

A Study on the Self-Leadership of Flight Attendant

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Abstract

Purpose – The purpose of this study is to analyze the relationship between the self-leadership of flight attendant and organizational effectiveness, the self-leadership of flight attendant and customer orientation, and the organizational effectiveness and customer orientation.

Research design, data and methodology – To examine these research models, samples were collected from 318 flight attendants during Nov to Dec, 2019. Research Model established hypothesis 1 and hypothesis 2 that the three elements of self-leadership will affect organizational effectiveness and customer orientation. It also established hypothesis 3 that organizational effectiveness will affect customer orientation

Results – The analysis on the effect of self-leadership have positive effect both on job satisfaction and organizational immersion. As a result of the relationship between organizational effectiveness and customer orientation, job satisfaction and organizational immersion have positive effect on both voluntary customer orientation and business customer orientation.

Conclusions – Self-leadership affected positively on job satisfaction, organizational immersion and business customer orientation. the company have to provide flight attendant with incentives when they achieve good results. Also, company have to expand flight attendant's authority in their work environment. Organizational effectiveness affected positively on customer orientation so company have to give flight attendants with consistent seminars about company's vision and goal.

Keywords: Self -Leadership, Organizational Effectiveness. Customer Orientation

JEL Classification Code: O15, M54, L84

1. Introduction

It is suggested that self-leadership is a normative model of self-influence that operates within the framework of more descriptive and deductive theories such as self-regulation and social cognitive theory (Neck & Houghton, 2006).

Organizations seeking ways to promote innovative behavior in their employees should recognize the importance of self-leadership to successfully meet the required expectations and standards of innovative behavior. Self-leadership's technology can increase organizational innovation through appropriately externally compensated employees (Carmeli, Meitar, Weisberg, 2006). Self-leadership has recently been proven to be causal to factors related to the effectiveness of positive organizational behavior such as self-efficacy, resilience, and optimism in various fields, and organizational and job performance, which has led to growing interest. Individuals with strong self-preservation will think that self-leadership has more innovation and creative potential than individuals with weak self-leadership, and individuals with innovation and creative potential will be more likely to practice innovation and creativity for the organization when they recognize that they have strong support. Individuals who think they are strongly supported by the organization do more than those who recognize weak support in the workplace (Diliello & Houghton, 2006).

In airline flight attendant organizations, which rely heavily on human resources and operate on a small team basis, the importance of differentiated leadership to drive the performance of the organization's members is becoming more. What draws attention from this point of view is the notion of self-leadership, in which the members themselves motivate and influence themselves (Baek & Kim, 2010). Self-leadership refers to the motivation and influence of the members themselves. In other words, the members themselves become the main body of leadership (Neck & Houghton, 2006).

Based on this background, the concept that is drawing new attention is autonomous management. This reflects the perception that in order to successfully perform a job in the diverse needs of consumers and the rapidly changing working environment, there is a limit to the performance of the job done by the existing unilateral leader's instructions and control.

In particular, for airlines that rely heavily on human resources, the importance of securing and managing human resources with core competencies is further highlighted. Therefore, strengthening self-leadership, in which the members of the organization themselves motivate and exert influence on themselves, should be dealt with first and foremost, and the development of a human resource management system to select and nurture talented individuals with good self-leadership in a future-oriented perspective should be further emphasized. The paper to help establish long-term strategies for efficient human resource management and continuous development of cabin crew by identifying factors that influence the self-leadership of airline flight attendant members on organizational effectiveness and customer orientation. This study sought to establish a specific causal relationship between the airline flight attendant's self-leadership on organizational effectiveness and customer orientation. In addition, the research was conducted to identify the mediated effects of organizational effectiveness between self-leadership and customer-orientees, uncovering one theoretical process (mechanism) of leadership, members' psychology (organizational effectiveness), and customer attitude (customer orientation), and to present practical human resources management measures to strengthen the self-leadership of airline flight attendant.

