprietzer (1995) predicted that psychological empowerment, a factor for enhancing self-efficacy (Conger & Kanungo, 1988; Hellriegel, 2001), has been investigated to exert a positive influence on innovative work behavior. According to

this results, we expected that self-efficacy may be expected to exert a positive influence upon innovative work behavior for organizational development.

Value is a continued belief by which a specific behavior or end state is thought to be more desirable than any other behavior or end state (Rokeach, 1973), while it is also a type of social recognition that helps an individual in recognizing and adapting him/herself to the environment to which he/she belongs (Chatman, 1989). Because value is an internalized belief (Meglino & Ravlin, 1998) for desirable behavior, it influences the recognition and judgment of an individual, thus making the individual act in the same direction that accords to such value (Rokeach, 1973; Williams, 1979). Therefore, value may be said to be the most fundamental and continuous source of inducing individual's attitude and behavior (Chatman, 1989; Katz & Kahn, 1978). Because value influences the emotional and behavioral aspects of an individual as such (Locke, 1976; Meglino & Ravlin, 1998), when a specific situation or environment requires an action that does not accord to the individual's value, such an individual may experience a psychological inconvenience caused by the discord and show a negative attitude and behavior against such a situation or environment. Previous research of the relationship between value and innovative work behavior were difficult to find out as well, but in view of both the preceding studies such as Locke (1976) and Meglino & Ravlin (1998) that positive emotional and behavioral influence is given to an individual when the individual value of an organizational member accords to that of the organization and the study of Nagarajan et al. (2005) regarding the relationship between justice, job autonomy and innovative work behavior, it may be expected that value will exert a positive influence upon innovative work behavior.

The most widely known theory on intrinsic motivation is the 'Cognitive Evaluation Theory' of Deci & Ryan (1985). The basic assumption of the cognitive evaluation theory lies in that all human beings would like to feel that they are able and control all the important matters taking place in their living by themselves (Deci, 1971, 1972; Deci & Ryan, 1987). Intrinsic motivation may be regarded as the result that human being's natural desire for experiencing the pleasure and competence created by the activities selected by themselves, for governing the environment by themselves without any external pressure, and for intending to exert effects on the environment, has been reflected on self reinforcement. Therefore, human beings have instinctive desire for feeling competence and self-determination, and the activities or events that enhance such competence and self-determination are said to increase an individual's intrinsic motivation. In view of the previous researches such as Amabile (1988) and Thomas & Velthouse (1990) showed that self-determination induces creative behavior, intrinsic motivation may be expected to exert an positive influence upon innovative work behavior.

How people perceive themselves or various subjects relevant to themselves is a quite interesting topic (Alick, 1985). As re-

vealed by the studies regarding social perception, in the social perception of ordinary people, there are a lot of distortions, and in particular, such distortions of perception are formed in the direction of giving a positive effect to the perceiver itself, thus being called positive illusion (Taylor & Brown, 1988). It is insisted by a number of researchers that the self-enhancing bias, as an interesting subject in this study from among the perception distortions, is resulting from a strong motivation of all people so as to enhance or protect the self-respect of themselves (Greenwald, 1980; Taylor & Brown, 1988). According to Baek & Ko (2007)'s research, they reported that 94% of American professors are in fact evaluating themselves to be more capable than an average professor (Cross, 1977), and Americans believe that other persons' probability for telling a lie is about three times as high as that of his/her own (Rosenblatt, 1993), and no more than 1% of Australian office workers thought that their work performance was below average (Headey & Wearing, 1987).

