



**THE EFFECTS OF SERVANT LEADERSHIP STYLE ON
THE PERFORMANCE OF EMPLOYEES OF TOURISM AND
HOSPITALITY BUSINESS IN SHANDONG PROVINCE CHINA**

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**A dissertation submitted in partial fulfillment of the requirements for
the degree of Doctor of Philosophy in Management
The Graduate School, Siam University**

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Declaration

I, Han Deng (Student ID# 6319202005), hereby certify that the work embodied in this dissertation entitled “The Effects of Servant Leadership Style on The Performance of Employees of Tourism and Hospitality Business in Shandong Province China” is result of original research and has not been submitted for a higher degree to any other university or institution.



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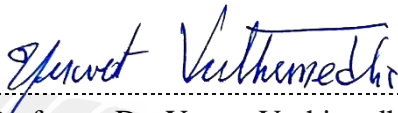
Abstract

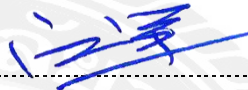
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The objectives of this research are to analyze how servant leadership style affects job performance and to explain the path analysis of servant leadership style through job characteristics, job satisfaction, and organizational justice. There were 662 valid surveys gathered, with the data coming from hospitality businesses in various cities across Shandong Province. The data were evaluated using the quantitative research approach, structural equation modeling, and confirmatory factor analysis (CFA) to test the hypotheses.

The findings demonstrate servant leadership style has significant direct effects on job characteristics, satisfaction, organizational justice, and job performance. Servant leadership style increases employees' feelings of organizational justice and identification with job characteristics. Servant leadership style encourages individuals to perform well on the job. The primary contributions of this research provide the framework for managers of hospitality businesses in Shandong Province to improve the performance of staff. Based on the learning outcomes, service businesses can continually enhance the job performance of employees. Furthermore, it provides an excellent research perspective for future researchers.

Keywords: servant leadership, job performance, organizational justice

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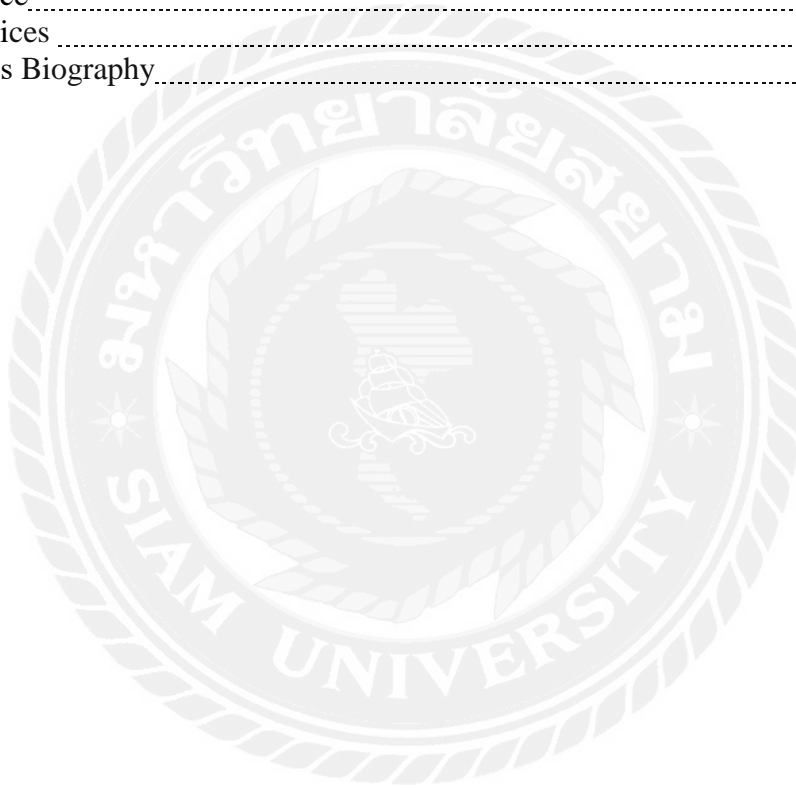
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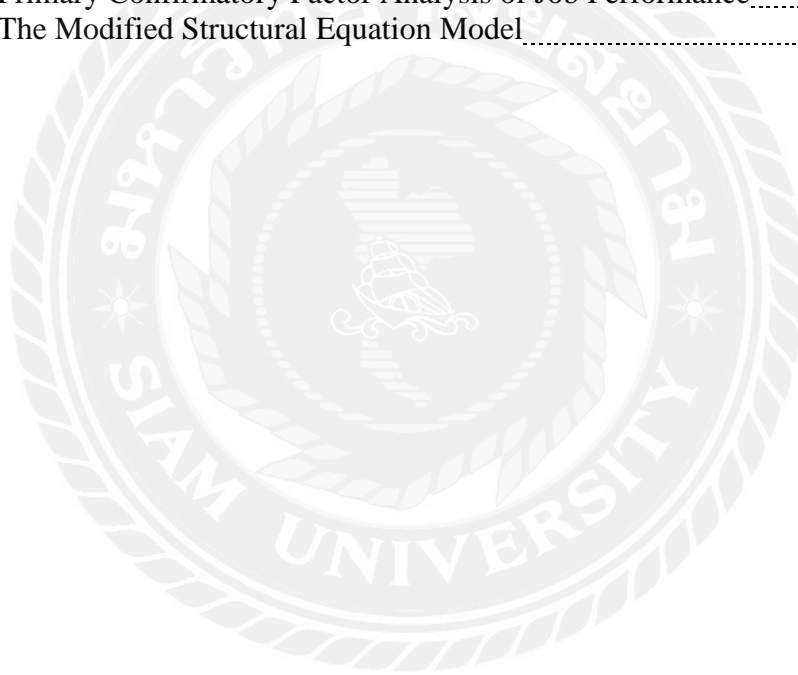


