셀프리더십을 매개로 한 서번트 리더십이 직무 태도에 미치는 영향

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The Impact of Servant Leadership Mediated through Self Leadership on Job Attitude
- Centered on Hotel Restaurant Employees -

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Abstract

　Hotel practitioners are searching for leadership typology to maximize employees' capabilities and consistency in their attitude. Also, they are increasingly interested in their employees' traits which constitute and influence their job attitude. This study sought to investigate the impact of servant leadership mediated through self-leadership on employees' job attitude. Focused on hotel restaurant employees, representing 15 hotels in Seoul Metropolitan Area, a survey was conducted and 272 respondents out of 297 were empirically analyzed. The collected data was analyzed with the SPSS 12.0 for Windows and AMOS software program. Structural equation modeling was conducted to test the hypotheses. The results suggested that servant leadership has a significant impact on self-leadership. Furthermore, self-leadership was found to have a significant impact on job satisfaction. However, direct influence of self-leadership on organizational commitment was not found. Finally, servant leadership was found to have a direct impact on job satisfaction. On the other hand, servant leadership positively influences on organizational commitment when mediated through self-leadership. In addition, this study provides practical implications for hotel restaurant professionals in linking servant leadership mediated through self-leadership to job attitude.

　Key words: servant leadership, self leadership, job attitude, job satisfaction, organizational commitment.

Ⅰ. INTRODUCTION

　Employees' behaviors are influenced by their superiors' leadership. In conjunction to this statement, scholars have sensed the importance of employees' positive and negative behaviors impacted by the leader's behavior. Most concurrent studies emphasize change in the leader's traditional ways of exercising authority. Instead they encourage rather a variety of roles for their followers and organization (e.g., Northouse 2007).

　The concept of leadership has been studied throughout history. It has been defined in different perspectives with respect to interactional phases between leader and followers, leader role, leader's traits, and leader behaviors (Yukl 2006). Despite

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extended development in leadership discussions and theories, the current society is continuously requesting for more different ideas of leadership. This is because new leadership paradigm is necessary for an organization to survive and be advanced in the competitive world.

The specific approach to a superiors' leadership included in this study is servant leadership, originated from Greenleaf's (1977) study. This concept has been developed through applied literature on management and organizations. It is related to the concept of transformational leadership and ethical perspective (Ehrhart 2004). The idea is different from other leadership typologies which assumes leadership as taking the role of a leader by leading subordinates. Servant leadership, however, is to accomplish organizational goals through unity, empathy, stewardship, etc between the members. Nonetheless, insufficient numbers of empirical servant leadership studies raise the need for further investigation on the matter (Ehrhart 2004).

A useful methodology to increase autonomy and responsibility is the self-leadership application. Self-leadership, originated from Manz (1992)'s study, is the process that lead one's own thought and behavior to a desirable direction. Self-leadership brings forth several employee outcomes/performance mechanisms such as commitment, independence, creativity, innovation, and job satisfaction (Neck & Houghton 2006). These mechanisms are leading goals for HR management.

Mechanisms such as job attitude, job satisfaction, and organizational commitment have been studied as indicators for judging the extent of organizational success. Additionally, it has been explained in a multidimensional approach. All the focuses on organizational theories examined to this day are to maximize job satisfaction and organizational

commitment. In this study, servant leadership and self-leadership are presented as antecedents of job satisfaction and organizational commitment. Furthermore, this study concentrates on the employees' psychological perception on superiors' and their own leadership and how these influence their organizational attitude. Because the employees' psychological movement and its influence on attitude are closely related to organizational success in service and consistency management, especially in the hotel restaurant industry (Kwon & Shin 2005), this study is centered on hotel restaurant employees to examine the relationship among servant leadership, self leadership, job satisfaction, and organizational commitment.

A number of researchers have proposed comprehensive models describing how servant leadership influences employees' organizational attitude. For instance, transformational leadership in hotel and restaurant industry, has been proved to positively influence employee's job satisfaction, organizational citizenship behavior, and low turn over intention (e.g., Kim 2004; Kim 2005). Additionally, as Jang & Cho (2009)'s study indicated, hotel manager's ethical leadership raises the level of LMX (leader-member exchange). Also, transformational and transactional leadership in hotel restaurants influence employees' organizational citizenship behavior and job performance.