In this study, we attempted to establish an effective human resource management strategy for flight attendants by identifying the factors of the influence of the flight attendants' self-leadership on organizational effectiveness and customer orientation for the airline's positive management performance. In addition, the commission intends to hire and develop effective and feasible personnel based on the flight attendant's self-leadership, provide relevant materials and grounds for reference to the training of flight attendants, and provide directions that airlines should pursue in order to enhance the employee's self-leadership.

2. Literature Reviews

2.1. Self- Leadership

Because the services of airlines have limited time and limited space, the airline operates a small team to improve the efficiency of its operations and flight attendant management.

Flight attendants can say that positive relationships with colleagues and good teamwork are essential factors for effective task efficiency improvement, and the current organizational society has become important internal capabilities such as self-confidence, self-respect, and high independence as performance differences arise depending on the individual members' abilities.

Kim, Kim, Lee and Kim (2015) stated that self-leadership consists of a behavior focused strategy that includes self-management, goal setting, self-compensation, self-punishment and self-doubt to enhance individual capabilities, a natural reward strategy that is pleasantly motivated and can positively influence the performance of internal compensation. Self-leadership like this should have an accurate understanding of itself and positive self-belief, as it is about taking responsibility for one's own life by guiding one's own self-imposed sense of goal.

Kim (2017) said, the self-leadership is the responsibility of one's own actions when given autonomy and responsibilities." Therefore, it said that self-leadership can be viewed as an individual's characteristic, and that it can be developed and maintained through constant education and learning, although it can be seen by anyone and a slight difference in potential depending on the individual's characteristics.

In this study, the elements of the self-leadership of flight attendants were composed of a behavior focused strategy, a natural reward strategy, and a constructive thought pattern strategy, including the most frequently used essential components based on the general model of the self-leadership of Houghton and Neck (2005) and other prior researchers' study of flight attendant.

2.2. Organizational Effectiveness

Oh, Jeon, and Chang (2018) measured the human performance of nursing organizations in their existing study of nurses by job satisfaction and organizational immersion. The degree of formation of intellectual capital revealed a close association to organizational effectiveness.

Job satisfaction refers to the positive attitude employees can have in carrying out their work. In other words, groups with large needs of members and a large number of strengthening accordingly show high satisfaction, whereas those with high needs of members with low levels of reinforcement show low satisfaction. The variables of job satisfaction can be seen as pride in work, responsibility, belonging to the organization, satisfaction with work performance, psychological stability, exercise of ability, rewarding work, human relations and working conditions (Kim & Lee, 2016).

In this study, the organizational effectiveness was defined as the organization's ability for members to interact with an organization with a future-oriented relationship with the organization and to have an organization to achieve the goals of the organization, and based on prior research, it consisted of job satisfaction and organizational immersion.

2.2.1. The Relationship between Self- Leadership and Organizational Effectiveness

Self-leadership is a process in which an organization's members lead their own actions and thoughts in a positive and desirable way in performing their tasks, thereby showing their activeness, attachment, and sense of unity in their work (Pendleton, Wilson, & Wright, 1998).

Van Dyne and Pierce (2004) also said that self-leadership has a positive correlation between the job satisfaction and organizational immersion of the members of the organization. Self-leadership, as discussed earlier, seeks to motivate itself to control and influence itself to solve problems voluntarily, and in previous studies it has reached a significant conclusion that self-leadership leads to job involvement, but this has not significantly affected performance (Lee & Yong, 2012). Blight et al (2006), Houghton and Woocho (2005), and Manz and Sims (2001) stated that members of an organization that performs more than their duties with a sense of ownership showed higher levels of organizational satisfaction and job involvement than members of an organization that does not exercise self-leadership. A study by Chung and Kim (2010) of non-profit organizations found that self-leadership

has a positive effect on the organizational immersion and job satisfaction of the members of the organization, and has a more positive influence on organizational immersion. Jeong and Wi (2012)'s study on the interrelationship between self-leadership, organizational efficacy, and organizational culture revealed that self-leadership of members of an organization has a significant impact on organizational immersion and civic behavior, while the study of Lee and Yang (2012) of hotel employees revealed that the self-leadership of an employee only affected the job satisfaction and the organization satisfaction.