Self-enhancement bias means that a self-perception is overly positive (Kwan et al., 2004). Interestingly, the previous articles fell into two sets, each using a particular definition of self-enhancement bias. Kwan et al. (2004) reported that one set of articles used a definition that originated from Festinger's (1954) social comparison theory, whereas the other set used a definition that originated from Allport's (1937) notion of self-insight. Specifically, self-enhancement bias was defined as the discrepancy between self-perceptions and the way the individual perceives others; self-enhancers are those individuals who perceive themselves more positively than they perceive others (Kwan et al., 2004) drive by Festinger's (1954). However, according to Allport (1937), self-enhancement bias is not a discrepancy between two perceptions made by the same individual; rather, it is a discrepancy between the individual's self-perception and the way the same individual is perceived by knowledgeable others (Kwan et al., 2004). The reason why this study takes an interest in self-enhancing bias is because many organizations in the oriental cultural area such as China, Japan and Korea, especially those in Korea are still not judged to have a positive view on self-enhancing bias. For such a reason, self-enhancing bias has been reported to be positively (+) related to narcissistic personality (John & Robins, 1994), and owners of narcissistic personality are anticipated to be related to the study results that they are emotionally unstable (Bogart et al., 2004) with low self-respect, relying upon others (Kernis, 2001), and also that even in their personal relationships, they do not trust others with suspicions about everything, while they not only tend to try to have control over others (Davidoc & Morf, 2004) but also become offensive (Stucke & Sporer, 2002). Also in reality, an 'arrogantly-acting' person is low in favorable feeling from people around him and receives a negative evaluation (John & Robins, 1994), which is similar to the insistence that a person with high self-enhancing bias is perceived to be positive and self-confident, which may provide a positive effect on personal relationships in the short run but may operate negatively in the long run (Robin & Beer, 2001). However, in view of the inclination of Korea's organizational members, which is changing toward in-

dividualism and pluralism, it is impractical to interpret self-enhancing bias only negatively, and practically it needs to be noted that there are many cases of losing outstanding individuals who leave their organization due to such of their prejudices. This is because there's a good possibility for an individual of high self-enhancing bias to exert a positive influence upon organizational achievement as well as with more successful cases in achievement domain (Sternberg & Kolligan, 1990), and that those who are conscious of themselves more positively than an average person will have higher feeling of happiness than those who are not positive (Boyd-Wilson et al., 2004).

Paine & Organ (2000) argued that the core source of an organization's competitiveness is its members and that members' behaviors above their varied roles create and maintain a sustainable dominant position in competition. As for the innovative work behavior manifested among behaviors above roles, Kanter (1988) said that, first, it starts with recognition of a problem and adoption of a new idea or forming a solution, and second, an individual with innovative inclinations sets out in search of a sponsor for such an idea and, to realize this, attempts to form a coalition of supporters, while an innovative individual turns the idea to be completed taking a specific action. Also, Scott & Bruce (1994) defined the innovative behavior to mean a series of actions that an individual thinks of an idea in a way different from existing ones in the course of solving a problem and realizes an idea with supports obtained from others. In case of enterprises confronted with uncertain managerial environment, as members' necessity for activeness in job performance is increasing even more, studies on the antecedent factors that promote innovative work behavior may be said to be very important.

Transformational leadership was presented for the first time by Burns (1978) and after that, its theory was established by Bass (1985). Bass (1985) has conceptualized it to be the leadership that induces subordinates' additional efforts to achieve a performance level above what has been specified by the organization by bringing about a change in subordinates' desire, belief and value. Transformational leadership was divided into 4 components (Avolio et al., 1991; Bass, 1985; Conger & Kanungo, 1998) of charisma or idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. According to Bass (1985), first, charisma or idealized influence describes leaders who act as strong role models for followers; followers identify with these leaders and want very much to emulate them, and these leaders usually have very high standards of moral and ethical conduct and can be counted on to do the right thing. Second, inspirational motivation is descriptive of leaders who communicate high expectations to followers, inspiring them through motivation to become committed to and a part of the shared vision in the organization. Third, intellectual stimulation includes leadership that stimulates followers to be creative and innovative and to challenge their own beliefs and values as well as those of the leader and the organization. Lastly, individualized consideration is representative of leaders who provide a supportive climate in which they listen carefully to the in-

