

Communication Strategies of Online-Based Leadership and Members' Work Engagement and Job Burnout[☆]

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ABSTRACT

Work engagement and job burnout are crucial problems in Korea, particularly in the business environment, and they also indicate people's motivation. Online-based teams in e-business also have these issues. Especially the role of the leader in this new type of teams is more crucial for members' motivation, behavior, and performance. Contingency leadership theories posit that different situations need different traits or behaviors of a leader. For an online-based team, which is internet-based team in e-business, a leader should use specific communication strategies to enhance a team's performance and members' motivation. In an online-based team and an offline-based team, the ways in which leaders motivate members will be different. This paper suggests particular communicative strategies for leaders of online situations. Online-based team members communicate using mobile phones or IT tools, and leaders may influence members in virtual meetings. Moreover, online-based leadership needs to be more entrepreneurial and risk encouraging, and less conservative than offline-based leadership. In addition, online-based leadership should be energetic, decisive, adaptable, and inspiring, and further utilize communication tools such as being more gregarious/talkative, assertiveness, linguistic diversity and affect. This paper explains the roles of communicative elements such as coordination, expression, direction-giving/ uncertainty reduction, empathy, meaning-making, satisfaction, and competence to decrease job burnout and to increase work engagement. The purpose of this study is to suggest communication strategies' differentiated influences on work engagement and job burnout in an online-based team.

☞ keyword : online-based leadership, communication strategies, work engagement, job burnout

1. INTRODUCTION

Work engagement and job burnout are important issues in e-business in Korea. These factors are directly related to workers' motivation and performance. Hence, it is necessary to understand what situations and factors affect these variables.

In IT industry, people communicate, share information and interact via work related data on the internet. Also IT industry is constantly changing, thus we need to prepare as best as we can for these future changes. Rapid change brings uncertainty, risk and threat, but it also provide opportunities to enhance the technologies that are improving our lives

[1-2]. Currently, the use of social media is wide spread throughout the world. New technologies are quickly and constantly being developed in the changing IT industry. Online communities have emerged as necessary and new types of organizing such as a virtual team [3-5]. In addition, drastic change has led to intense competition as competition intensifies it becomes imperative that organizations find solutions to adapt and thrive in this changing environment [6]. Similar to the traditional definition of an organization, an online community may be defined as more than two members with shared goals and interests, who interact primarily by way of information technology tools. This kind of online community facilitates and supports the sharing of information pertinent to the common interest, and is a self-identified group or creative exertion [5, 7].

In e-business situations in Korea, organizations should enhance to improve worker engagement and reduce job burnout. In particular, the role of a leader is critical in a new organization or teamsuch as a virtual organization or an online-based team. In the online team, specific leadership will

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have a significant impact on work engagement and job burnout. Contingency leadership theories assert that there is no "one size fits all" style of leadership appropriate in all situations, but rather that the type of leadership needed for an organization is dependent on the unique situation and requirements of each organization's environmental setting [8-10].

Among the differences between the online-based team and the traditional team, what is particularly important is the difference in communication methods. Basically, these two types of teams have different forms of communication. The online-based team does not have to face each other differently from traditional teams. Also, members can exchange vast amounts of information in a fraction of the time in the online-based team. Hence, we focused on communication strategies of an online-based leadership. Existing research suggestseffective and efficient leadership traits, and behaviors for internet based leadership.

This article tries to explain the influence of a leader's communication styles on followers' work engagement and job burnout. Research also exists on the relationship between the Internet, informational technology, mobiles, and being on-line and psychological or cognitive factors such as expectancy and motivation [11]. Hence the purpose of this paper is to investigate the effect of online based leader's communicative strategies on members' psychological performance factors such as work engagement and job burnout, which are related to work motivation and performance.

2. LITERATURE REVIEW

2.1 ONLINE BASED LEADERSHIP

Internet based, or on-line based leaders must come to terms with new behavioral aspects and traits to motivate and influence followers. These behaviors and traits include performance focused or relationship focused behaviors, and ambition, honesty, sincerity and eloquence [8-10]. Like eloquence, leaders' communication styles or strategies can influence members' levels of motivation, performance and satisfaction in organizations [12]. Today, online or mobile communications are prevalent in our lives, and they are and will continue to effect radical change on communities and

companies [13]. Existing technologies, such as multicasting services, enhance the effectiveness and efficiency of team communications in both internal and external environments [14]. Hence, leaders should utilize specific technologies such as multicasting, which is an efficient way of team communication allowing for one-to-many message transmission [15]. Online based leadership or internet based leadership in e-businesses have often identified specific leaders as those who have execute forums or high network hub scores. This type of leadership uses specific communication online which is exclusively in written form. In this case, leadership concerned to online or mobile communication involves such functional leadership, shared leadership, high quality of leader-member exchange, and communication as constitutive of organizing [5]. Moreover, major characteristics of good online leadership include personal traits such as being adaptable, decisive, energetic, being inspirational in general and being able to inspire a shared vision, having strong communication skills, the ability to anticipate new opportunities for the future, and strategy analysis skills. Leadership in e-businesses is significantly more entrepreneurial and risk encouraging, and less conservative than traditional leadership [10].