At the same time. there are existing studies focused on hospitality industries supporting that employees' self leadership have positive impact on organizational citizenship behavior (Lee & Kang 2007), service quality (Suh et al. 2006), job performance (Park & Lee 2002), job satisfaction. and organizational commitment (Kwon 2006). However, few attempts have been made to verify the effect of servant leadership mediated by self-leadership

in hospitality industries. The aim of this study is to take up these needs in an empirical study focused on hotel restaurant employees. Specific research purposes are examined: (1) how servant leadership impacts employees' self-leadership (2) whether servant leadership impacts employees' job satisfaction and organizational commitment (3) whether self-leadership impacts employees' job satisfaction and organizational commitment, and (4) whether servant leadership mediated by self-leadership impacts employees' job satisfaction and organizational commitment.

Ⅱ. LITERATURE REVIEW

1. Servant Leadership

1) Overview of Servant Leadership

The definition of leadership has two common grounds for leadership. Firstly, leadership is the process that affects individuals' or members' behaviors to reach the organizational goals (Ehrhart 2004; Yukl 2006). Secondly, the concept of leadership is derived from the idea of directing group activities and leading organizations by empowering, promoting creativity, and developing followers (Yukl 2006).

As one of the approaches searching for an authentic leadership to raise organizational success, servant leadership had been introduced by Greenleaf (1977). Greenleaf's servant leadership focuses on developing employees to their fullest potential in the areas of task effectiveness, community building, stewardship, self-motivation, and future leadership capabilities. Additionally, Graham (1991) stated that servant leadership is a new perspective on leadership and leader-follower relationship. The leader, firstly, needs to set an example and hum-

bly serve his or her followers. They should not expect to be served first. The theory explains that when a servant leader serves first, the follower will be led by this example and serve others as well.

Based on Greenleaf (1977)'s theory, Barbuto and Wheeler (2006) explored servant leadership with quantitative measurement and concluded nine subordinate behavioral traits; listening, empathy, healing, awareness, foresight, conceptualization, stewardship, commitment to growth, and community building. Ehrhart (2004) set up seven factors of forming relationships with subordinates, empowerment, commitment to grow and succeed, ethics, conceptualization, putting subordinates first and community building.

2) Servant Leadership Applications

Dick, Hirst, and Grojean (2007) study have convincingly argued that leaders are influential because of their impact on their followers' self-concepts. For the development and growth of hotel organizations, researchers are claiming that the leadership effectiveness of hotel managers on the employees need to be re-examined (Yoon 2004). Yoon (2004)'s study on the relationship between servant leadership and employees' attitude conducted an agreement with the idea that leadership in hotel organizations should be utilized to enhance the subordinates' talents.

Furthermore, Yoon & Chang (2005)'s study, focused on hotel employees, indicated leader satisfaction, leader effect, and extra effort as thevariables of subordinates' attitudes influenced by servant leadership. This conveys the need for hotel organizations, where human resources is the primary factor, to consider servant leadership dimensions as necessary characteristics for employ-

ees in a superior positions. Furthermore, a distinctive study by Lee & Song (2006) proposed that servant leadership had a direct impact on hotel employees' organizational commitment.

2. Self Leadership

1) Overview of Self Leadership

Self-leadership is a dimension of leadership which is based on the management of each individual's behavior (Manz 1992; Neck & Manz 2007). Individuals, who practice self-leadership, are people who influence and lead themselves through behavioral and cognitive strategies. Self-leadership was first defined from the concept of self management during the mid-1980s by several scholars such as Manz (1983).

Today, self-leadership is known to be the self influence in which people achieve self direction and self motivation necessary to behave and think in desirable ways (Manz 1992). This process consists of behavioral and cognitive strategies which positively influence an individual in work and also in their personal life. These strategies are divided into three primary categories of (1) behavior-focused strategies, (2) natural reward strategies, and (3) constructive through pattern strategies (Manz 1992).

The first category, behavioral-focused strategy, centers on an individual self awareness of his or her own behavior. According to Manz (1992), it is a type of self-discipline and consists of self-observation, self-goal setting, self-reward, self-punishment, and self-cueing as authentic strategies.

The second category in self-leadership strategies involves natural rewards strategies. Effective self-leaders are capable of turing tasks into more naturally rewarding tasks by changing their attitude

through mental and physical reorganization, and if necessary, to make it more appealing (VanSandt & Neck, 2003). This means that they perform their tasks in ways that makes the work seem more naturally rewarding. In other words, they obtain value from the job itself and enjoy it (Manz & Sims 1991). Individuals can achieve natural rewards when they perceive a sense of competence, self-control, and purpose (Manz 1992).

The third category, cognitive self-leadership perspective, involves the concept of "Thought Self-Leadership (TSL)". In studies by Neck and Manz (2007), it was found that employees can be influenced or led by themselves using thought self-leadership. Specific TSL strategies include the effective combination of three behaviors. These are functional thought process, self-talk to enhance positive behavior, and imagination of successful performance.