dividual needs of followers, as leaders act as coaches and advisers while trying to assist followers in becoming fully actualized (Northouse, 2007). Transformational leadership is the one that exert a positive influence on subordinates' performance and satisfaction, group effectiveness, creativity, etc (Amabile et al., 1996; Bass et al., 2003; Hater & Bass, 1988; Scott & Bruce, 1994; Shin & Zhou, 2003; Vera & Crossan, 2004). Based on the study of Lee (2008) reporting about a negative (-) effect of transformational leadership existing between job related stress and intention to change jobs, the study of Ahn & Yoo (2010) reporting about the moderation effect of transformational leadership existing between the openness to experiences at levels of an individual and a team and their adaptation to a team, the study of Hong & Yang (2013) reporting about the moderation effect of a team-level transformational leadership existing between personality and innovative work behavior of an individual level, together with many other studies, transformational leadership may be expected to exert an influence upon the relationship with self-efficacy value, intrinsic motivation and self-enhancing bias that are expected to influence innovative work behavior in this study. Meanwhile, attention should be paid to the fact that the possibility for transformational leadership to exert no or negative (-) influence upon the relationship among member's self-efficacy, value, intrinsic motivation and self-enhancing bias may not be excluded as in the study of Jeong (2002) which indicated the likelihood of the reverse buffering of transformational leadership in the relationship between job related stress and intention to change jobs.

Therefore, in this study, as the antecedent variables expected to influence innovative work behavior, members' self-efficacy, value, intrinsic motivation, self-enhancing bias and transformational leadership have been set on the basis of the theoretical background as above and with regard to the influence exerted by these upon innovative work behavior, a study model has been selected based on ETPB. Specifically, self-efficacy as the

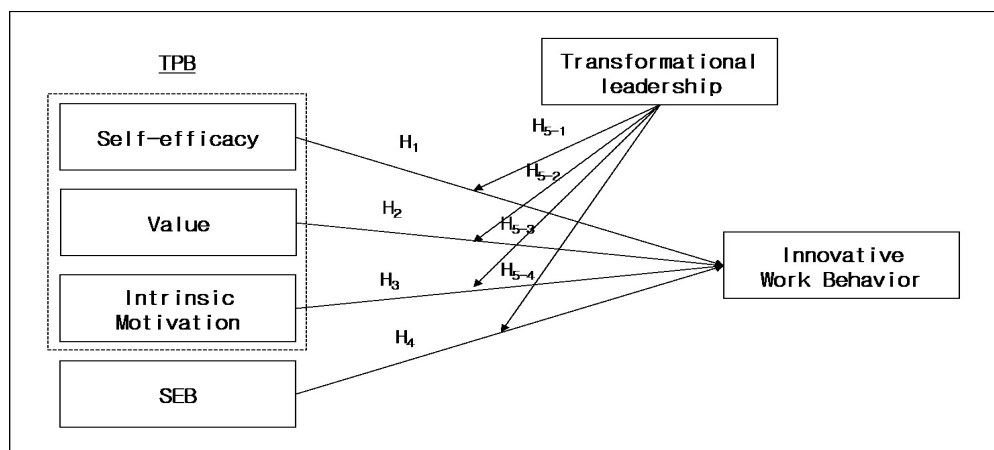
attitude upon behavior which is a component of TPB, value as subjective norm, intrinsic motivation as perceived behavioral control have been arranged and self-enhancing bias has been set to be taken as an additional variable for ETPB verification. Specific hypotheses are as in the following and the study model is given in <Figure 1>.

- Hypothesis 1. Self-efficacy will exert a positive (+) influence on innovative work behavior.
- Hypothesis 2. Value will exert a positive (+) influence on innovative work behavior.
- Hypothesis 3. Intrinsic motivation will exert a positive (+) influence on innovative work behavior.
- Hypothesis 4. Self-enhancing bias will exert a positive (+) influence on innovative work behavior.
- Hypothesis 5-1 Transformational leadership will moderated the relationship between self-efficacy and innovative work behavior.
- Hypothesis 5-2 Transformational leadership will moderated the relationship between value and innovative work behavior.
- Hypothesis 5-3 Transformational leadership will moderated the relationship between intrinsic motivation and innovative work behavior.
- Hypothesis 5-4 Transformational leadership will moderated the relationship between self-enhancing bias and innovative work behavior.

3. Methodologies

3.1. Data Collection

The survey was conducted SMEs in Seoul and metropolitan



<Figure 1> Research model & hypotheses

area. 158 copies of effective questionnaires were used. And participants' demographic characteristics were shown in <Table 1>.