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Chapter 1

Introduction

1.1 Background of the Study

As the knowledge-based economy emerges, the organizational business environment becomes more hazardous, dynamic, and competitive, and the social economy evolves. Core competitiveness is critical for an enterprise's survival and long-term development, and productivity is closely related to employee job performance (Hyun Woo Jung, 2013). The search for characteristics that influence employee performance is a prominent topic in academic research because performance can disclose the company's difficulties and the direction in which it can improve. The leadership style of the leader is critical for all businesses (Ulrich & Filler, 2015). Leaders must be able to build a similar orientation with their staff in order to motivate them to work hard for the benefit of the firm. Leaders must also build a leadership style that is appropriate for the organization's development, thereby enhancing employee performance and profit for the company. In recent years, a slew of well-developed ideas on leadership style have emerged, including transformational leadership and self-sacrificial leadership. These leadership style theories provide direction for corporate management.

Greenleaf (1977) created the servant leadership concept, which holds that the fundamental role of a leader is to service the resources, finances, and mission requirements of others. The company leader must keep people motivated and working together to fulfill the organization's goals; only through his or her leadership can a corporation be successful. However, servant leadership is not generally practiced in the Chinese cultural environment. As a result, it is critical to apply the benefit and embodiment of servant leadership more generally in corporate management, particularly in boosting job performance.

As an important province in China, Shandong Province has 16 prefecture-level cities and the second-biggest population of 10,152.75 million in the country. The total GDP of Shandong Province from 2018 to 2022 is 7.64 trillion yuan, 7.1 trillion yuan,

7.3 trillion yuan, 8.3 trillion yuan, and 8.74 trillion yuan, respectively, and the total economic output has been in the top three in China for five consecutive years, behind Guangdong Province and Jiangsu Province.

