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## A Study on the Authenticity, Job Satisfaction, Organizational Commitment, Quality of Life and Job Performance of the Business Sport Team Players

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### Abstract

The purpose of this study is to verify study models and examine a causal relationship among authenticity, job satisfaction, organizational commitment, quality of life and job achievement for amateur business team player. In order to achieve the purpose, this study conducted structural equation model analysis for study models consisting of extraneous variables after examining the authenticity(organization, leader) that amateur business players perceive and endogenous variables including job satisfaction, organizational commitment, quality of life, and job performance. The object of questionnaires in this study selected sports business team players nationwide as a population and 348 players were chosen as final effective samples by applying a convenient sampling method for offline and online questionnaires. The research tool for this study is a questionnaire. The two dimensions of authenticity were used by developing a scale. For all endogenous variables, the scales used in previous studies were modified and used according to the purpose of the study. This study analyzed the collected data, applying SPSS Win ver. 23.0 and AMOS 20.0 programs in order to analyze the characteristics of the study objects, describe questionnaires, and verify selected study hypothesis, individual hypothesis was verified after identifying the reliability and validity of measurement model, and the fitness verification of study models. In the results, all of the 8 hypothesis were adopted and the reciprocal relationship among each factors in the study model were observed.

**Keywords:** Organizational Authenticity, Leader's Authenticity, Job Satisfaction, Organizational Commitment, Quality of Life, Job Performance

## 1. INTRODUCTION

Modern people are tired of fakes and false advertisements, and companies no longer accept plausible packaging of products, brands and services. The more complex society becomes, the more the value of authenticity is emphasized, and the issue of authenticity has been raised in many fields. Authenticity, unlike pretense, falsehood, and falsehood, means unity of inner state and action, and in a broad sense means true and correct nature [1]. Currently, authenticity is an important topic in various fields such as politics, society, culture, and industry, and accordingly, organization, human, and brand research on authenticity are being conducted in various fields [2-3].

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Recently, an approach based on human beings has highlighted authenticity in research on leadership and organization. This authenticity is also very important for the business team to which the players belong. Business team players in poor environments are dissatisfied with their jobs, and this attitude has a negative impact on their teams. In order to prevent this, it is necessary to provide a system in which players can participate in games and training with a positive attitude within their team. It is necessary to establish an institutional policy and to manage human resources with authenticity.

The relationship between the leader and the player is more closely related to the business team than other corporate organizations, which is very important because the coach's authentic coaching directly affects the performance of the players. In other words, the instructor's lack of authenticity as a leader coaching the player's dissatisfaction and commitment to training or exercise, which has a negative impact on player performance and team performance. Moreover, distrustful appearances and cynical attitudes toward players may lead to extreme consequences, such as the dismantling of autonomous teams. In addition, it is important for the business team to positively improve the perceived organizational support (POS) and to be authentic to the athletes [4]. Lack of authenticity reduces player confidence in the team. As a result, the possibility of transferring to another team increases, which has a negative impact on the team's performance.

As such, business teams need authentic leadership from leaders such as directors and coaches, and there is authenticity in the business team organization itself. Therefore, the purpose of this study is to classify the concept of authenticity required for the management of sports business team into leader authenticity and organizational authenticity, and to identify the relationship between performance variables through structural equation modeling. Through this, if the study on authenticity of the existing organization was a study on leader-centered authentic leadership, this study aims to provide more efficient data for business team organization management and team management by conducting research including research on authenticity of the organization itself.

## **2. STUDY HYPOTHESIS**

### **2.1 Relationship Between two dimensions of authenticity and job satisfaction**

The authenticity of the organization is related to the job environment. In the study of the care workers, the relationship between the subfactors of the hygiene factors related to the authenticity dimension and the job satisfaction was analyzed [5]. In addition, Kim's study on hotel kitchen cooks showed that organizational support had a positive effect on employee's job satisfaction [6]. There have been many studies on the relationship between leadership authenticity and job satisfaction, and many previous studies have shown that authentic leadership affects job satisfaction [7-8]. Based on these previous studies, the following hypotheses were established.

Hypothesis 1. Authenticity of sports business team(1a: organization, 1b: leader) will have a positive effect on the job satisfaction.

### **2.2 Relationship Between two dimensions of authenticity and organizational commitment**

The organization is immersed in the organization when the interests of rewards and contributions are appropriate in the environment it provides. This means that depending on the job environment, the level of commitment is due to the willingness of the members to remain in the organization in consideration of the economic and cultural benefits of leaving the job [9]. In other words, when the business team organization recognizes the individual ability of the athlete and provides compensation for it, the loyalty to the organization will increase and the commitment to the organization will increase. In addition, recent research on authenticity

leadership shows that the authenticity leadership of the boss has a positive effect on the job satisfaction, organizational commitment, and team performance of the members of the organization [10-11]. Based on these previous studies, the following hypotheses were established.