<Table 1> Demographic characteristics

Characteristics		Frequency	%
Gender	Male	127	80.4
	Female	31	19.6
Marital status	Married	98	62.0
	Unmarried	58	36.7
	etc	2	1.3
Age	30 years below	39	25.3
	31~40	65	42.2
	41 years over	50	32.5
Education level	Less than High school	53	33.5
	College graduates	48	30.4
	Graduates	42	26.6
	Master's or higher etc	4 11	2.5 7.0
Years of service	Less than 3 years	56	35.4
	3~10	68	43.0
	10 years over	34	21.6

Notes: 4 participants missing at age

3.2. Methods

The following self-report measures were used. Specifically, self-efficacy was measured 24 item likert 6-point scale based on Bandura (1977), and value was measured 9 item likert 5-point scale based on Kahle (1983). intrinsic motivation was measured 7 item, likert 7-point scale based on Guay et al. (2000)'s SIMS (The Situational Motivation Scale). Innovative work behavior was measured 4 item likert 5-point scale based on Scott & Bruce (1994), Janssen (2003), and Klysen & Street (2001). In case of self-enhancing bias, when a question on the degree of enhancement bias is asked directly, the Common Method Bias of social desirability, maintaining of consistency, etc. may not be excluded. Therefore, in this study, the organizational citizen behavior was to be measured with 12 item likert 7-point scale based upon the study of Organ (1988) by measuring the degree of both the organizational citizen behavior about him/herself and the organizational citizen behavior about his/her superior, and the difference between these two was defined as self-enhancing bias. In order to compensate for scale difference of the variables, we converted z-score.

4. Empirical Analysis

4.1. Reliability and Validity

In this study, Cronbach α was used to test reliability and to evaluate internal consistency of measuring items. According to Nunnally (1978), Cronbach α coefficient should exceed 0.7. In this study, Cronbach α was 0.860 or more to be ensure the reliability. Analyses of the results for the validation of the variables,

the confirmatory factor analysis was completed with maximum likelihood estimation. The results of factor loading of each factor exceeded 0.5 to have construct validity, and AVE (average variance extracted) of each variable except self-efficacy, value, intrinsic motivation and self-enhancement bias exceeded 0.5 to have convergent validity. Also these variables were validated comparing with the results of correlation analysis (r^2) and AVE have convergent validity. These results are shown in <Table 2>.

<Table 2> Reliability and Validity

Variable	Final item	Cronbach's α	Construct Reliability	AVE
Self-efficacy	17	0.873	0.925	0.427
Value	9	0.860	0.887	0.467
Intrinsic motivation	5	0.887	0.817	0.472
Self-enhancement bias	12	0.924	0.921	0.496
Transformational leadership	12	0.927	0.934	0.521
Innovative work behavior	4	0.893	0.913	0.724

Note: Self-enhancement bias was reported the results of him/her own OCB (The results of supervisor's : Cronbach's α = 0.945, Construct reliability = 0.938, AVE = 0.560)

4.2. Correlation Analysis

A confirmatory factor analysis (CFA) was done to investigate relations and direction of the variables by correlation analysis. The mean, standard deviations, and correlation matrix are shown in <Table 3>. The correlation analyses showed significantly positive relationships between self-efficacy ($r = .574$, $p < .01$), value ($r = .469$, $p < .01$), intrinsic motivation ($r = .419$, $p < .01$), self-enhancement bias ($r = .223$, $p < .01$), transformational leadership ($r = .205$, $p < .01$) and innovative work behavior, respectively. But variables of interest with in this study, the relationship between transformational leadership and self-enhancement bias showed significantly negative results ($r = -.364$, $p < .01$).

<Table 3> Mean, standard deviations and correlation matrix

	1	2	3	4	5	6
1. Self-efficacy	(0.427)					
2. Value	.551**	(0.467)				
3. Intrinsic motivation	.504**	.531**	(0.472)			
4. SEB	.312**	.092	-.067	(0.496)		
5. TL	.127	.256**	.319**	-.364**	(0.521)	
6. IWB	.574**	.469**	.419**	.223**	.205**	(0.724)
Mean	4.06	3.84	4.56	0.38	3.20	3.46
SD	0.62	0.61	1.10	0.99	0.69	0.78

Note: * $p < .05$, ** $p < .01$, SEB: Self-enhancement bias, TL: Transformational leadership, IWB: Innovative work behavior.