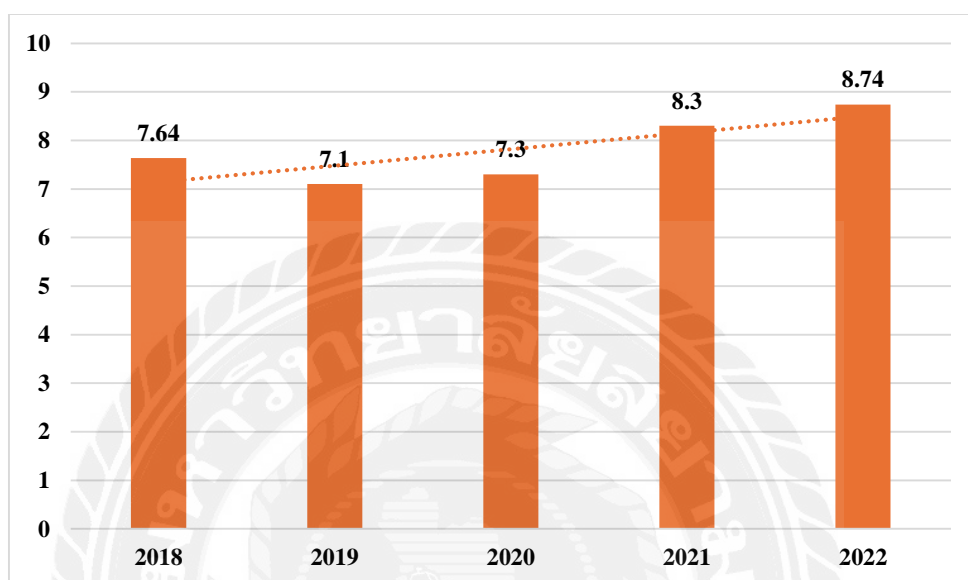


Figure 1.1 GDP of Shandong Province in 2018-2022 (Unit: Trillion Yuan)
(Source: Shandong Provincial Government, 2023)

As for the industrial structure, Shandong Province has maintained the industrial structure in the past five years. The ratio of the three major industries in 2016 was 8.2:43.50:48.27, while the ratio in 2020 is 7.3:39.13:53.54. The industrial structure has been optimized; the primary industry and the secondary industry accounted for a lower proportion, while the tertiary industry played the supporting role and accounted for a significantly higher proportion. The ratio of primary industry and secondary industry in 2020 will decrease, while the ratio of tertiary industry will increase significantly, and its supporting role will be prominent. By 2020, the contribution of the service industry to economic growth increased to 55.1%, of which the above-scale service industry grew by 2.6%.

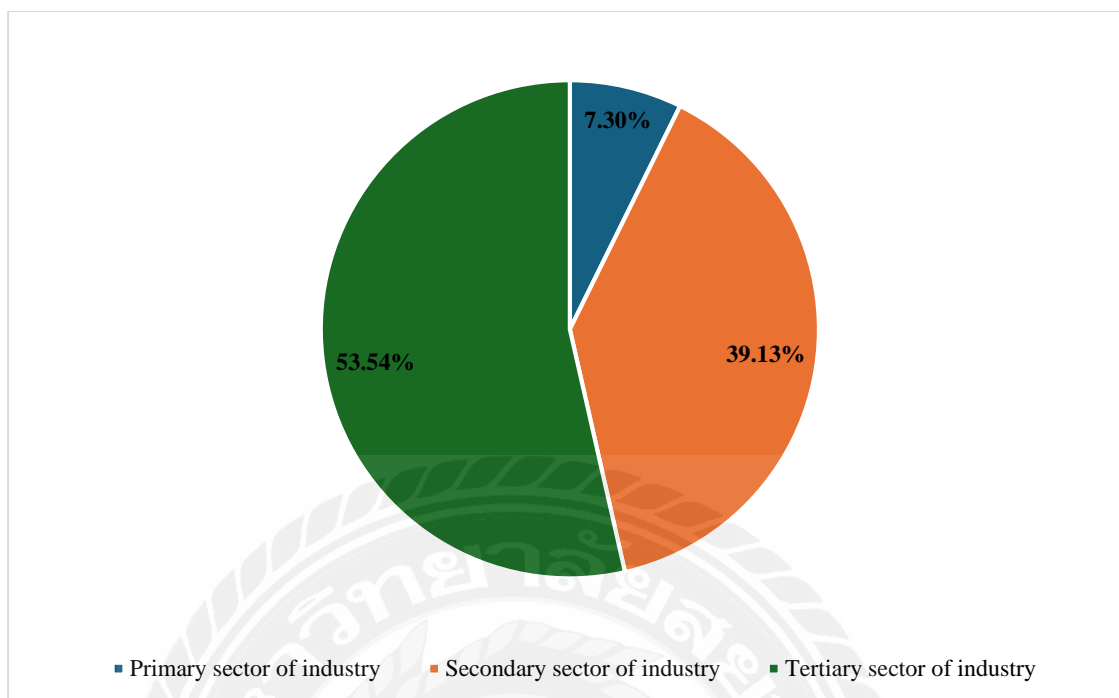


Figure 1.2 The Proportion of the Structure of the Three Major Industries in Shandong Province in 2020