This shows that internal motivation is important to increase the immersion and satisfaction of one's duties, and that employees of hotel workers and service companies should have positive thinking and a willingness to constantly strive for development and self-development of their duties. Cho (2013) studied the relationship between the three factors of self-leadership (behavior focused strategy, a natural reward strategy, and a constructive thought pattern strategy,) and the organizational civic behavior of hotel employees, and found that the influence of positive and negative factors in the food and beverage department is affected by negative.

Jang and Chung (2013) found out through the study on the influence of self-leadership and organized civic behavior among full-time employees of famous chain hotels that self-leadership has a positive influence on organizational civic consciousness in the guest room department and food and beverage department has a negative influence on organized civic consciousness.

Based on these prior studies, it is expected that there will be a positive correlation between self-leadership, job satisfaction, and organizational immersion. The following hypothesis H1 was established to determine how the influence of the flight attendant's self-leadership on the effectiveness of the organization is affected.

H1: The self-leadership of the flight attendants will have a positive effect on organizational effectiveness.

H1-1: The behavior focused strategy of self-leadership by flight attendants will have a positive effect on job satisfaction.

H1-2: The natural reward strategy of self-leadership by flight attendants will have a positive effect on job satisfaction.

H1-3: The constructive thought pattern strategy of self-leadership by flight attendants will have a positive effect on job satisfaction.

H1-4: The behavior focused strategy of self-leadership by flight attendants will have a positive effect on organizational immersion.

H1-5: The natural reward strategy of self-leadership by flight attendants will have a positive effect on organizational immersion.

H1-6: The constructive thought pattern strategy of self-leadership by flight attendants will have a positive effect on the organizational immersion.

2.3. Customer Orientation

Customer orientation means long-term corporate performance through customer satisfaction re-purchasing as a long-term objective. In other words, it is an enterprise-wide marketing activity that strives to ensure that customers are satisfied and want to purchase naturally (Saxe & Weitz, 1982).

Lee, Shin, and Han (2010) said, if members of an organization have a high level of psychological owner awareness and self-leadership, they voluntarily display organizational civic behavior to help the organization without seeking reward from the organization. Lee and Lee (2010) stated that the employee's customer orientation was to help them make the decision that best suits their needs and consisted of meeting customer needs and responding to them.

Jeong (2012) studied the relationship between organizational effectiveness and customer orientation among private security guards and composed customer orientation into two dimensions: customer service fulfillment and customer desire. Jeong (2015) also divided customer orientation into two categories: voluntary customer orientation to meet customer needs on its own, not by orders from others, and business customer orientation to respond honestly and sincerely to customer calls.

Based on the prior study, this study was divided into two types, in which the flight attendant voluntarily identifies the needs and desires of the customer and performs services or performs tasks that are basically granted.

We want to define two components with a customer orientation that voluntary customer orientation to understand the customer's position and a willingness and a business customer orientation to truly communicate the information that the customer wants and more useful information.

2.3.1. The Relationship between Self-Leadership and Customer Orientation

Baek and Kim (2010) who studied the structural relationships of self-leadership, attitude, and customer orientation of travel agents, said that they found that the self-leadership of employees had a positive effect on job satisfaction, organizational immersion, and customer orientation, and that all of them were proven significant in relation to job satisfaction, organizational immersion, and customer orientation. A study by Lee, Lee, and Shim (2013) conducted on flight attendant members also showed that self-leadership has a positive effect on service orientation, which became a meaningful study as it showed that people in the service industry, such as flight attendant, should have self-leadership to control and check themselves.

Also, behavior focused strategy, a natural reward strategy, and a constructive thought pattern strategy which are components of the self-leadership, had a positive effect on customer orientation.

Therefore, it was suggested that active self-leadership of the flight attendant is essential to providing the service that satisfies the passengers, based on the company's work manual.

Based on this prior study, an organization employee with sufficient self-leadership can expect and understand what the customer needs before speaking first, so that the customer will also have a high desire for customer-oriented service that is most satisfactory to the customer satisfaction. Therefore, the following hypothesis H2 was established in this study.