4.3. Hypothesis Test

A regression analysis was done with control of gender, age, educational level and year of service to test hypothesis of direct effect: Self-efficacy ($\beta=.577$, $p<.01$), value ($\beta=.477$, $p<.01$), intrinsic motivation ($\beta=.435$, $p<.01$), and self-enhancement bias ($\beta=.252$, $p<.01$) had positive influence upon innovative work behavior, respectively. So, hypothesis 1, 2, 3 and 4 were supported. And multiple regression analysis was done to investigate effect of variables showed that self-efficacy ($\beta=.363$, $p<.01$) and value ($\beta=.184$, $p<.01$) had positive influence upon innovative work behavior, respectively. But intrinsic motivation ($\beta=.150$, n.s) and self-enhancement bias was not statistically significant ($\beta=.111$, n.s).

In this, we predicted that transformational leadership would moderate the relationship between self-efficacy, value, intrinsic motivation, self-enhancement bias and innovative work behavior, respectively. Therefore, the multiple regression analysis using interaction terms were conducted. The results of multiple regression analysis showed that the interaction term of self-efficacy ($\beta=-.032$, $p=.662$), the interaction term of self-enhancement bias ($\beta=-.019$, $p=.826$) was not significant, respectively. So, hypothesis 5-1 and 5-3 was not supported. But the interaction term of value ($\beta=-.194$, $p<.05$) and the interaction term of intrinsic motivation ($\beta=-.166$, $p<.05$) was significant, respectively. So, hypothesis 5-2, and 5-4 was supported. These results showed in <Table 4> and <Table 5>.

<Table 4> Moderation effect of transformational leadership between value and innovative work behavior

Input predictor	Dependent variable			
	Innovative work behavior			
	β	S.E	t-value	p
Value(β_1)	.395	.085	5.115	.000
Transformational leadership(TL)(β_2)	.085	.082	1.037	.301
Value * TL(β_3)	-.183	.071	-2.556	.012

<Table 5> Moderation effect of transformational leadership between intrinsic motivation and innovative work behavior

Input predictor	Dependent variable			
	Innovative work behavior			
	β	S.E	t-value	p
Intrinsic motivation(IM)(β_1)	.351	.084	4.201	.000
Transformational leadership(TL)(β_2)	.0056	.087	.649	.517
IM * TL(β_3)	-.171	.082	-2.092	.038

5. Discussion and Limitations

In this study, in order to identify the antecedent variables that may enhance innovative work behavior of members who become the basis for competitiveness of enterprises, it was at-

tempted to identify the influencing variables by using ETPB. Particularly in this study, it was contemplated to identify whether or not the self-enhancing bias, which is expected to emerge as a cause of conflict in the inclinations of organizational members in our country where the culture is changing from a collectivistic one to an individualistic or pluralistic one, was exerting a positive influence on innovative work behavior as well as to identify the roles played by transformational leadership among the antecedent variables that were expected to exert an influence on innovative work behavior. This is because self-enhancing bias, being shown mostly by those of new generations with their strong individualistic inclination, may possibly be rejected among organizational members in spite of its ability to exert a positive influence on organizational development due to the fact that modesty is still regarded as a virtue in our country. Also, it is because, with the possibility for a promoting effect to take place as the members accept the leadership of their leaders, there is also the possibility for being negatively operating to organizational performance if it is received negatively, notwithstanding the thought of organizational leaders that they are realizing a positive leadership for the members.

Analysis results and implications of this study are as follows:

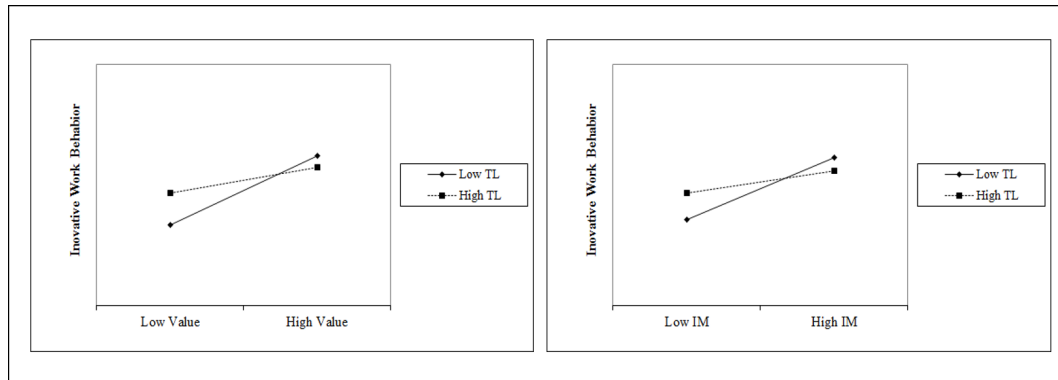
First, as resulted from a correlational analysis, self-efficacy, value, internal motive and self-enhancing bias have been found out to have a positive (+) relationship respectively with innovative work behavior. However, between self-enhancing bias and transformational leadership, a negative (-) relationship has been identified to exist, thus implicating the possibility for a leader's transformational leadership to exert a negative influence upon the employees of a high self-enhancing bias.

Second, as resulted from an analysis on direct effects, self-efficacy, value, intrinsic motivation and self-enhancing bias have been found out to have a positive (+) relationship respectively with innovative work behavior. In particular, as major factors for promoting innovative work behavior, they have been identified to influence in the order of self-efficacy and value in this study, thus implicating that, in the perspective of an enterprise, strategies for promoting self-efficacy should be operated while efforts should be made continuously to promote an individual's value. As a method for promoting self-efficacy of members, job designs for allowing a variety of experiences for members in the organization will be needed as suggested by Bandura (1977), and substitute modelling and oral persuasion of a can-do spirit as well as incessant awakening and encouragement should be made possible. In addition, positive reinforcement as presented in the reinforcement theory of Skinner (1997) is expected to serve as a source for enhancing an individual's value along with the promotion of self-efficacy. Also, in order to promote the individual's value of members, effort-making should be continued for fitting individual's value and organization's value to each other. In other words, when members perceive that managerial strategies and activities of an enterprise are fit for purpose while fulfilling its role as a sound member of the society, value can be promoted together with self-respect as an or-

ganizational member.

Lastly, as resulted from an analysis on the moderating effect of the transformational leadership between each of the factors of self-efficacy, value, internal motive and self-enhancing bias and innovative work behavior, transformational leadership has identified to have a statistically significant negative (-) influence between value and innovative work behavior, intrinsic motivation and innovative work behavior, respectively. Such a result needs a careful interpretation.

only to members of small and medium enterprises, the possibility for generalization may be said to be quite low. Second, in measuring self-enhancing bias in this study, in order to reduce the common method bias, both the organizational citizen behavior about him/herself and the organizational citizen behavior about his/her superior have been measured and the difference between the two (my OCB minus superior's OCB) has been calculated and defined as self-enhancement bias, but the point is that it lacks a sufficient theoretical ground. Therefore, in future



<Figure 2> Moderation effects of transformational leadership

As viewed in <Figure 2>, when members are showing a low level of value and intrinsic motivation, realization of strong transformational leadership may influence low level of innovative work behavior, but in case of members with a high level of value and intrinsic motivation, strong transformational leadership brings about a reverse effect, which means eventually a perception gap becomes to take place between leaders and members with regard to transformational leadership.

Such a result may be interpreted to be an antipathy about such varied unlawful behaviors and unethical behaviors like managers' tax evasion, etc. as have been reported recently by press media, and it also implicates that there exists a possibility for them to be recognized as pseudo transformational leaders which is insisted by researchers studying authentic leadership, as well. Therefore, in managing and controlling organizational members, it is necessary for enterprise managers and leaders to identify whether their authenticity is being recognized properly by the members or not. In particular, when leaders will be successful in winning members' trust through conducting their behaviors as fitted to the applicable ethical and moral standards and through their fair, transparent and legitimate management practiced in an attitude of 'taking the initiative and setting an example,' solving such problems is well expected to be made possible.

There are at least several potential limitations in this study that need to be considered:

First, because the subjects of this study have been limited

studies, with additional studies in use of the definition made in this study, an approach to another method with which measuring of self-enhancing bias may be done easily. Lastly, in order to identify the reason why transformational leadership causes the reverse facilitating to take place, additional and diverse studies will be needed as focused on comparisons with other leadership factors like transactional leadership or authentic leadership.

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