2) Self Leadership Applications

Since 1980, the idea of self-leadership has gained tremendous amounts of attention by various scholars and researchers. This is proven by the numerous studies, articles, books, and practitioners that have been emerging since this idea was first introduced. Self-leadership has been the base of several empirical studies and is also introduced today in a number of management and leadership textbooks such as Neck and Manz's (2007) "Mastering Self-leadership." The idea is also put into practice by businesses executives who take training programs based on the concept of self-leadership strategies and behavioral factors in the field (Stewart et al. 1996).

It was discovered in several studies (Houghton & Yoho 2005) that the strategies used in self-leadership may bring forth predictable outcome mecha-

nisms, such as commitment, independence, creativity, innovation, trust, team potency, positive affect, job satisfaction, psychological empowerment, and self efficacy. Furthermore, it is suggested that these outcome mechanisms may lead to greater development of individual and team performance (Neck & Manz 2007).

Furthermore, there are the existing studies based on hospitality industry. Self leadership corresponds with employees' educational level, and their paradigm shift (Yoon 2007). Yoon (2007)'s study verified that subordinates who have strategic self leadership have positive impact on service quality in hotel industries. In addition, self leadership in hotel employees is positively related to employees' service quality, service recovery, and job satisfaction (Suh et al. 2006), and organizational commitment (Kwon 2006).

To enhance employees' self leadership, it should be supported by superiors' leadership. For example, power-distanced, empowering, and future oriented leadership should be exercised to enhance employees' self leadership (e.g., Alves et al. 2006; Kang 2003). Also, according to Oh (2008), high-involving work system of the food service industry shows a positive impact on self leadership.

3. Job Attitude

Attitude is learned propensity, responding favorably or unfavorably towards given situation or others (Suh & Lee 2006). Further, job attitude is the attitude related to job. Although there are various views on the attitudes towards job, the most frequently used variables to explain job attitude by scholars are organizational commitment and job satisfaction.

1) Job Satisfaction

Porter and Steers (1973) determined job satisfaction categories as: (1) overall organizational factor - salary, an opportunity for promotion, company policy and process, and an organizational structure, (2) job environmental factor - supervisory patterns, participation at decision making, working condition, and relationship with colleagues, (3) personal factor - service and one's career, (4) and job description - range of duties, role ambiguity, and conflicts at roles. Based on existing literature, JDI (Job Descriptive Index) has been developed and it consists of payment, opportunity for self development, promotion, supervision, and perception on colleagues.

In addition, several studies support the theory that leadership influences employees' job attitude in hospitality business. For example, empowering leadership has positive impact on employees' attitude in restaurant industries (Kim 2005). Also, Servant leadership is positively related to airline attendants' job satisfaction (Ji 2007).

2) Organizational Commitment

The terminology, "organizational commitment" is commonly used by sociologist, industrial psychologist, and organizational scholars to analyze interrelationships between individuals and organizations (Becker 1960). The concept of organizational commitment is defined diversely depending on each scholars due to difference in their academic approach. According to Porter, Steers, Mowday, and Boulian (1974), organizational commitment is the relative extent of individual intention to contribute for an organization and their sense of unity. Also, Sheldon (1971) stated that organizational commitment is the extent members evaluate their organization in a positive way and intend to work honestly for it.

Further, Allen and Meyer (1991) divided organizational commitment into affective commitment, continuous commitment, and normative commitment. Affective commitment is the extended sense of unity about an organization. That is, the fondness of the organization which makes the employees committed to it. Continuous commitment explains that employees have reasons to stay in an organization such as financial needs or perceived financial loss from leaving their organization. Finally, normative commitment is the moral sense of duty that members posses. Members have a sense of loyalty to their organizations and an obligation to perform their duties well. This is the internally normative system that builds up obligation to accomplish an organizational goal.

Furthermore, according to Byun (2005), relational leadership in Chinese restaurant positively influences on organizational commitment.

3) Antecedents of Job Attitude

Job attitude is predicted by organizational culture and structure (e.g., Zheng 2005), employees' traits (e.g., Houghton & Jinkerson 2004), leadership (e.g., Alimno-Metcalfe, & Nyfield 2002) and any internal and external factors.

Leadership is one of the most important antecedents of organizational attitude. That is, organizational attitude is influenced by leadership behaviors (e.g., Bass 1985, Yammarino & Bass 1990). In addition, the impacts of empowering leadership on employees' organizational attitude have been identified in restaurant industry (e.g., Kim 2005) Also, servant leadership in hotel industry has a positive impact on employees' satisfaction on leaders (e.g., Yoon & Chang 2005).