Hypothesis 2. Authenticity of sports business team(1a: organization, 1b: leader) will have a positive effect on the organizational commitment.

### **2.3 Relationship Between job satisfaction and quality of life**

In the previous studies on the relationship between job satisfaction and quality of life, in the empirical study of Taekwondo instructors, the relationship between job satisfaction and quality of life was verified, and the higher the job satisfaction, the higher the quality of life [12]. In the study of the impact of diversity management policies implemented by public organizations in Korea on the quality of life of public officials, it has been found that job satisfaction of public officials has a positive effect on quality of life [13]. Based on these previous studies, the following hypotheses were established.

Hypothesis 3. Job satisfaction will have a positive effect on the quality of life.

### **2.4 Relationship Between organizational commitment of quality of life**

In the previous studies on the relationship between organizational commitment and quality of life, first of all, in the study on the factors affecting dental hygienists' job satisfaction, organizational commitment, and happiness, organizational commitment is closely related to the quality of life and subjective happiness [14]. In addition, job satisfaction and organizational commitment, which are organizational effectiveness of police officers, affect family relations and social relations, which are variables of quality of life [15]. Based on these previous studies, the following hypotheses were established.

Hypothesis 4. Organizational commitment will have a positive effect on the quality of life.

### **2.5 Relationship Between job satisfaction and job performance**

In the study of the effect of job satisfaction on job performance, the effect of psychological empowerment on job satisfaction, organizational commitment and job performance was empirically analyzed in the study of Huh's outsourcing organization members. As a result of the study, it was said that job satisfaction had a positive effect on job performance [16]. In addition, a study of hotel employees of Seo and Kim's also showed that the job satisfaction of employees had a positive effect on job performance and its influence was high [17]. Based on these previous studies, the following hypotheses were established.

Hypothesis 5. Job satisfaction commitment will have a positive effect on the job performance.

### **2.6 Relationship Between organizational commitment and job performance**

In Yoon's research on the relationship between organizational commitment and job performance, organizational commitment of organizational members in various fields has a positive effect on job performance. In order to achieve job performance of affiliated companies, organizational commitment of organizational members should be preceded and organizational members should have pride and positive

attitude in their work [18]. In addition, Ahn's research on nurses showed that nurses with loyalty and belonging can constantly strive to achieve organizational goals, improve nursing performance, and lead to organizational development [19]. Based on these previous studies, the following hypotheses were established.

Hypothesis 6. Organizational commitment will have a positive effect on the job performance.

### 3. RESEARCH METHOD

#### 3.1 Research Subjects

In this study, athletes belonging to the current sports business team were selected as a population, and data were collected using the non-probability sampling method, a significant sampling method. A total of 368 samples were collected, and a total of 348 samples were analyzed except for 20 samples that were insincere or insincere.

#### 3.2 Research Tools

In this study, questionnaires were used as a research tool, and two dimensions of authenticity were used through the scale development process based on in-depth interviews. Job satisfaction, organizational commitment, quality of life and job performance were modified and supplemented according to the purpose of the study. The questionnaire consisted of 6 items about personal characteristics, 36 items to measure authenticity as an independent variable, 5 items to measure job satisfaction as a mediator variable, 5 items to measure organizational commitment, 5 items to measure quality of life as a dependent variable, and 9 items to measure job performance.

### 4. RESULTS

#### 4.1 Validity and Reliability Analysis of Research Tools

In order to investigate the relationship between the two dimensions of authenticity and performance variables perceived by unemployment team players, organizational authenticity and leader authenticity were set as exogenous variables, and endogenous variables were set as dependent variables. A two-step approach was implemented to verify this structural equation model. Confirmatory factor analysis (CFA) and reliability analysis were conducted to improve the validity and reliability of the first-stage measurement model. For confirmatory factor analysis, the first analysis was conducted on the entire measurement model, and the second confirmatory factor analysis was conducted by adding items to the identified organizational authenticity and leader authenticity.