(Source: Shandong Provincial Government, 2023)

Tourism and hospitality business in Shandong Province is developing rapidly. With the support of the Chinese government in creating a "Demonstration Area for Tourism and Hospitality Business," Shandong Province attaches great importance to the development of tourism and hospitality businesses. A high level of construction of a strong tourism province and the implementation of a rural revitalization plan have been put forward to create a tourism brand of "Hospitable Shandong, High Quality Shandong." The Shandong tourism and hospitality business development model under Chinese modernization has been promoted. In 2022, Shandong Province received 590 million tourists, with its tourism revenue reaching 602.63 billion yuan. It successfully held the Shandong Province Tourism Development Conference, the China Intangible Cultural Heritage Expo, the culture and tourism consumption season, and many other activities. Shandong Province issued and used 110 million yuan of culture and tourism consumption vouchers for the people.

With the employee turnover rate in the tourism and hospitality business in Shandong Province increasing from 22% in 2018 to 28% in 2021, the overall employee

turnover rate in the tourism and hospitality business in China showed an overall decreasing trend. Compared with Zhejiang Province, whose tourism and hospitality industry is the best developed, the employee turnover rate in the tourism and hospitality business of Shandong Province is much higher than that (Figure 1.3). Through the data analysis, the development of tourism and hotel businesses in Shandong Province is faced with the problem of a high employee turnover rate. According to the analysis of the China Tourism and Hotel Business Association, there are four ways to reduce employee turnover and effectively improve employee satisfaction and employee performance: increasing salary, career planning, improving leadership management ability, changing management style, and focusing on employee needs.

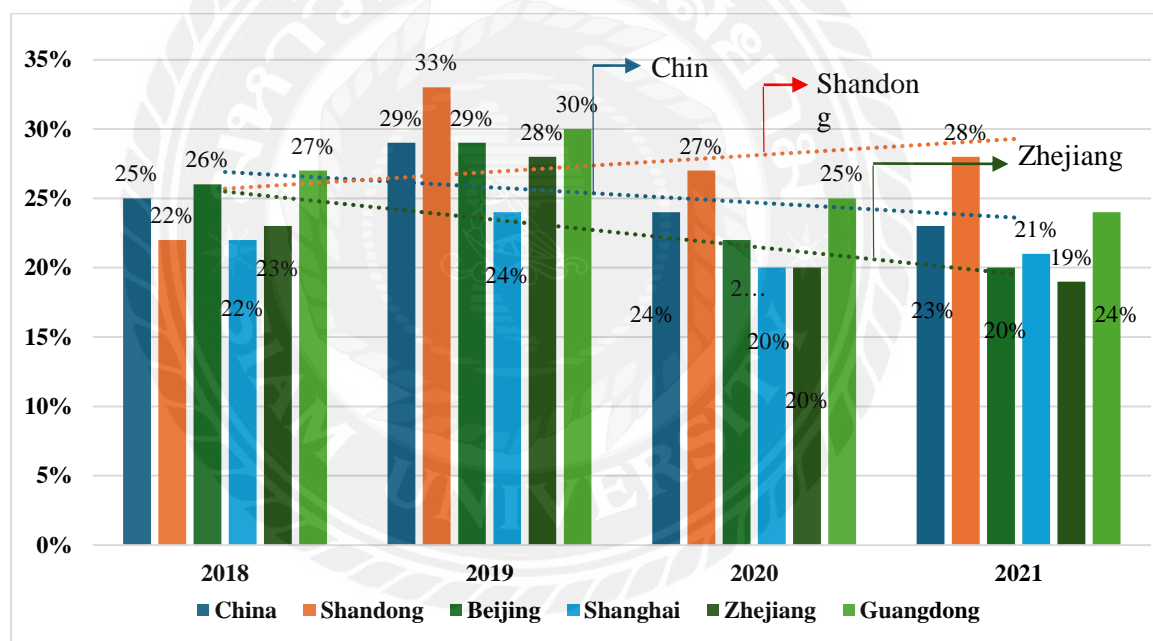


Figure 1.3 Talent Turnover in China's Tourism and Hospitality Business, 2018-2021

(Source: Provincial Government of China, 2023)

The tourism and hospitality business in Shandong Province is representative of the overall development of the tourism and hospitality business in China. At the same time, the problems faced by the business are also representative.