Personal traits are also in relationship with organizational attitude. For example, self-leadership

strategies are the one of variables which influence job satisfaction (Neck & Manz 2007; Park & Lee 2002). At the same time, organizational commitment is influenced by self-leadership as well (Kwon 2006).

Furthermore, the studies regarding relationship between job satisfaction and organizational commitment reported that job satisfaction is the antecedent variable on organizational commitment (Johnson et al. 1990; Kim 2005).

Ⅲ. METHOD

1. Conceptual Model and Hypotheses

This study seeks to verify the effects of servant leadership mediated by self-leadership on job attitude. ⟨Fig. 1⟩ depicts the hypothesized model and the hypotheses are developed as follows:

H1: Servant leadership is positively related to self-leadership.

H2: Self-leadership is positively related to job satisfaction.

H3: Self-leadership is positively related to organizational commitment.

H4: Servant leadership is positively related to job satisfaction.

H5: Servant leadership is positively related to organizational commitment

H6: Job satisfaction is positively related to organizational commitment.
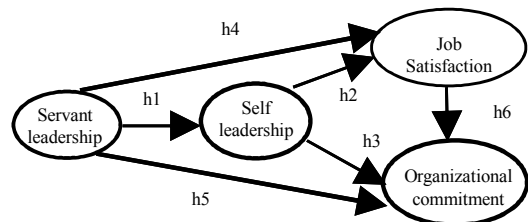
⟨Fig. 1⟩ Hypothesized model.

2. Operational Definition and Instrument

In order to accomplish these study purposes, respondents' subjective views on the five variables were measured and the five-point Likert scale on concrete survey items was used. Each items in the survey were taken and selected through validity and reliability analysis by existing scholars based on the exploratory factor analysis. Finally, the confirmatory factor analysis was conducted.

1) Servant Leadership

This study defines servant leadership, in hotel restaurants, as a type of leadership where the leader serves the followers. The leader is not the focus. The focus is on the needs of the followers and not on the needs of the leader. The leader exists to serve the followers by assisting them to reach their maximum potential in their career as well as in their personal life.

Servant leadership, in hotel restaurants, was evaluated through Ehrhart (2004)'s items. Ehrhart's items were developed through the seven categories of servant leadership identified by Ehrhart (Forming relationships with subordinates, empowering subordinates, helping subordinates grow and succeed, behaving ethically, having conceptual skills, putting subordinates first, and creating value for those outside of the organization).

2) Self-Leadership

This study suggests that self-leadership, in hotel restaurants, is a positive behavior expressed as a result of self managed strategies, natural reward, and cognitive self leadership that tries to concentrate on pleasant sides of work and search for opportunities other than threats for the organization. Self-leadership was measured using the Revised Self-Leadership Questionnaire (RSLQ) reorganized by Houghton and Neck (2002).

3) Job Satisfaction

Job satisfaction is the employee's positive emotional state concerning his or her job. In other words, it is the extent of perceived satisfaction regarding the job, wage, promotion opportunities, relationship with colleagues and superiors, and fulfillment in desire for growth. Based on Smith et al. (1969)'s JDI (Job Descriptive Index) and Stanton et al. (2001)'s study, six items were developed to be surveyed.

4) Organizational Commitment

Organizational commitment represents the receptiveness of organizational value, a sense of unity, pride, self confidence, and solidarity between organizational goals and individual goals. The current study extracted six items to measure organizational commitment based on Allen and Meyer (1990)'s and Meyer and Allen (1991)'s study.

3. Study Population

The unit of analysis in this study was each employee in the selected hotel restaurants. This study collected people's perceptions on their superiors leadership, their own self-leadership, and job attitude. They are currently employed in five star hotel restaurants in Seoul Metropolitan Area. Based on professional opinions in the food service industries, a drafting survey questionnaire have been drawn. Since then, preliminary survey centered on I and S hotel employees was executed. The researcher personally visited them and the total of fifty cases were surveyed after the research purpose was explained thoroughly. Additionally, they were asked to dictate or ask any inadequate and/or unclear items in the questionnaire. The survey has been

conducted from October 6th to October 15th in 2008.

A mix of mail survey and formal visit survey by the researcher was employed to carry out the study after each hotel restaurant manager's approval has been given. A total of twenty one five star hotel restaurants in Seoul Metropolitan Area are selected employing quota sampling. The survey was conducted from November 1st to November 30th.