**Table 1. Confirmatory Factor Analysis Results for Measurement Model**

Factors	Item	1st CFA							2st CFA						
		B	$\beta$	s.e	$f^2$	AVE	C.R.	Cronbach's $\alpha$	B	$\beta$	s.e	$f^2$	AVE	C.R.	Cronbach's $\alpha$
Organizational Authenticity	Compensation	1	1	.739	.454	.635	.874	.870	1	.727	.471	.697	.901	.904	
	2	.987	.822	.324	15.137										
	3	.934	.803	.355	14.778										
	4	.972	.820	.328	15.105										

		1	1	.735	.460													
	Right	2	.900	.729	.469	13.476	.575	.843	.844	.894	.853	.272	15.958					
		3	1.071	.826	.318	15.383												
		4	.877	.738	.455	13.646												
		2	1	.784	.385													
	Support	3	1.222	.837	.299	17.236	.691	.899	.895	1.116	.817	.333	15.237					
		4	1.114	.892	.204	18.691												
		6	1.172	.809	.346	16.494												
		1	1	.863	.255													
	Protection	2	1.155	.918	.157	24.752	.747	.922	.921	1.203	.929	.137	17.399					
		3	1.087	.846	.284	21.033												
		4	1.111	.828	.314	20.234												
		1	1	.900	.190													
		2	.974	.920	.154	28.275												
	Bond	3	.954	.914	.165	27.833	.819	.964	.964	1	.941	.115						
		4	.959	.909	.174	27.359												
		5	1.03	.883	.220	25.414												
		6	.923	.903	.185	26.934												
		2	1	.905	.181													
Leader authenticity	Coach	3	.976	.910	.172	27.04	.805	.925	.925	1.007	.911	.170	31.244	.879	.956	.955		
		4	.994	.877	.231	24.7												
		1	1	.819	.329													
		2	1.015	.838	.298	19.142												
	Considerate	3	1.097	.837	.299	19.115	.753	.948	.947	.983	.960	.078	38.023					
		4	1.131	.890	.208	21.09												
		5	1.055	.916	.161	22.118												
		6	1.066	.902	.186	21.548												
		1	1	.866	.250					1	.866	.250						
		2	1.022	.906	.179	24.489				1.022	.906	.179	24.495					
	Job Satisfaction	3	1.08	.930	.135	25.975	.820	.958	.957	1.08	.929	.137	25.921	.820	.958	.957		
		4	1.021	.917	.159	25.189				1.022	.918	.157	25.205					
		5	1.07	.908	.176	24.653				1.07	.908	.176	24.651					
		1	1	.593	.648					1	.593	.648						
		2	1.127	.909	.174	12.705				1.126	.908	.176	12.703					
	Organizational Commitment	3	1.084	.911	.170	12.72	.715	.925	.904	1.083	.910	.172	12.719	.715	.925	.904		
		4	1.11	.933	.130	12.897				1.11	.934	.128	12.903					
		5	1.027	.836	.301	12.083				1.028	.837	.299	12.095					
		1	1	.879	.227					1	.880	.226						
		2	1.104	.891	.206	23.99				1.1	.889	.210	23.887					
	Quality of life	3	.976	.884	.219	23.595	.734	.932	.929	.981	.889	.210	23.871	.734	.932	.929		
		4	1.024	.840	.294	21.27				1.021	.839	.296	21.191					
		5	1.146	.786	.382	18.824				1.138	.781	.390	18.634					

	1	1	.839	.296					1	.839	.296				
	2	1.053	.865	.252	20.96				1.053	.865	.252	20.989			
	3	1.055	.896	.197	22.366				1.055	.896	.197	22.366			
	4	1.035	.886	.215	21.878				1.035	.886	.215	21.894			
Job performance	5	1.013	.870	.243	21.213	.754	.965	.965	1.012	.870	.243	21.207	.754	.965	.965
	6	1.002	.874	.236	21.386				1.001	.874	.236	21.376			
	7	1.037	.859	.262	20.721				1.036	.859	.262	20.726			
	8	1.056	.854	.271	20.5				1.056	.854	.271	20.524			
	9	1.027	.870	.243	21.19				1.026	.870	.243	21.185			
1st CFA: $\chi^2=3029.396$ , $df=1375$ , $p=.000$ , TLI=.919, CFI=.925, RMSEA=.059, SRMR=.039															
2st CFA: $\chi^2=1251.535$ , $df=419$ , $p=.000$ , TLI=.927, CFI=.934, RMSEA=.076, SRMR=.038															

<sup>a</sup>t = p < .001

Looking at the results of the first confirmatory factor analysis, TLI was .919 (.9.90), CFI was .925 (.9.90), RMSEA was .059 (good less than 0.08, suitable less than .10), and SRMR was .039 (less than 0.08), which was found to satisfy the general suitability criteria. [20]. A second confirmatory factor analysis was conducted on the measurement model that performed item summation on organizational authenticity and leader authenticity identified through the first confirmatory factor analysis. As a result of the analysis, TLI was .927 ( $\geq .90$ ), CFI was .934 ( $\geq .90$ ), RMSEA was .076 (good less than 0.08, suitable less than .10), and SRMR was .038.