1. The tourism and hospitality business has a high employee turnover rate, and it belongs to the service business. Moreover, the service business belongs to the human

resource-intensive industry and requires a large number of human resources. However, the most difficult problem faced during the process of industrial development is talent turnover. Due to high work pressure, high work intensity, poor service consciousness of leaders, and insufficient attention of enterprises to employees, etc., there is high employee mobility in the tourism and hotel industries. The problem brought by high mobility is that new employees can hardly adapt to the job requirements, and regular employees are not enough.

2. The business is booming, while the performance of enterprise employees has not been significantly improved. With rapid development, strong policy support, and a high contribution to the total regional economy, the service business in Shandong Province is representative of the entire country. However, the internal management of enterprises as a whole is uneven. Especially, as for the business leaders in the tourism and hospitality business, they have a low education level, a lack of management concepts and service consciousness, a lack of care for employees, and low performance among business employees.

3. Insufficient management talents become the bottleneck in tourism and hospitality business development. The shortage of management personnel has always been a trouble in the development of a business, which is particularly highlighted in the tourism and hospitality business. Due to the large talent turnover in the business, there is a significant shortage of management talent in the business with rich management experience who can also work continually in the business.

In the comprehensive above situation, leadership improvement in achieving sustainable development of tourism and hospitality businesses in Shandong Province has become an important research topic. Meanwhile, as a new leadership model focuses on talent and human needs, servant leadership can better manage people, improve employee loyalty and satisfaction with the company, and enhance employees' performance.

The research literature reveals that there is insufficient research related to servant leadership. Servant leadership in Shandong Province can improve employees' satisfaction and job performance and solve the problem of high employee turnover.

Through the analysis for this research, the main challenge identified was that there is no direct definition of servant leadership that can fill this research gap.

1.1.1 Practice Background

1. Managers Attach Importance to the Prevalence of Employee Service Behaviors in Organizations.

Service is defined as "the act, process, and performance of applying one's professional competence (knowledge, skills) for one's benefit or that of others." According to the definition of service, it can be seen that service is not restricted to the service business and front-line service personnel. There are already a growing number of employees in different types of business organizations whose job it is to provide service to others, and the service targets include both external customers of the company (consumers, government agencies), as well as colleagues in other departments within the company and superiors, subordinates, or colleagues in this department (Patti & Packard, 2022). The business department puts forward employment needs, and the department selects new employees accordingly. As service providers, human resources (HR) department employees also provide information and consultation or solve problems for different service recipients, from job candidates and corporate executives to government agencies, which means that employees should also be considered active customers of HR management services, and all these work contents can be regarded as providing services. In the service business, service behaviors between employees and customers are even more common (Regan, 2016). In summary, employee service behaviors in business organizations are becoming increasingly common, and the scenarios in which service behaviors occur are by no means limited to the service business and frontline service workers. Service behaviors among managers are also increasing, and servant leaders are becoming a trend in the way service industries (Apriyanti & Abadiyah, 2022).

Organizations expect employees to exhibit high levels of service behaviors because high levels of employee service behaviors help improve service quality and overall organizational service performance, which in turn positively contributes to customer satisfaction, customer loyalty, and retention and ultimately affects the

organization's financial performance (Drach-Zahavy, 2010). For employees, maintaining a high level of service behaviors, however, may put them in an emotionally dissonant emotional labor state, in which employees can only hide negative emotions such as frustration, anger, and hatreds, which will eventually lead to emotional fatigue and even exhaustion, and it is clear that the organization's expectations of employees and employees' interests conflict with each other. Therefore, how to stimulate the high level of service behaviors of employees, mobilize the enthusiasm of employees to perform service behaviors, and remove the artificial barriers to the performance of service behaviors of employees has become a problem to which managers have paid special attention.

2. Service has become the Main Content of Enterprise Work.

The quality of enterprise services depends on the service attitude and service behaviors of the employees who provide services as the work content in the enterprise organization (Verdier, 2013). At present, a growing number of employees are working on the main form of output, intangible products, and providing services as the main content of their work. Most employees in various industries work to provide services for internal members of the organization or external customers, which includes both the front-line service personnel who provide services directly to customers in the traditional service business (Kimes & Wirtz, 2003; Macy, 1965) and employees in the functional departments of the organization and professional and technical personnel and knowledge-based employees whose job is to provide services and support for internal and external service recipients of the organization; and even different levels of the organization managers, whose job is also to provide services for the members of the organization and even the whole organization (Komlos, 2014).