2.2 WORK ENGAGEMENT

Engagement is defined as "the simultaneous employment and expression of a person's preferred self in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional) and active, full role performances" [16 p.700]. Hence, it can be seen that engagement is a multi-dimensional performance related variable.

The concept of work engagement, which is a positive factor, emerged from research concerned with burnout, which is a negative factor [17]. Higher levels of work engagement can both improve member's work performance and enhance job satisfaction. Work engagement is a positive, fulfilling, work or job-related state of mind that is characterized by: "(1) vigor (i.e. high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence also in the face of difficulties); (2) dedication (i.e. a sense of significance, enthusiasm, inspiration, pride,

and challenge); and (3) absorption (i.e. being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work). Absorption comes close to what has been called 'flow' [18] a state of optimal experience - although flow refers to short-term peak experiences instead of a more pervasive and persistent state of mind, as is the case with absorption. Work engagement and burnout are moderately negatively related" [19 p.176]. Work engagement may be seen as the positive antithesis of job burnout. Thus, engagement involves a state of high energy (as opposed to exhaustion from job burnout), strong involvement (cynicism from job burnout), and a sense of efficacy (inefficacy from job burnout). Work engagement is related to psychological or cognitive organizational factors such as job satisfaction and organizational commitment, which are typical performance factors in the organization study field. Work engagement provides a more complex perspective on peoples' relationship with work such as the fit between leaders and followers [20-21].

Therefore, work engagement is a positive factor that can assist members to achieve better results at work. Since work engagement can enhance the performance of members and organizations, research on how to improve this positive variable needs to be undertaken.

2.3 JOB BURNOUT

As job burnout is a negative variable which hampers the performance of members, the focus should be on reducing it. Job burnout is "a psychological syndrome that involves a prolonged response to stressors in the workplace. Specifically, it involves the chronic strain that results from an incongruence, or misfit, between the worker and the job" [22 p. 189]. Hence, job burnout is a negative psychological state of a member or employee, which the employee experiences while working or in the course of job performance.

Job burnout involves constant strain caused by a discordance, or unfit relationship between the job and the workers. It is defined by the emotional variables of exhaustion, cynicism and inefficacy, in the same way that work engagement is defined by vigor, dedication, and absorption [23]. The first element of job burnout, exhaustion,

is the most crucial dimension of burnout and the most obvious sign of this complex psychological syndrome. Thus, although exhaustion is not a sufficient condition for job burnout, the experience of exhaustion can directly lead to job burnout. Exhaustion is the draining or depletion of mental or psychological resources. When emotional resources are depleted, people feel exhausted, and start to think that they cannot hold out any longer. The second dimension of job burnout is cynicism, the development of a negative attitude towards work. It is essentially emotional exhaustion and manifests itself as indifference, cold-heartedness or a distant attitude to one's job. The third factor is inefficacy, which is the opposite of self-efficacy or competence, and is the tendency to appraise oneself negatively. A person feels unhappy with oneself and is dissatisfied with his/her own achievements on the job and cannot trust own competence, hence this person loses their efficacy, viewing their work performance negatively, resulting in feelings of insufficient work-related self-esteem or poor performance experiences [22-24].

Hence, job burnout refers to the psychological difficulties and tiredness of workers. Members who are job burnt-out lose their sense of efficacy for the task, and become more cynical to other people, both coworkers and customers. Therefore, members in a state of job burnout cannot achieve high levels of performance. We need to prevent and reduce this psychological negative factor, because it directly reduces job performance.

2.4 ONLINE BASED LEADERS' COMMUNICATION STRATEGIES AND EFFECTS

Traditionally, communication between leaders and followers' affects the relationship between leaders and members, their satisfaction levels and overall organizational performance [25]. Furthermore, leaders' spoken language and communicative abilities are important factors in motivating followers. In other words, leaders' communicative strategies can influence member's motivation levels [26]. Further they can also increase work engagement and decrease job burnout.