4. Data Analysis

The collected data was analyzed through the SPSS 12.0 for Windows and AMOS software program. Then descriptive statistics, multivariate analysis of variance, and structural equation modeling are utilized. Frequency analysis, reliability analysis after using Cronbach's α, and factor analysis were operated. Furthermore, in order to understand different relationships between the variables, the correlation analysis was conducted. To verify the hypotheses and model of the study, confirmatory factor analysis was used to examine conformity of the causal relationship among each factors and covariance structure analysis was used to investigate a path coefficient. Finally, the AMOS software program was used to conduct SEM.

Ⅳ. RESULTS

1. Respondent Characteristics

The number of 500 cases was asked to be surveyed in five star hotel restaurants in Seoul Metropolitan area. A total number of 297 responses were received.

After cases with missing value were subsequently dropped from the analysis, 272 faithful cases which represent fifteen hotels, have been analyzed.

As presented by 〈Table 1〉, Total cases consist of 167 male (61.4%) and 105 female (38.6%) respondents. The age group in the twenties has been distributed as the largest portion - 133 people (48.9%). In addition, participants with an education level of two year collage graduates consists of 110 people (40.4%), and 4-year collage graduates consists of 113 people (41.5%).

Thirty nine respondents (14.3%) are currently stationed in the kitchen and 176 respondents (64.7%) are working at the guest contact area, and 57 respondents (21%) are in management level.

Eighty six people (31.6%) are currently em-

〈Table 1〉 **Characteristics of the respondents**

Characteristics of the respondents		Frequencies	%
Gender	Male	167	61.4
	Female	105	38.6
Age	20~29	133	48.9
	30~39	102	37.5
	40~49	37	13.6
	50 or more		
Education	2 year collage	110	40.4
	4 year collage	113	41.5
	Master	47	17.3
	The others	2	0.7
Department	Kitchen	39	14.3
	Front	176	64.7
	Management	57	21.0
Employee status	Short term	86	31.6
	Full time	186	68.4
Position	Staff	155	57.0
	Supervisor	166	24.3
	Manager	35	12.9
	Director/higher	16	5.9
Employed duration	1~3	103	37.9
	4~6	48	17.6
	7~9	53	19.5
	10/more	68	25.0
Average income	Less than 1 M	15	5.5
	1 M~1.99 M	112	41.2
	2~2.99 M	88	32.4
	3 M/more	57	21.0
	The total	272	100.0

ployed as short term employees and 186 people (68.4%) are employed as full timers. 155 (57.0%) staffs, 166 supervisors (24.3%), 35 managers (12.9%), and 16 directors (5.9%) of higher status consist of the total respondents in position.

One hundred three people (37.9%) have been working for their hotel for one to three years, 48 people (17.6%) for 4 to 6 years, 53 people (19.5%) for 7 to 9 years, and 68 people (25.0%) who have been working for more than ten years have participated in survey.

At last, the largest category of income level consists of one million to two million won (112/ 41.2%).

2. Assessing Measurement Model

The confirmatory factor analysis was completed with maximum likelihood estimation. In this study, several items were deleted because factor loading was lower than 0.7 as follows; three items of servant leadership (superior's effort to reach consensus among department employees, superior's sensitivity

〈Table 2〉 **Fit indices of measurement**

Factor	Items	Estimates	Standardized estimates	S.E.	C.R.
Servant leadership	Spends time to form quality relationships with employees	1.148	0.781	0.095	12.099
	Creates a sense of community among department employees	1.031	0.768	0.087	11.092
	Decisions are influenced by the department employees' inputs	1.030	0.721	0.092	11.189
	Makes the personal development of department employees a priority	0.935	0.650	0.093	10.076
	Holds department employees to high ethical standards	1.019	0.755	0.087	11.710
	Balances concern for day to day details with projections for the future	1.000	0.712		
	Works hard in finding ways to help others to best they can be	1.084	0.698	0.100	10.829
Self leadership	I focus on the pleasant, rather than the unpleasant aspects of my job	0.849	0.627	0.086	9.907
	I use written notes to remind myself of what I need to accomplish	0.974	0.635	0.098	9.975
	I consciously have goals in mind for my work efforts	0.910	0.688	0.084	10.869
	I think about my own beliefs and assumptions whenever encounter a difficult situation	0.915	0.696	0.083	11.058
	I am aware of how well I am doing as I perform a task	0.746	0.671	0.070	10.642
	Sometimes I encourage myself by talking to myself to work through difficult situation	0.956	0.705	0.085	11.204
	I work toward specific goals I have set for myself	1.000	0.749		
Job satisfaction	Overall satisfaction	1.000			
	Satisfaction on salary	0.831	0.581	0.075	11.032
	Satisfaction on promotional opportunity	0.881	0.584	0.073	12.085
	Satisfaction on relationship with superiors	0.793	0.561	0.068	11.643
Organizational commitment	Strong sense of belongings	1.000	0.884		
	Enjoy discussion about organization outside it	0.908	0.782	0.058	15.764
	Regard hotel's problems as my own	0.680	0.686	0.055	12.439
	Many considerations are involved if leaving this hotel	0.615	0.606	0.057	10.875
	Hard to leave this hotel right now, even if I want to	0.709	0.597	0.066	10.669
	Feel moral obligation to remain in this hotel	0.712	0.613	0.064	11.079