Employees who provide services as their main work content account for a large proportion of enterprise organizations in the service economy era, playing an important role and being the main force for enterprises to obtain competitive advantages in services. And the results of their work are no longer countable but in the form of uncountable, intangible services (Owen, 2015). In contrast to the industrial economy, where task performance is measured in terms of tangible and countable objects, it is crucial to identify measurement tools that can effectively measure intangible services

in the service economy. It has been proposed that employee service performance can be used to measure the behaviors of employees in serving and helping customers. Proactive service performance is defined as the ability of individuals to demonstrate spontaneous, long-lasting, and consistent service behaviors. Therefore, this research applies the concept of employee service performance to reflect the daily service and customer-helping behaviors of employees whose main job is to provide services. Improving employee service performance is particularly important in service-oriented industries, including hospitality and tourism. Improving and enhancing employee service performance has become a necessary path for business organizations to pursue service excellence (Sendjaya et al., 2008). Servant leadership can effectively reduce the negative emotions of employees at work and enhance their motivation. Servant leaders act as role models in employees' work. Meanwhile, servant leadership attaches importance to the performance of employees and pays attention to their psychological needs and job satisfaction, which is conducive to enhancing the loyalty of employees to the company, improving the management level of the company, and realizing the improvement of core competitiveness.

3. Servant Leadership has a Significant Driving Effect on Employees.

As an important part of the enterprise, one of the main responsibilities of managers is to satisfy the needs of employees and help the team achieve its goals. Especially in the present, enterprises are transforming to a three-factor model driven by leaders, employees, and customers. The relationship between leaders, employees, and customers has changed profoundly. If a manager expects employees in his department to provide high standards and high-quality service to customers, then he needs to serve employees with high standards and high quality (Horsman, 2008). Servant leadership can directly affect the level of engagement and effectiveness of a team. Employee loyalty and engagement levels can be significantly enhanced when leaders demonstrate the following servant-leadership behaviors: senior managers share meals with frontline employees; informal and formal mentorship programs where all employees, especially new employees, can get the necessary assistance on the job; senior managers regularly take time to do frontline work, which ensures that all employees see their managers regularly and that the managers are familiar with front-line work, etc.

Servant leadership has been recognized by several Fortune 100 companies as a core value of their companies (Graham, 1991). For example, the famous founder and former CEO of Southwest Airlines (Kelleher, 1997), often put employees first, not customers. If the company served its employees well and they were happy, satisfied, committed, and energetic, they would take good care of their customers (Tran & Spears, 2019). And when customers are happy, they will come back, which will make shareholders pleased as well. To promote the theory, Kelleher (1997) also advertises in national newspapers with the slogan, "Employees first, customers second, shareholders third. Southwest's employee-first principle has worked. Southwest Airlines led the business with impressive financial results and shareholder returns. Although Kelleher (1997) has retired, the culture of servant leadership has survived as part of the company (Kelleher, 1997). For instance, Intuit, a leading U.S. software company, not only evaluates the quality and effectiveness of its employees' service to customers and shareholders but also the performance of managers in serving their employees (Reynolds, 2011).

For a long time, the interaction between superiors and subordinates in most Chinese organizations has been based on bureaucratic organization. There is an evident strict hierarchical order between superiors and subordinates and a relatively large power distance between superiors and subordinates. In this system, the chain of command and the chain of orders determine everything. In this mode of interaction between upper and lower levels, it is very difficult to form a service atmosphere in which superiors do it for subordinates to see, and one level leads one level to do it (Qiu, 2004). To change this bureaucratic mode of interaction, leaders must take the lead and act. When leaders are willing to serve and help their subordinates grow and take the initiative to set an example of service, they may prompt their subordinates to learn and follow suit, thus inspiring and driving their service behaviors and encouraging their subordinates to show a higher level of service performance, thus forming a service delivery chain of leaders serving employees and employees serving customers, and finally making the organization complete the transformation to a three-wheel-driven organization of leaders, employees, and customers (Wang & Zhang, 2013).