H2: The self-leadership of flight attendants will have a positive effect on customer orientation.

H2-1: The behavior focused strategy of self-leadership by flight attendants will have a positive effect on voluntary customer orientation.

H2-2: The natural reward strategy of self-leadership by flight attendants will have a positive effect on voluntary customer orientation.

H2-3: The constructive thought pattern strategy of self-leadership by flight attendants will have a positive effect on voluntary customer orientation.

H2-4: The behavior focused strategy of self-leadership by flight attendants will have a positive effect on business customer orientation.

H2-5: The natural reward strategy of self-leadership by flight attendants will have a positive effect on business customer orientation.

H2-6: The constructive thought pattern strategy of self-leadership by flight attendants will have a positive effect on business customer orientation.

2.3.2. The Relationship between Organizational Effectiveness and Customer Orientation

Lee and Lee (2010) stated in their study on the customer orientation of hotel employees that the elements of customer orientation are designated as customer satisfaction and customer response services, that job attachment and job importance, which are components of job immersion, have positive effects on customer response services.

Lee, ji, and Bae (2013) also confirmed that the higher the level of organizational immersion among the organization's employees, the higher the customer orientation, and also Lee and Park (2011) found that the organizational immersion and job satisfaction significantly affect customer orientation.

Kim (2007)'s study analyzed that both organizational immersion and job satisfaction had a positive effect on customer orientation. It also showed that direct immersion has more influence on customer orientation than job

satisfaction. Based on the preceding study on the relationship between organizational effectiveness and customer orientation, the following hypothesis 3 was established.

H3: The organizational effectiveness of flight attendants will have a positive effect on customer orientation.

H3-1: The job satisfaction of flight attendants will have a positive effect on voluntary customer orientation.

H3-2: The organizational immersion of flight attendants will have a positive effect on voluntary customer orientation.

H3-3: The job satisfaction of the flight attendants will have a positive effect on business customer orientation.

H3-4: The organizational immersion of flight attendants will have a positive effect on business customer orientation.

3. Data and Research Methodology

3.1. Research Models and Samples

The survey target was limited to domestic flight attendants. The survey was collected through self-publishing, and the survey period was conducted for about two months from Nov to Dec 2019 and a total of 340 questionnaires were retrieved, of which 318 were used as samples.

This study deals with three major variables related to flight attendant. Table 1 defines the variables used in this study.

Table 1: Operational Definition of a Variable

Variable		Operational Definition
self-leadership	behavior focused strategy	The act of setting one's own goals, self-compensation, self-criticism, self-reliant role, self-inspection, etc.
	natural reward strategy	Strategies to pursue rewarding task activities by inducing internal motivation in one's work.
	constructive thought pattern strategy	Strategies to make a positive impact by replacing constructive thinking and habits
organizational effectiveness	job satisfaction	To feel a sense of accomplishment and satisfaction while performing one's duties
	organizational immersion	To identify and dedicate an organization to oneself
customer orientation	voluntary customer orientation	A happy mind to understand the customer's position and to voluntarily serve the customer
	business customer orientation	The attitude of trying to truly convey the information the customer wants and more useful information.

Based on the preceding study, the study model is presented as shown in Figure 1.

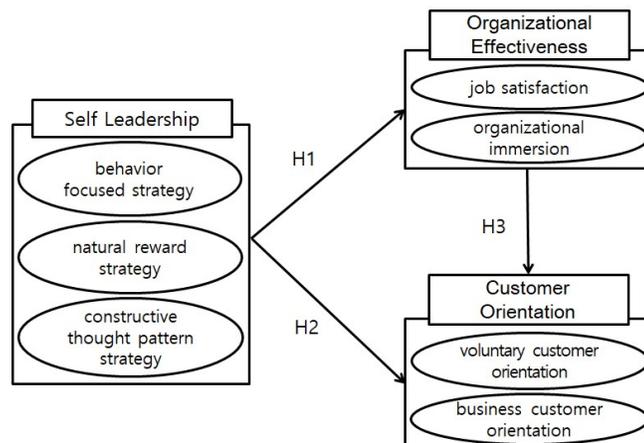


Figure 1: Research Model

4. Results

4.1. Empirical Analysis Result

The typical characteristics of the frequency analysis of data collected from a total of 318 respondents are as shown in Table2.