Chi-square=347.618, Degree of freedom=240, Probability level=0.000
GFI=0.904,   AGFI=0.880,   NFI=0.902,   TLI=0.962,   CFI=0.967,   RMR=0.035,   RMSEA=0.041

about subordinates' responsibilities outside the work place, and superior's emphasis of giving back to the community), two items of self leadership (using imagination to picture myself performing well in important tasks, and mental rehearse of dealing with challenge), and two items of job satisfaction (satisfaction with the relationship with colleagues, and fulfillment in desire for growth). The measurement model offered an acceptable fit to the data (χ^2=347.618, df=240, χ^2/df=1.448, p=0.000 < α= 0.05, GFI=0.904, AGFI=0.880, NFI=0.902, TLI = 0.962, CFI=0.967, RMR=0.035, RMSEA=0.041). Item factor loadings and squared multiple correlations from confirmatory factor analysis completed on the data collected is shown in ⟨Table 2⟩.

As the survey items were adapted from different streams of studies, it was important to ensure construct reliability and validity first. Cronbach's coefficient alpha (α) was calculated to determine reliability of the measurement used to assess the constructs. The confirmatory measurement models were assessed to evaluate the construct validity of the measurement used in this study. As noted by Noar (2003), CFA procedures can provide confirmation that psychometric properties of a scale are satisfactory that extend beyond exploratory analytic techniques. CFA makes comparison of competing models that reflect conceptualization that are variations of one another rather than testing credibility of a single model (Noar 2003). It was noted that CFA can add further information about dimensionality of scale by testing a variety of models against one another (Noar 2003).

There are four latent constructs in this study: servant leadership, self-leadership, organizational commitment, and job satisfaction. The following paragraph describes the reliability of the measures for each construct and the strength of the measure-

ment model for each latent construct. For each measurement model, two groups of indices are shown: (1) factor loading between each measurement item and its underlying construct, and (2) the overall fit indices of the measurement model. After the presentation of the measurement model testing, ⟨Table 2⟩ summarized the fit indices of measurement models and the reliability of all four constructs.

3. Overall Validity

As indicated in ⟨Table 3⟩, Cronbach's α of each construct in measurement model is ranged from 0.822 to 0.889, significantly a scale with high level of reliability (adequate at Cronbach's α >0.60).

If construct reliability reaches above 0.7, convergent validity or internal consistency is secured (Kim 2007). Also, convergent validity is procured as long as AVE reaches above 0.5 (Kim 2007). In terms of construct reliability, the values of four constructs are ranged from 0.85 to 0.91. At the same time, as illustrated in the tables above, factor loading of is above 0.5, showing a moderate to high construct validity (see ⟨Table 3⟩). Further, each average variance extracted (AVE) reaches between 0.50 and 0.63. As a result, these values represent all six constructs and it is significant to analyze the relationship between those constructs.

On the other hand, discriminant validity is evaluated through two methods. First, Inter-construct correlations are examined to recognize if any of two constructs have no distinction; correlation should be less than 1. The results show that correlations are ranged from 0.589 to 0.740. In addition, it is examined that whether AVEs exceed squared correlations. Discriminant validity is secured if AVEs exceed squared correlations (Kim,

〈Table 3〉 **Measurement model**

Constructs	AVE	S.D.	Inter-construct correlations[a]			
			1	2	3	4
Servant leadership	3.49	0.87	1			
Self leadership	3.70	0.86	0.739* (0.546)	1		
Job satisfaction	3.18	0.87	0.708* (0.501)	0.580* (0.336)	1	
Organizational commitment	3.26	0.94	0.668* (0.446)	0.639* (0.408)	0.749* (0.561)	1
Cronbach α			0.889	0.862	0.822	0.863
Construct			0.91	0.87	0.85	0.87
AVE b			0.60	0.50	0.59	0.63

*Significant at $p<0.01$ (two-way), ( ) value presents squared correlations (r^2)
[a] Two standard-error interval estimate of correlation does not include value 1.b. AVE (average variance extracted)

2007). As suggested in 〈Table 3〉, each AVE is ranged from 0.50 to 0.63 while squared correlations are ranged from 0.336 to 0.561. These outcomes resulted in the security of discriminant validity.