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G. B. Lee, J. H. Lee, S. Y. Kim, and S. M. Park, A Study on the Effect of Diversity Management Policy on Job Stress, Job Satisfaction, and Quality of Life of Public Officials: Focusing on the 038 (less than 0.08), indicating that the suitability criteria were met.

The standardized factor loading of the measurement items for each variable was more than 0.5 and all were statistically significant ( $t > 1.965$ ). In order to investigate the convergent validity, the construct reliability and average variance extracted (AVE) values were calculated. As a result, all values meet the general criteria (concept reliability of .70 or higher, AVE.50 or higher) and have centralized validity [21]. (Hair, Anderson, Tatham, & Black, 2006).

In order to measure discriminant validity, 2 between the constraint model and the non-constraint model was analyzed for each of the six variables of the measurement model. As a result of the analysis,  $\Delta\chi^2 > 3.84$  ( $df=1$ ) between the measurement model (free model) and the constraint model in both relationships between the two 15 variables existing in the measurement model, indicating that the measurement model has discriminant validity. Cronbach's  $\alpha$  reliability analysis was performed for each measurement variable determined through confirmatory factor analysis [20]. The reliability coefficients of all concepts are found to be .904-0.965, exceeding the general standard of .7 so it is judged that the measurement variables have internal consistency [22].

## 4.2 Fitness of study model & hypothesis verification

After conducting CFA on the measurement model, TLI, CFI, and RMSEA indices were used to find out the suitability of the research model. Looking at the specific analysis results, TLI was .906 ( $\geq .90$ ), CFI was .914 ( $\geq .90$ ), and RMSEA was .086 (good less than 0.08, suitable less than 10), which was found to satisfy the general suitability criteria [23]. Each hypothesis verification was confirmed because it was judged that the research model was relatively suitable and well suited to the empirical data. As a result of hypothesis verification, the results are shown in Table 2.

**Table 2. Hypothesis verification results**

	<b>Hypothesis</b>	<b>Estimates</b>	<b>s.e</b>	<b>t</b>
<b>H1a</b>	Organizational authenticity → Job Satisfaction	.371	.118	3.150**
<b>H1b</b>	Leader authenticity → Job Satisfaction	.482	.096	5.034***
<b>H2a</b>	Organizational authenticity → Organizational Commitment	.438	.124	3.536***
<b>H2b</b>	Leader authenticity → Organizational Commitment	.406	.100	4.044***
<b>H3</b>	Job Satisfaction → Quality of life	.517	.056	9.183***
<b>H4</b>	Organizational Commitment → Quality of life	.379	.061	6.248***
<b>H5</b>	Job Satisfaction → Job performance	.340	.051	6.622***
<b>H6</b>	Organizational Commitment → Job performance	.379	.059	6.469***

\*\* $p < .01$ , \*\*\* $p < .001$

## 5. CONCLUSION

This study conducted empirical research by dimensionalizing authenticity into leader authenticity and sports business team authenticity in consideration of the expansion of authenticity research on sports players. In order to achieve the purpose of the study, the sincerity (organization, leader) felt by the players of the sports business team was identified and exogenous variables were used, and job satisfaction, organizational commitment, quality of life, and job performance were constituted as endogenous variables. Based on previous studies, research models and research hypotheses were established, and the final samples were collected using a convenient sampling method using offline and online surveys. All hypotheses established in the research model were adopted.

Through this, it was possible to reaffirm the relationship between leader authenticity and performance variables performed in previous studies, and to identify the relationship between organizational authenticity and performance variables of sports business teams that were not performed in previous studies. These results indicate that the business team needs organizational authenticity as well as leader authenticity in running the team.

In addition, if the athlete feels that the unemployed team player matches the team's needs with the athletic environment suitable for his / her sport and protects the athlete at the team level, the satisfaction and the attachment to the team as the unemployed team player will increase. The quality of life of the players themselves will also increase and their performance will also improve. Therefore, in order to increase the organizational authenticity recognized by the players, various measures should be prepared. In addition, if the leader guides the player with a sense of bond regardless of the player's performance, the player will have faith in training and competition of the event to which he belongs, and the player will form a deep bond beyond the

relationship with the leader by the consideration of the leader, It is thought that it will be able to reach the performance of the team and the individual player.

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