

## The Effect of Self-leadership, Empowerment, and Self-efficacy of Hair Salon Workers on Job Performance

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### Abstract

*This study is to investigate factors that influence job performance of hair salon workers such as self-leadership, empowerment, and self-efficacy. Data were collected by distributing 450 questionnaires to hair salon workers in the S. Excluding the questionnaires with insufficient responses, 433 copies were used for analysis with SPSS 26.0 for Windows. The survey was conducted from March 21 to 27, 2022. As a result of the analysis, first, the self-leadership of hair salon workers was found to have an effect on job performance. Second, the empowerment of hair salon workers was also found to have an effect on job performance. Third, the self-efficacy of hair salon workers was found to have an important effect on job performance. This study is expected to contribute to the development of hair salon workers by identifying ways to maximize job performance and increasing customer satisfaction.*

**Keywords:** Self-leadership, Empowerment, Self-efficacy, Job Performance, Hair Salon Workers

### 1. INTRODUCTION

In modern society, the beauty industry is developing into a main service industry that satisfies human needs and values in the competitive trajectory of fierce economic activities. With individual's life becoming richer and the demand for services increasing due to changes in the economic structure, the proportion of the service industry is increasingly on the rise [1]. As a result, consumers' self-centered investment is increasing with an aim to show off their external beauty and the status of beauty service industry is rising as a service industry area for appearance management as a way to provide knowledge labor [2]. Service companies need to make new improvements in their business environment to fulfill and satisfy customers' changes in needs as well as to impress customers. One of these improvements is the introduction of a new leadership concept that focuses on the potential of workers with a change in human resource management as a new source of competitiveness, in recognition of the limitations of the existing bureaucratic organizational management method [3]. Therefore, the beauty industry is paying attention to the self-leadership theory, which carries out self-development, one of the new ways to maximize the potential of members by continuously applying new paradigms for sustainable growth and securing organizational flexibility and innovation [4].

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Self-leadership is a strategy in which individuals set goals and control actions and thoughts to achieve them. It can be seen as changing perceptions in doing everything by bringing about changes in self-motivating behavior and having positive thinking [5]. In order to achieve one's own needs and goals by improving self-leadership, one needs to choose an efficient method to make a clear plan and bring about changes in behavior and become the agent of one's life. Therefore, the top leader needs to demonstrate leadership as a means to enable employees to improve job performance to contribute to goal achievement and to realize potential, so the success of management depends on how the top leader influences employees [6].

Empowerment means confidence and assurance achieved through the distribution of responsibilities, discretion, and ability by assigning important tasks for the organization to its members in the decision-making process. In general, empowerment aims to effectively utilize the expertise of members by enhancing motivation in their jobs and strengthening their responsibility for their jobs [7]. That is, employees who feel that they can exert a significant influence on the decision-making of hair salons can also improve job performance. Therefore, if workers are given the opportunity to participate and make decisions in important decision-making processes, a horizontal organizational culture will be formed to increase their leadership in their jobs, increasing their immersion in the job.

Self-efficacy is one's ability to achieve one's own goals and belief to overcome difficulties, and a variable that regulates one's actions by taking responsibility and influences one's growth [8].

Promoting self-efficacy and self-control can motivate and achieve high achievements by implementing strategies that earn natural rewards at work. Therefore, it can greatly contribute to the overall effectiveness by establishing effective patterns through beliefs, imaginative experiences, and self-management.

Job performance is defined as the degree of achievement of the goals that members want to obtain through work and the organizational ability to survive, etc. [9], which is used as a conceptual definition of this study. In other words, it is a multifaceted concept of how successfully a member performed his/her duties. For this reason, job performance has a positive effect as an important concept that can measure future success rather than contributing to performance evaluation factors in an organization [10].