In addition, there are other crucial factors related to communicative leadership style including the number of posts

and replies online, expansiveness (that is the number of links to others), and reciprocity. Also, successful online based leaders in e-business tend to be more talkative, assertive, affective, and demonstrate greater linguistic diversity. Hence, there are particular communicative strategies that leaders should adopt when communicating with members such as coordination expression participation [25], and leaders' motivating language such as direction-giving language (or uncertainty reduction), empathetic language, meaning-making language, communication satisfaction and communicator competence [26].

Communication can be both positive and negative in organizational situations. Communication between leaders and members can enhance individuals' job satisfaction and encourage team's morale. Additionally, leaders' communication strategies can help members better understand their leader. However, on the contrary, improper communication strategies will reduce members' motivation, because inappropriate communication makes it hard to understand what the leader is trying to say and may make members feel bad. Therefore, like traditional leadership or offline-based leadership, particular communication strategies such as competence, coordination and the like can also positively and negatively influence followers' motivation and factors such as job burnout and work engagement. Therefore, based on the above research, the following hypotheses are offered to be tested

Hypothesis 1. Communication strategies of online based leadership would increase employees' work engagement.

H 1-1. Communication competence would increase employees' work engagement.

H 1-2. Communication coordination would increase employees' work engagement.

H 1-3. Communication direction-giving/ uncertainty reducing would increase employees' work engagement.

H 1-4. Communication empathetic would increase employees' work engagement.

H 1-5. Communication expression would increase employees' work engagement.

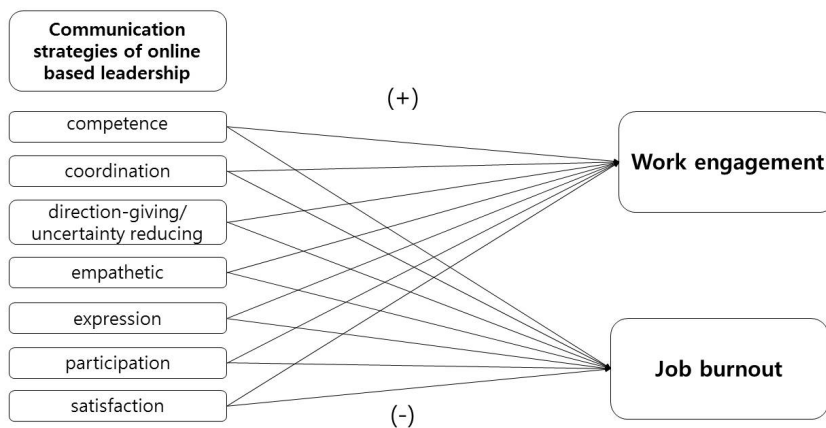
H 1-6. Communication participation would increase employees' work engagement.

H 1-7. Communication satisfaction would increase employees' work engagement.

Hypothesis 2. Communication strategies of online based leadership would decrease employees' job burnout.

H 2-1. Communication competence would decrease employees' job burnout

H 2-2. Communication coordination would decrease



(그림 1) 연구모형

(Figure 1) RESEARCH MODEL

employees' job burnout

- H 2-3. *Communication direction-giving/uncertainty reducing would decrease employees' job burnout*
- H 2-4. *Communication empathetic would decrease employees' job burnout.*
- H 2-5. *Communication expression would decrease employees' job burnout.*
- H 2-6. *Communication participation would decrease employees' job burnout.*
- H 2-7. *Communication satisfaction would decrease employees' job burnout.*

3. PARTICIPANTS AND MEASUREMENT

Data was collected from 156 employees in e-business companies in the IT (information technology) industry. There were 95 males (60.9%) and 61 females (39.1%). 14 respondents were in their twenties (9%), 104 were in their thirties (66.7%), 34 were in their forties (21.8%), and 4 were older than 50 (2.6%). In terms of academic background, 8 completed high school (5.1%), 94 had bachelor degrees (60.3%), and 54 had masters or doctoral degrees (34.6%). In regards to their length of employment, 19 had worked less than 1 year (12.2%), 49 had worked 1-5 years (31.4%), 64 had worked 5-10 years (41%) and 24 had worked longer than 10 years (15.4%).

All items were measured by a Likert 7 point-scale.