4. Testing Hypotheses

〈Table 4〉 illustrates the strengths of the relationships among the constructs, showing path coefficients and overall model fit indices.

Overall, the model was of marginally acceptable fit (χ^2=602.34, df=473, p=0.00, GFI=0.894, AGFI=0.858, RMR=0.036, RMSEA=0.032, NFI= 0.904, NNFI=0.971, CFI=0.977). The five hypotheses suggested, out of six hypotheses, were supported (p<0.005). These hypotheses were examined through investigating the path coefficients and the total effect sizes of the constructs in the final model. Evidence and results of hypothesis testing are summarized in 〈Table 4〉.

〈Table 4〉 **Parameter estimates in SEM**

Hypotheses	Path	Direct effect		Indirect effect		Result
		ESM	t-value	ESM	t-value	
H1	Servant → self	0.78	9.25			Supported
H2	Self → satis	0.31	2.61			Supported
H3	Self → commt	0.16	1.40			Not supported
H4	Servant → satis	0.56	4.48	0.24	1.92	Supported
H5	Servant → commt	−0.06	−0.48	1.00	7.76	Partially supported
H6	Satis → commt	1.09	9.51			Supported
Overall goodness of model fit indices	Chi-square=315.000, Degree of freedom=237, Probability level=0.001 GFI=0.912, AGFI=0.889, NFI=0.911, TLI=0.972, CFI=0.976 RMR=0.035 RMSEA=0.035					

1) The Impact of Servant Leadership on Self-leadership

After assessing the impact of perceived servant leadership on employee's self-leadership, it was found that servant leadership has significant impact on self-leadership in hotel restaurants ($p<0.001$; see 〈Table 4〉) That is, hypothesis 1 is supported. This finding is consistent with researches that claim empowering leadership emphasizes self-influence more than other hierarchical control and encourages followers to activate self-leadership strategies (e.g., Pearce & Sims 2002).

2) The Impact of Self-leadership on Job Attitude

After assessing the impact of self-leadership on job satisfaction and organizational commitment, it was found that self-leadership has significant impact on job satisfaction in hotel restaurants while it did not exert significant impact on organizational commitment ($p<0.005$; see 〈Table 4〉). Thus, hypothesis 2 is supported but hypothesis 3 is not supported. Plenty of studies suggests significant relationship between self-leadership and positive job attitude (e.g., Houghton & Yoho 2005). However, the current findings of the study are partially consistent with existing literature. Researches that have found a positive contribution of self-leadership on job satisfaction is supported while self-leadership's impact on organizational commitment is not.

3) The Impact of Servant Leadership on Job Attitude

After assessing the impact of servant leadership on job satisfaction and organizational commitment, it was found that servant leadership has significant and direct impact on job satisfaction while it has significant but indirect impact on organizational commitment, mediated by self-leadership ($p<0.001$; see 〈Table 4〉). As a result, hypothesis 4 is supported and hypothesis 5 is partially supported. Further, this finding is consistent with the studies by Houghton and Yoho (2005)'s preposition that commitment of the follower evolves through the effect of empowering leadership approach, mediated through follower self-leadership. At the same time, a stream of research proposed that relationship between servant leadership and job satisfaction is positive (Laub 1999). This study supports these positions with empirical data.

4) The Relationship between Job Attitude

For the impact of job satisfaction on organizational commitment, it shows that job satisfaction has a significant impact on organizational commitment in hotel restaurants ($p<0.001$; see 〈Table 4〉). Thus hypothesis 6 is supported. This finding is consistent with the studies by Johnson, Parasurman et al. (1990) and Kim (2005).

Ⅴ. DISCUSSION AND IMPLICATION

1. Discussion

The current study was launched to firstly, determine the impact of servant leadership and self-leadership on hotel restaurant employee's job attitude and secondly, to examine the influence of servant leadership mediated by self-leadership on job attitude. The following summary discusses the findings of study.

Results of study suggest significant associations between servant leadership and self-leadership. That is, when hotel restaurant leaders commence servant leadership, followers will show high levels of psychological and behavioral empowerment, ulti-

mately resulting in self-leadership.

Secondly, it was additionally found that self-leadership significantly influences job satisfaction of hotel restaurant employees. However, insignificant results were retrieved to support assumptions on direct self-leadership influences on organizational commitment. Therefore, further examining direct linkage between self-leadership and organizational commitment is adequate.