Table 2: Demographic Analysis (N=318)

Variable	Frequency	Percentage(%)	
gender	male	21	6.6
	female	297	93.4
age	21-30	270	84.9
	31-40	42	13.2
	41-50	6	1.9
Marriage status	single	297	93.4
	married	21	6.6
academic background	junior college graduate	184	57.9
	college diploma	126	39.6
	graduate school	5	1.6
	Graduate school graduation	3	.9
Continuous Service period	less than three years	179	56.3
	Less than 3 to 6 years	102	32.1
	Less than 6 to 10 years	28	8.8
	more than ten years	9	2.8
position	cabin crew	299	94.0
	assistant purser	11	3.5
	purser	8	2.5

In this study, correlation analysis between each potential variable was performed as shown in Table 3.

Table 3: Technical Statistics and Correlation Analysis

Variable	AVE	S.D	Behavior focused strategy	Natural reward strategy	Constructive thought pattern	Job-Satisfaction	Organizational immersion	voluntary customer orientation	business customer orientation
behavior focused strategy	4.544	.726	1.000						
natural reward strategy	4.371	.841	.653**	1.000					
constructive thought pattern	4.434	.874	.531**	.635**	1.000				
job satisfaction	4.286	.772	.466**	.443**	.258**	1.000			
organizational immersion	4.094	1.163	.445**	.479**	.292**	.669**	1.000		
Voluntary customer orientation	4.352	.742	.455**	.430**	.375**	.269**	.326**	1.000	
business customer orientation	4.469	.726	.472**	.488**	.484**	.283**	.331**	.609**	1.000
** : p<.01									

4.2. Result of Hypothesis

4.2.1. The Relationship between Self- Leadership and Organizational Effectiveness

In order to verify that H1, ‘The self-leadership of the flight attendants will have a positive effect on organizational effectiveness.’ six detailed theories were established in this study. Among the sub-factors of self-leadership, the behavior focused strategy, the nature reward strategy, constructive thought pattern, and the behavior focused strategy all have a positive effect on job satisfaction. Thus hypotheses H1-1, H1-2, and H1-3 were adopted. Among the sub-factors of self-leadership, behavior focused strategy, nature reward strategy, and constructive thought pattern were found to have a positive effect on organizational immersion. Thus hypotheses H-4, H-5, and H-6 were adopted

4.2.2. The Relationship between Self- Leadership and Customer Orientation

In order to verify that [H2], ‘The self-leadership of flight attendants will have a positive effect on customer orientation’ six detailed theories were established in this study. Among the sub-factors of self-leadership, the behavior focused strategy, the nature reward strategy, and the constructive pattern of thinking were not judged to have a positive effect on the voluntary customer orientation. Thus the hypotheses H2-1, H2-3 and H2-3 were rejected.

Among the sub-factors of self- leadership, behavior focused strategy, nature reward strategy, and constructive thought pattern have a positive effect on business customer orientation. Therefore, H2-4, H2-5, and H2-6 were adopted.

4.2.3. The Relationship between Organizational Effectiveness and Customer Orientation

To verify H3, ‘The organizational effectiveness of flight attendants will have a positive effect on customer orientation.’ six detailed theories were established in this study.

Among the factors behind organizational effectiveness, job satisfaction and involvement in the organization were judged to have an effect on voluntary customer orientation, Thus H3-1 and H3-2 were adopted.

H3-3 and H3-4 were adopted as job satisfaction and immersion among the sub-factors of organizational effectiveness were deemed to have a positive effect on business customer orientation.