The communicative traits of a leader, which included the seven dimensions of coordination, expression, direction-giving/ uncertainty reduction, empathy, meaning-making, satisfaction and competence was measured by 21 items, which included, "Mysupervisor asks me for suggestions about how work should be done (coordination)", "My supervisor expresses sympathy to me when something unfortunate happens in my personal life (expression)", "My supervisor shares news with me about organizational achievements and financial status (direction-giving/ uncertainty reduction)", "My supervisor expresses his/her support for my professional development (empathy)", "My supervisor offers me advice about how to "fit in" with other members of this organization (meaning-making)", "My supervisor understands my job

needs (satisfaction), "My subordinate typically gets right to the point (competence)" [25-26].

Work engagement was measured by 16 items, which included "When I get up in the morning, I feel like going towork (vigor)", "I am enthusiastic about my job (dedication)", "When I am working, I forget everything else around me (absorption)" [17].

Job burnout was measured by 16 items, examplesof which included, "I feel emotionally drained from my work (emotional exhaustion)", "I cannot easily create a relaxed atmosphere with my recipients (cynicism)", "I don't really care what happens to some recipients (inefficacy)" [24].

4. ANALYSIS

For the empirical analysis of this study, we used confirmatory factor analysis (CFA) for validity, descriptive statistic, Cronbach's for reliability, correlation among factors, and regression analysis. Table 1 shows the results of the CFA. All indexes were adopted, hence measurements have significant validity.

(표 1) 확인적 요인분석 결과
(Table 1) Results of CFA

	AVE	Composite Reliability
competence	.659	.756
coordination	.727	.818
direction-giving/ uncertainty reducing	.718	.839
empathy	.839	.924
expression	.795	.899
participation	.674	.793
satisfaction	.640	.742
work engagement	.733	.927
job burnout	.506	.735
absolute fit index	$\chi^2/df=1.836$ RMSEA=.074	
incremental fit index	TLI=.919, CFI=.930, IFI=.930	
parsimonious fit index	PNFI=.749, PGFI=.613	

Table 2 indicates the values of Cronbach's for reliability and descriptive statistics including mean and standard

deviation. From .854 (satisfaction) to .969 (work engagement), Cronbach's values are sufficient, thus all factors have reliability.

(표 2) 신뢰도와 기술통계
(Table 2) Reliability and descriptive statistics

	Cronbach's	Mean	Std. Deviation
competence	.889	3.4000	1.44420
coordination	.908	4.7935	1.41231
direction-giving/ uncertainty reducing	.927	5.1118	1.33996
empathetic	.967	5.0086	1.39000
expression	.954	4.6194	1.44422
participation	.931	4.6645	1.40526
satisfaction	.854	4.4753	1.41368
work engagement	.969	4.6430	1.28714
job burnout	.871	3.9645	1.36118

Table 3 displays all factors correlation results. All variables have significant correlations. Furthermore, most factors have a positive relationship among them. However, job burnout has a negative correlation with other factors. In addition, empathy and expression have a very high level of correlation (.904), thus further studies need to distinguish between them

(표 3) 상관관계 분석
(Table 3) Results of correlation

	1	2	3	4	5	6	7	8	9
1	-								
2	.757***	-							
3	.810***	.838***	-						
4	.709***	.681***	.787***	-					
5	.659***	.692***	.804***	.904***	-				
6	.701***	.612***	.721***	.838***	.786***	-			
7	.772***	.728***	.764***	.760***	.716***	.776***	-		
8	.384***	.397***	.470***	.433***	.434***	.421***	.433***	-	
9	-.479***	-.531***	-.533***	-.455***	-.438***	-.371***	-.354***	-.517***	-

***: $p < .001$, **: $p < .01$, *: $p < .05$

1=competence, 2=coordination, 3=direction-giving/ uncertainty reduction, 4=empathy, 5=expression, 6=participation, 7=satisfaction

clearly, or to look for solutions.

Table 4 suggests the results of the regression analysis, and we can confirm all factors' influence on work engagement. Among the factors, only direction-giving/ uncertainty reduction has a significant effect at the same time ($\beta = .322$, $\text{sig} = .070$). Thus, we can understand the importance of direction-giving/ uncertainty reduction for work engagement.