Variables of self-leadership, empowerment, self-efficacy, and job performance have already been individually dealt with in many studies. Among various service jobs, it is limited to social welfare, coffee shops, hotel cooks, service companies, nurses, and airlines, etc. Considering the characteristics of hair salon workers who should work quickly with multiple customers and make various decisions, most studies relate to proposed intermediary services rather than studies of independent variables of self-leadership, empowerment, and self-efficacy to see job performance [11-13]. This study aims to understand the relationship between variables that can maximize hair salon workers' job performance and how variables that are closely related to job performance affect from a new perspective. The purpose of the study is as follows.

- 1) Determine whether the self-leadership of hair salon workers will affect job performance.
- 2) Determine whether the empowerment of hair salon workers will affect job performance.
- 3) Find how the self-efficacy of hair salon workers will affect job performance.

## **2. METHOD OF RESEARCH**

### **2.1 Research design**

In this study, self-leadership, empowerment, and self-efficacy were composed of independent variables to examine how self-leadership, empowerment, and self-efficacy of hair beauty workers affect job performance, and the dependent variables were job performance.

### **2.2 Subjects of research**

This study collected data by distributing 450 questionnaires to hair salon workers in the S. Excluding the questionnaires with insufficient responses, 433 copies were used for final analysis. The survey was conducted from March 21 to 27, 2022.

## **2.3 Research tool**

### **2.3.1 General characteristics**

In this study, the questionnaire on the general characteristics of hair salon workers consisted of questions about 『age, gender, marital status, educational background, current position, average monthly income, and working period』.

### **2.3.2 Self-leadership**

Self-leadership consisted of 6 questions by modifying and supplementing the tool produced by Prussia et al. [14] according to the purpose of the study. Each question was scored from 0 point "not at all" to 5 points "very much" on the 5-point Likert scale, and the higher the score, the higher the self-leadership for job performance. In the study of Prussia et al. [15], the reliability of the tool Cronbach's  $\alpha$  was 0.920, and in this study, Cronbach's  $\alpha$  was 0.907, ensuring internal consistency between questions.

### **2.3.3 Empowerment**

The empowerment scale consisted of 3 questions by modifying and supplementing the tool produced by Spreitzer [16] according to the purpose of the study. Each question was scored from 0 point "not at all" to 5 points "very much" on the 5-point Likert scale, and the higher the score, the higher the empowerment for job performance. In the study of Spreitzer [17], Cronbach's  $\alpha$  was 0.920, and in this study, Cronbach's  $\alpha$  was 0.897, ensuring internal consistency between questions.

### **2.3.4 Self-efficacy**

The self-efficacy scale consisted of 5 questions by modifying and supplementing the tool produced by Chen et al. [18] according to the purpose of the study. Each question was scored from 0 point "not at all" to 5 points "very much" on the 5-point Likert scale, and the higher the score, the higher job performance. In the study of Chen et al. [19], Cronbach's  $\alpha$  was 0.830, and in this study, Cronbach's  $\alpha$  was 0.783, ensuring internal consistency between questions.

### **2.3.5 Job performance**

The job performance scale consisted of 6 questions by modifying and supplementing the tool produced by Kim Yeon-sun [20] according to the purpose of the study. Each question was scored from 0 point "not at all" to 5 points "very much" on the 5-point Likert scale, and the higher the score, the higher job performance. In the study of Kim Yeon-sun [21], Cronbach's  $\alpha$  was 0.860, and in this study, Cronbach's  $\alpha$  was 0.796, ensuring internal consistency between questions.

## **2.4 Research proceedings**

### **2.4.1 Data collection**

Data collection was conducted from March 21 to 27, 2022 on hair salon workers in the S area. Hair salon workers who filled out the questionnaire were briefed on purpose of the research, research ethics, how to fill out the questionnaire, and precautions. It took about 10 minutes to complete the questionnaire, and the completed questionnaire was immediately recovered by the researcher.

### 2.4.2 Data analysis method

The SPSS 26.0 for Windows was used for data analysis. First, reliability analysis was performed to measure the internal consistency of the measurement tool, and second, Pearson's correlation analysis was performed to determine whether the research variables were related. Third, regression analysis was conducted to find out the influence between the research variables.