The third results imposed a significant relationship between servant leadership and job attitude in hotel restaurant employees. Furthermore, it was found that servant leadership had significant influence on organizational commitment when mediated through self-leadership. This suggests that hotel restaurant employee's organizational commitment is influenced by servant leadership through specific mechanisms such as self-leadership.

Finally, additional evidence which supports the assumption in empirical literature that job satisfaction is one antecedent for organizational commitment in hotel restaurant was recovered as well.

2. Implications

One of the important elements to ensure organizational success is job attitude. Based upon the empirical evidence which prove the positive contribution of servant leadership and self-leadership on job attitude in hotel restaurants, the following implications are given. The current study emphasizes the importance of focusing on creating positive attitude-enhancement in the work place environment through its analysis concerning the relevance of organizational factors (servant leadership and self-leadership) on job attitude, in hotel restaurants, from a human resources perspective.

According to the study results, servant leadership, mediated through self-leadership, was found

to be a major factor that determines job satisfaction and organization commitment. Such findings contributes to hotel restaurant professional's methods to enhance and support employees' positive attitude. First of all, restaurant superiors need to be informed that servant leadership is effective tool to accelerate employees' positive attitude through self management. Secondly, they need to participate in a practical leadership program, which is applying real cases into leadership theories.

Further, all levels of employees in hotel restaurants need to be trained as self-leaders. There are existing self-leadership programs starting from self-observation and train people to regulate their behavior and thought. To be the appropriate hospitality personnel, this process should be put as priority other than service training itself.

3. Limitations and Suggestions

Further studies are needed to extend the current research in the area of measurement and research questions. Five limitations of the current study are presented.

Firstly, the current study does not verify the positive relationship between self-leadership and organization commitment, regardless of the existing literatures that supports such associations. Continuous research on self-leadership and organization commitment is needed to empirically determine specific mechanisms which stimulates organizational commitment through self-leadership.

Secondly, other factors that might increase the variance explained in job attitude are not present in the current study. Such factors include organizational culture, knowledge type, goals, and strategies. Future studies exploring these factors may further enhance existing literature on the matter.

Thirdly, the participants of the study were li-

mited to hotel restaurant employees. It should be kept in mind that the characteristics of the target respondents may have influenced the results. That is, employees from other industries or even employees from different department within hotels may respond differently to the organizational factors.

Fourth, according to the investigated hotel's organizational size, industrial characteristics, departmental type, organizational type, and environment, moderating effects may of occurred on organizational factors and organizational outcomes of the study. Future studies should consider moderating effects while examining the relationship between organizational factors and outcomes.

Finally, the aspect of self-leadership is limited to the behavioral and cognitive strategies for the organization and identifies only the self managing strategies for the organization. However, the concept of self-leadership is broader, in terms that it also involves individual wellbeing and gratified life. Future studies should consider these aspects in further detail.

한글초록

호텔 경영인들은 끊임없이 직원들의 능력과 지속성을 상승시킬 수 있는 리더십 유형을 찾고자 하며, 직무 태도를 형성하고 영향을 주는 속성에 관한 관심을 가지고 있다. 이에 본 연구는 직원들의 셀프 리더십을 매개로 한 상사의 서번트 리더십이 직무 태도(직무 만족과 조직 몰입)에 미치는 영향을 연구하였다. 호텔 레스토랑 근무자를 대상으로 하여, 서울시 특급 호텔 15개를 선별하여 설문하였다. 297명의 응답자 중 성실한 272개의 설문이 실증 분석에 이용되었으며, 수집된 자료는 SPSS와 AMOS를 이용해 구조모형방정식을 통해 분석되었다. 결론에 의하면, 상사의 서번트 리더십은 직원들의 셀프 리더십에 긍정적인 영향을 주었다. 아울러, 셀프 리더십은 직무 만족에는 직접적인 영향을 주었으나, 조직 몰입에는 직접적인 영향을 주지 않았다. 마지막으로, 서번트 리더십은 직무 만족에는 직접적인 영향을 주었으나, 조직몰입에는 셀프 리더십을 매개로 할 때 긍정적인 영향을 주는 것으로 나타났다. 이 연구는 호텔 레스토랑 전문가들에게 셀프 리더십을 매개로 한 서번트 리더십이 직무 태도에 영향을 주는 총체적 모델을 제시하여 호텔 레스토랑 직원들을 대상으로 한 셀프 리더십 강화 필요성에 대한 시사점을 제시한다.

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