(표 4) 업무열의에 대한 영향력
(Table 4) Effects of variables on work engagement

dependent : work engagement			
	step 1		
		t	sig
competence	-.089	-.637	.525
coordination	-.014	-.101	.920
direction-giving/ uncertainty reducing	.322	1.826	.070
empathetic	.023	.115	.909
expression	.048	.262	.794
participation	.092	.630	.530
satisfaction	.143	1.023	.308
$R^2(\text{Adj-}R^2)$.243(.207)		
F	6.737(sig=.000)		

(표 5) 직무소진에 대한 영향력
(Table 5) Effects of variables on job burnout

dependent : job burnout			
	step 1		
		t	sig
competence	-.166	-1.278	.203
coordination	-.320	-2.466	.015
direction-giving/ uncertainty reducing	-.257	-1.566	.119
empathetic	-.258	-1.411	.160
expression	-.078	-.455	.650
participation	-.037	-.274	.784
satisfaction	-.315	-2.422	.017
R ² (Adj-R ²)	.344(.313)		
F	11.034(sig=.000)		

Table 5 shows the results of the regression analysis. As with Table 4, we are able to confirm all variables' effects on job burnout. In this case, only coordination has a negative and significant effect on job burnout (=-.320, sig=.015). Hence, to decrease job burnout, coordination has a critical role

5. CONCLUSION

5.1 CONCLUSION AND IMPLICATIONS

Traditionally, communication between leaders and members has played a critical role in organizations. Leaders' specific communicative strategies can increase employee satisfaction, motivate them, and improve organizational performance. Conversely, communicative factors may also exert negative effects on performance. Thus, leaders must select and utilize appropriate communication strategies.

This study, while based on traditional leaders' communication styles, seeks effective online based leaders' communication strategies. In many organizations and teams that are related to e-business, leaders communicate with members based on online systems or the Internet. Online-based communication has spatial and temporal advantages over traditional communication methods. In

addition, a large amount of data can be exchanged simultaneously. As many companies utilize online based communication systems, this study suggests effective communication strategies for the leadership of such companies.

Each factor examined was found to be similarly important to work engagement and job burnout. Especially, direction-giving/ uncertainty reduction was found to be capable of increasing work engagement, and decreasing job burnout.

When a leader uses direction-giving/ uncertainty reduction communication strategy, members will be able to reduce task related ambiguity and perform tasks more reliably. This influence will improve the overall work engagement and performance of members. Especially, in the case of the uncertain environments that many e-businesses operate in, a leader's clear communication will play a very crucial role on performance.

In addition, communication strategies such as coordination will have a great effect in reducing negative factors such as job burnout. Leaders in high positions who communicate effectively or seek cooperation rather than coercion will reduce stress and job related exhaustion.

Leaders can command or take a coercive attitude from a high position to followers in organizations. However, communicative leaders who seek cooperation will reduce stress and job burnout. Therefore, this study explains what communication strategies leaders who are engaged in e-business should have. Furthermore, leaders in e-business should use other communication strategies such as competence, empathy, expression, participation, and satisfaction as well as direction-giving/ uncertainty reduction and coordination. Leaders need to be aware of the impact that their communicative strategies will have on workers. More importantly, leaders need to recognize the importance of these communication strategies and actively practice them in real teams in organizations. Particular communication strategies will increase work engagement and reduce job burnout. Hence, leaders should choose the most effective communication strategy for their situations. Then, members will be able to achieve higher performance in e-business.

Online based leadership needs specific traits, behavior and styles on the ground, which may not always be the same according to the particularities of a situation, as persituational

contingency leadership theories. Among the different ways to motivate and influence, this paper focuses on leaders' communicative style. In an onlinebased team, a leader and members often do not meet or interact face-to-face. Hence, the communicative style adopted by the leader of an internet based team has an even more critical role in enhancing motivation, satisfaction and performance than in a traditional team. For increasing work engagement and decreasing job burnout, which are crucial issues in Korean society, we have suggested effective communication strategies such as direction-giving/ uncertainty reduction and coordination. The adoption of these communicative aspects by a leader will guarantee member's motivation, and team performance and organizational success in e-business

5.2 LIMITATIONS AND POTENTIAL AREAS OF FUTURE STUDY

This study applied facets of traditional offline communication to communication strategies of online based leadership. It is also necessary that specific communication strategies that usually appear online are studied. For instance, a majority of workers use text messages in online based teams, and they can also send and receive various pictures, videos and large files. As such, in the future research should be conducted to develop more direct strategies for online based situations.

In addition, online based teams and organizations generally value adaptability, innovation and creativity. Thus, in addition to work engagement and job burnout, which this study focused on, further research is needed into what communication strategies can improve the creativity, innovation, and flexibility of members.

Finally, it is unlikely that leaders' specific communication strategies will be available to all members. Other factors such as the relationships between leaders and members, members' individual characteristics, such as their personalities and values, and the specific characteristics of particular jobs will affect the relationship between the leaders' communication strategies and members' motivation levels and performance. Therefore, we suggest the necessity of studies about contingency factors, or moderating effects that will make certain communication strategies more effective. Such further

studies will help to increase the effectiveness of leaders' communicative influence and improve the overall performance of workers.

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