## 3. Result of Research

### 3.1 General characteristics of subjects

**Table 1. Analysis of Demographic Characteristics of Survey Targets (N=433)**

Variabl	Categories	Frequency(n)	N (%)
Age	20s	117	27.0
	30s	125	28.9
	40s	113	26.1
	over 50s	78	18.0
Gender	others	185	42.7
	woman	248	57.3
Marital status	Single	204	47.1
	Married	229	52.9
Education	High school graduation	22	5.1
	2~3 years of school and graduation	255	58.9
	a 4-year school and graduation	53	12.2
	Graduate school or higher	103	23.8
Present position	Junior designer	62	14.3
	Designer	143	33.0
	Head of department	44	10.2
	Director	176	40.6
	Others	8	1.8
Average monthly income	More than 1 million won to less than 2 million won	71	16.4
	More than 2 million won to less than 3 million won	143	33.0
	More than 3 million won to less than 4 million won	107	24.7
	Over 4 million won	112	25.9
Work Period	More than 1 year to less than 2 years	56	12.9
	More than 2 years to less than 3 years	56	12.9
	More than 3 years to less than 5 years	101	23.3
	for more than 5 years	220	50.8
Sum		433	100.0

The subjects of this study were 433 in total. As for the 「age」 of the subjects, 27.0% were in their 20s, 28.9% in their 30s, 26.1% in their 40s, and 18.0% in their 50s or older. Those in their 30s were the most common at 28.9%, and those in their 50s and older were low at 18.0%. As for 「gender」, 42.7% were male and 57.3% were female. As for 「marital status」, 47.1% were unmarried and 52.9% were married. As for 「education」, the number of those enrolled in and graduated from 2~3 year colleges was high at 58.9%, and the number of high school graduates was low at 5.1%. As for 「present position」, 40.6% were directors and 1.8% were others. As for 「monthly average income」, between 2 million and 3 million won was high at 33.0%, and between 1 million won and 2 million won was low at 16.4%. As for 「working period」, those who worked for more than 5 years were high at 50.8%, and those who worked for 1~2 years and for 2~3 years were equally low at 12.9% as shown in Table 1.

### 3.2 Correlation analysis between variables

Correlation analysis was conducted to determine whether the research variables were correlated, and the results were presented in Table 2.

**Table 2. Correlation analysis between measurement variables (N=433)**

Variables	Self-leadership	Empowerment	Self-efficacy	Job performance
Self-leadership	1			
Empowerment	.412***	1		
Self-efficacy	.546***	.448***	1	
Job performance	.480***	.543***	.609***	1
Average	4.80	4.89	4.86	4.90
Standard deviation	.33	.29	.26	.21
Number of cases	433	433	433	433
Japanese knife	-1.570	-2.464	-2.181	-2.902
kurtosis	1.011	4.544	4.467	8.911

\*\*\* $p < .001$

Before verifying whether self-leadership, empowerment, and self-efficacy affect job performance, correlation analysis was conducted to find out whether research variables were related to each other, and it was found that there is a statistically very significant correlation ( $p < .001$ ). Self-leadership has a significant correlation ( $p < .001$ ) with job performance ( $r = .480$ ), and empowerment has a significant correlation ( $p < .001$ ) with job performance ( $r = .543$ ). In the case of self-efficacy, it was found to have a significant correlation ( $p < .001$ ) with job performance ( $r = .609$ ). In summary, self-leadership, empowerment, and self-efficacy, which are variables assumed to affect job performance, are correlated with each other.

### 3.3 Self-leadership for job performance

**Table 3. Self-leadership Fitness Analysis for Job Performance (N=433)**

Source of variance	Sum of squares	Degree of freedom	Mean square	F	Significant probability
Regression	4.374	1	4.374	129.031	.000***
Residual difference	14.611	431	0.34		
Sum	18.985	432			

\*\*\* $p < .001$

Tables 3 and 4 show the results of regression analysis using job performance as a dependent variable and self-leadership as an independent variable to find out the influence of self-leadership on job performance.