Table 4: Hypothesis Verification Result

Hypothesis	Path	Estimate	S.E.	C.R	p
H1-1	behavior focused strategy→ job satisfaction	.284	.051	4.941	***
H1-2	natural reward strategy→ job satisfaction	.911	.105	7.525	***
H1-3	constructive thought pattern strategy→ job satisfaction	.193	.037	3.690	***
H1-4	behavior focused strategy→ organizational commitment	.206	.055	4.080	***
H1-5	natural reward strategy→ organizational commitment	.969	.122	8.453	***
H1-6	constructive thought pattern strategy→ organizational commitment	.133	.042	2.760	.006
H2-1	behavior focused strategy→ voluntary customer orientation	.038	.038	1.031	.303
H2-2	natural reward strategy→ voluntary customer orientation	.048	.031	1.326	.185
H2-3	constructive thought pattern strategy→ voluntary customer orientation	.708	.376	1.231	.218
H2-4	behavior focused strategy→ business customer orientation	.478	.069	6.587	***
H2-5	natural reward strategy→ business customer orientation	.197	.032	4.708	***
H2-6	constructive thought pattern strategy→ business customer orientation	.409	.059	6.942	***
H3-1	Job satisfaction→ voluntary customer orientation	.128	.072	2.333	.020
H3-2	organizational commitment→ voluntary customer orientation	.126	.042	2.563	.010
H3-3	Job satisfaction→ business customer orientation	.249	.041	5.719	***

H3-4	organizational commitment→ business customer orientation	.221	.037	4.251	***
$\chi^2=720.972(df=445, p=.000)$, Normed- $\chi^2=1.620$, RMR=.032, GFI=.871, AGFI=.847, NFI=.877, TLI=.943, CFI=.949, RMSEA=.044					
***: $p<.001$, a. C.R.(Critical Ratio)					

5. Conclusions

5.1. Academic Implications

In this study, the empirical causal relationship between job satisfaction and organizational immersion, which is a component of self-leadership and organizational effectiveness, was sought. In addition, the government intended to practically present a human resources management method that could increase self-freedom so that the organization can enhance organizational effectiveness and customer orientation by identifying the influence of organizational effectiveness on customer-oriented nature. The results of this study are as follows. First, the analysis on the effect of the self-leadership of flight attendants with Hypothesis H1 on organizational effectiveness found that it is similar to the results of preceding studies that revealed a positive correlation between self-leadership and job satisfaction, and that the behavior focused strategy, natural reward strategy, and constructive thought pattern strategy all had a positive influence on job satisfaction. Behavior focused strategy in a positive direction to achieve a successful goal, including self-observation, self-set goals, management by clues, rehearsals, self-rewards, self-criticism.

Second, the analysis of the impact of the self-leadership of flight attendants with hypothesis H2 on customer orientation shows similar results to the preceding studies that the behavior focused strategy, nature reward strategy and constructive thought pattern strategy that are components of self-leadership have a positive effect on customer orientation. In this study, however, only the hypothesis that self-leadership has a significant effect on the business customer orientation among voluntary and business customer orientation, which is a component of customer orientation. Although it has been found that self-leadership does not directly affect the voluntary customer orientation. But, it has been found that the organizational effectiveness has a full intermediary effect in relation to self-leadership and customer orientation. Although self-preservation was found to have no direct impact on voluntary customer orientation, it was found that organizational effectiveness had a full-matching effect in the relationship between self-preservation and customer-orientation. Due to the nature of the structural equation, all variables are made into full models and one mechanism is identified, so the influence between different variables is closely applied. Thus, the stronger the influence between the different variables, the smaller the influence of the other variables may be. In other words, it can be concluded that organizational effectiveness plays a full role in the relationship between self-preservation and customer orientation.

Third, the analysis of how job satisfaction and organizational immersion, which are hypothesis H3, affect the business customer orientation showed that job satisfaction is a positive and significant factor for voluntary customer orientation and business customer orientation. For this reason, education programs should be developed that can enhance sufficient acquisition and understanding of the work of employees and their love interest in the company. The academic implications obtained from the empirical analysis of this study are that the flight attendants' self-leadership was comprehensively reviewed and modeled based on the prior study on the self-leadership of the domestic flight attendants.

It is also important to define the concept of self-leadership and establish the components by systematically approaching the self-leadership of the flight attendants based on the research of the preceding self-preservation.