**Table 4. Regression Analysis of Self-leadership for Job Performance (N=433)**

Independent variable	R <sup>2</sup>	Crystal R <sup>2</sup>	Non-standard coefficient (B)	Standard Coefficient (β)	Standard an error in error	t Value	Significance Probability
Self-leadership	.230	.229	3.429		.130	26.441	.000***
			.306	.480	.027	11.359	.000***

\*\*\*p<.001

According to Table 3, the significance level, which explains self-leadership for job performance. was F(1.431)=129.031, which means significant at p<.001. According to Table 4 which show the regression analysis result, R2 explaining the linear model was .230, and the significance probability of self-leadership was .000 which means statistically significant at p<.001. As for the β value, which means the direction and relative degree of the influence of the independent variable on the dependent variable, self-leadership was β=.480. Therefore, it was found that self-leadership had a positive effect on job performance. This means that the higher the self-leadership, the higher the job performance.

### 3.4 Empowerment for job performance

Tables 5 and 6 show the results of regression analysis using job performance as a dependent variable and empowerment as an independent variable to find out the influence of empowerment on job performance.

**Table 5. Empowerment Fitness Analysis for Job Performance (N=433)**

source of variance	sum of squares	Degree of freedom	Mean square	F	Significant probability
regression	5.604	1	5.604	180.510	.000***
Residual difference	13.381	431	.031		
entire	18.985	432			

\*\*\*p<.001

**Table 6. Regression Analysis of Empowerment for Job Performance (N=433)**

independent variable	R <sup>2</sup>	crystal R	Non-standard coefficient (B)	Standard coefficient (β)	standard an error in error	t Value	Significance Probability
empowerment	.295	.294	2.960		.145	20.469	.000***
			.397	.543	.030	13.435	.000***

\*\*\*p<.001

According to Table 5, the significance level, which explains empowerment for job performance. was F(1.431)=180.510, which means significant at p<.001. According to Table 6 which show the regression analysis result, R2 explaining the linear model was .295, and the significance probability of empowerment was .000 which means statistically significant at p<.001. As for the β value, which means the direction and relative degree of the influence of the independent variable on the dependent variable, empowerment was β=.543. Therefore, it was found that empowerment had a positive effect on job performance. This means that the higher the empowerment, the higher the job performance.

### 3.5 Self-efficacy for job performance

Tables 7 and 8 show the results of regression analysis using job performance as a dependent variable and self-efficacy as an independent variable to find out the influence of self-efficacy on job performance.

**Table 7. Self-Efficacy Fitness Analysis for Job Performance (N=433)**

source of variance	sum of squares	Degree of freedom	Mean square	F	Significant probability
regression	7.041	1	7.041	254.058	.000***
Residual difference	11.944	431	.028		
entire	18.985	432			

\*\*\* $p < .001$

**Table 8. Regression Analysis of Self-Efficacy for Job Performance (N=433)**

independent variable	R <sup>2</sup>	crystal R <sup>2</sup>	Non-standard coefficient (B)	standard coefficient ( $\beta$ )	standard an error in error	t Value	Significance Probability
self-efficacy	.371	.369	2.525	.609	.149	16.933	.000***
			.489	.609	.031	15.939	.000***

\*\*\* $p < .001$

According to Table 7, the significance level, which explains self-efficacy for job performance. was  $F(1.431)=254.058$ , which means significant at  $p < .001$ . According to Table 8 which show the regression analysis result, R<sup>2</sup> explaining the linear model was .371, and the significance probability of empowerment was .000 which means statistically significant at  $p < .001$ . As for the  $\beta$  value, which means the direction and relative degree of the influence of the independent variable on the dependent variable, self-efficacy was  $\beta = .609$ . Therefore, it was found that self-efficacy had a positive effect on job performance. This means that the higher the self-efficacy, the higher the job performance.