5.2. Managerial Implication

The flight attendants required to complete the self-development program every year in an organized effort to review the self-leadership.

In addition, the autonomy and authority of tasks should be expanded to create a working environment where self-leadership can be exercised. Previously, flight attendants were required to discuss and accept decisions with their superiors when performing their duties, but the decision should be actively reflected in the flight attendants'

intention during in-flight work to encourage the expansion of decision-making rights and to take responsibility for their own authority when dealing with disgruntled customers. In the face of problems with client compensation, such as providing coupons or other material compensation on board the airplane, it was mostly implemented under the authority of superiors, but in the face of problems with customer compensation, flight attendants should also be given some authority and decision-making rights to perform their duties with confidence.

Self-leadership's natural reward strategy was analyzed to have a positive and significant effect on job satisfaction and organizational immersion. A nature reward strategy refers to the enjoyment and performance of one's job and activities, and tends to enjoy the job in the belief that they will be more capable when the natural reward is achieved. Internal reward is important, but external reward, such as praise from others, is also an important aspect of motivation. It is necessary to improve the working environment in order to derive these internal rewards from the principle of natural reward that feels happy in one's task activities. Thus, organizational efforts should enhance welfare levels such as proper adjustment of flight hours, basic leave such as menstrual leave and annual leave, and establishment of standards for systematic change of flight schedule, so that the flight attendants can feel the pleasure of working on their own and be rewarded for their work.

It was analyzed that the constructive thought pattern strategy of self-leadership has a significant and positive effect on job satisfaction and organizational immersion. A constructive thought pattern strategy is a strategy to replace constructive thinking and habits in pursuit of positive results, which has the effect of successfully performing tasks in practice with the imagination of successful performance. Therefore, efforts on the personal level are very important. It is necessary to establish goals and roadmaps for flight attendant's own career to enhance confidence and capacity through constant self-development.

Organizational efforts should expand promotion opportunities based on personal performance more than on service training or annual salary. In order to make a successful task visible, labor and management must build trust that it can be achieved by making efforts, and the work environment needs to be improved at an organizational level to create such a work environment. As a result, the higher the self-leadership, the more positive the customer attitude associated with the job.

Creating an organizational culture that can enhance self-leadership capabilities can naturally help promote a positive attitude toward customers. Systematic aspects such as promotion opportunities and bonuses should also be organized as recognition and compensation if outstanding work results are derived. Organizational immersion has been shown to have positive and significant effects on voluntary and business customer orientation. It is important for flight attendants to be more compassionate about the organization and to enhance their emotional state of equating themselves with the organization, and training programs should be developed to fully understand the goals and visions of the organization in order to enhance employees' understanding of the organization. If a system is established to distribute performance bonuses to employees when an organization's performance exceeds the benchmark, voluntary and business customer orientation will naturally be improved, considering the individual goals of the employee and the organizational goals of the employee as well. The practical implications of this study are that although self-leadership is strengthened through education or formed through the surrounding environment, there are considerable cases of birth. Airline shall focus on the development of the flight attendant's self-leadership in order to achieve the employee's individual goals and the joint corporate. When new flight attendant is hired, high-level self-leadership talent should be selected and subsequently developed through continuous training. In addition, job satisfaction and organizational immersion should be strengthened to ensure that flight attendants execute customer-oriented services on a voluntary and business-oriented basis.

5.3. Limitations of Research and Future Direction of Research

The following are suggestions for the limitations and follow-up studies of this study. In this study, the organizational effectiveness of flight attendants consisted of personal and psychological indicators of job satisfaction and organizational immersion. The reason why organizational performance was excluded from the component is that the image of the nation's largest airline has been tarnished due to the recent in-flight meal fiasco at A Airlines and the controversy over the quality of the K airline executives, and therefore, the performance of the company may not be shown well despite the personal efforts of the flight attendants. Thus, if a subsequent study is made to incorporate organizational performance into the components of organizational effectiveness after the brand image of the airline has been restored, a broad study of economic indicators of organizational effectiveness can be obtained.

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