## 4. DISCUSSION

As a result of measuring job performance of hair salon workers in this study, it was found that self-leadership, empowerment, and self-efficacy had an effect on job performance.

First, self-leadership had a positive effect on job performance. This is consistent with Lim Soon-ja [22]'s previous thesis, which verified that the higher the initiative of hair salon workers to achieve their own goals, the better the job performance was. It is also consistent with the research results of Yang Ae-kyung [23] and Jeong Mi-hwa [24] that high perception of hair salon workers of self-understanding for self-leadership and self-motivation required to perform their tasks or duties could increase job performance. Having high self-leadership can improve job performance through new challenges and problem-solving skills in any field, and it can be expected that the level of job performance will increase together through high passion.

Second, hair salon workers' empowerment had a positive effect on job performance. The efforts of the members of the organization have a great influence on the results. Thomas [25] argued that empowerment is the process of giving the ability to handle the tasks given to one and the internal motivation to make a decision. According to a study by Park Yong-doo and Jeong Min-sook [26], it was found that empowerment had a positive effect on job performance. This is consistent with Lee Ok-hee [27] thesis that empowerment affects job satisfaction on service quality. Therefore, it shows that hair salon workers who feel that they can influence decision-making on job performance can also improve job performance through high empowerment.

Third, it was verified that hair salon workers' self-efficacy affects job performance. The stronger the sense of self-efficacy, they will make more efforts to perform specific tasks, set higher standards for actions to be performed, and act more actively. This is consistent with previous papers by Jeon Yoo-jung and Lee Soo-beom [28] that a positive change in employees' attitudes will result in self-satisfaction due to efficient work promotion and processing results, and will have an effect on the achievement of the organization's ultimate goal from the perspective of a company. Cha Ji-young [29] argued that there is a need for a strong system in which employees can improve the quality of work to strengthen their self-efficacy and take pride by establishing their own thinking in the right direction. In addition, Baek Gi-bok [30] found it was a factor that has a very important influence on individual behavior, achievement motivation, goal establishment, and achievement when performing tasks that mediate changes in one's ability and judgment. Therefore, the self-efficacy theory assumes that various forms of influence change coping behavior by creating and reinforcing expectations for individual efficacy, and perceived self-efficacy forms the basis for emotional well-being achieved as an important prerequisite for predicting job performance

## 5. CONCLUSION

This study attempted to examine the effect of self-leadership, empowerment and self-efficacy of hair salon workers on job performance. The results verified that self-leadership, empowerment, and self-efficacy had an effect on job performance.

First, it was found that the self-leadership of hair salon workers had an effect on job performance.

With high self-leadership, they could achieve innovative results in various fields through new challenging spirit and problem solving. If they have self-leadership, job performance is high because they have interest, feel passion, and challenge creatively.

Second, it was found that the empowerment of hair salon workers had an effect on job performance.

Empowerment generally tends to spread to the level of individuals and organizations, and through empowerment, individuals' self-esteem is enhanced and their competence is increased through the turning point of thinking.

Therefore, it is necessary to empower workers to participate and make decisions in important decision-making processes and ensure their autonomy. If a more horizontal organizational culture ensures them to think they are authorized through such a system, job performance will increase by increasing the initiative in one's job.

Third, it was found that the self-efficacy of hair salon workers had a very important effect on job performance. The higher the self-efficacy, the more moral obligations and responsibilities they have for themselves, and the members of the organization have the sense of pride and active participation. In addition, it seemed that they were immersed in job performance by creating a positive mind organizational culture and also understanding organizational policies positively through praise and encouragement.

Therefore, the theoretical and empirical foundation for how the self-leadership, empowerment, and self-efficacy of hair salon workers affect job performance has been taken one step further. This study is expected to contribute to the development of hair salon workers by identifying ways to maximize job performance and increasing customer satisfaction.

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