1.1.2 Theoretical Background

1. The Importance of Servant Leadership in Organizations is highlighted.

A search of English literature in Google Scholar for servant leadership as a keyword shows that only 2,630 relevant studies were published between 1980 and 2003, while the number of relevant studies published between 2003 and 2020 is as high as 26,800, which is a good indication of the popularity of servant leadership research in recent years (Kaur & Sharma, 2022).

Servant leadership has received a lot of attention from both theoretical and practical communities because it is a people-centered leadership style that significantly affects not only employees' attitudes and behaviors but also team and organizational output (Korzynski, 2014). The results of the meta-analysis of servant leadership on employee outcomes show that servant leadership has a significant positive predictive impact on employee behaviors, attitudes, and relationship perceptions. The impact of servant leadership on subordinates is reflected in three main areas: subordinates' personal growth in terms of self-actualization, and subordinates' growth as service providers in terms of organizational citizenship behaviors and collaborative teamwork (Jones, 1979). Servant leadership also has a positive impact on the effectiveness of the team and the organization. Recent research reviews have also systematically sorted out the effects of servant leadership on employees' work attitudes, work behaviors, and outcome variables such as individual, team, and organizational performance (Jepsen & Rodwell, 2010). Numerous studies have shown that servant leadership has a positive impact on many outcome variables at the individual, team, and organizational levels, fully validating the utility of servant leadership in organizations.

2. The Relationship between Leadership Behaviors and Service Performance has become a Research Hotspot.

The influence of leader leadership style on job performance has received much attention in research and has become a research hotspot (Lee, 2009). For employees who provide services as their main job content, they make up an increasing proportion of corporate organizations, and their working results are presented in the form of uncountable intangible services. The concept of employee service performance can be used to measure the behaviors of such employees in serving and helping customers.

Service performance, as a type of job performance, is naturally linked to leadership behaviors in academia, and exploring the impact of different leadership styles on the service performance of subordinate employees has become a new research hotspot in the field, which focuses on the impact of servant leadership on employee service performance because Greenleaf pointed out as early as when he introduced the concept of servant leadership that the best way to test servant leadership is to look at those who are served. The best way to test a servant leader is to see if the people being served are also growing as servants. Therefore, there is a strong basis for linking servant leadership to employee service performance (Ziegler et al., 2012). Some researchers have also focused on the impact of other leadership behaviors on service performance. For instance, authentic leadership and positive thinking have a positive relation with service performance; the serial mediating effects of psychological contract realization and knowledge exchange between empowered leadership and service performance; transformational leadership is positively associated with employee customer orientation; and participative leadership is positively related to employee proactive service performance (Alessandri et al., 2016).

The tourism and hospitality business is inherently service-oriented. The product provided by employees is serving customers, and the leadership style is service-oriented leadership, which can better realize the role of a model, improve the motivation of employees, and increase employee loyalty (Wendorf, 2002). Taking both practical research background and theoretical research background into account, we can assume that it is important to study the effect of servant leadership style on job performance (Yang & Green, 2010).

Servant leadership influences employees' performance, but more research is needed to explore this relationship further. We therefore propose multiple directions for future research from a theoretical perspective that investigates how others (e.g., organizational justice, job characteristics, job satisfaction) operate in the relationship between servant leadership and followers' performance in the tourism and hospitality business. However, given the fact that most previous studies focused on the relationship between servant leadership and followers' attitudes or behaviors, research on followers' performance is still inadequate. To our knowledge, few studies have paid specific attention to employees' performance. It is surprising because servant leadership puts

followers' needs first and focuses on followers' growth, development, and success. Furthermore, employees' performance success represents their crucial contributions to organizational goal achievement, indicating the effectiveness of leader behaviors as well. Thus, it is essential to investigate whether servant leaders can enhance followers' performance empirically.

1.2 Research Significance

1. Deepening the Mechanisms of Servant Leadership

At present, only a few studies have focused on the impact of servant leadership on employee service performance, and the few relevant studies are mainly in contextual settings. This research constructs different impact paths of servant leadership on employee service performance, analyzes the mediating mechanisms, and identifies the impact processes. On the one hand, the intrinsic mechanism of servant leadership's effect on employees' service performance is clarified from the perspective of social identity and expanded in depth. The mediating effects of job characteristics, job satisfaction, and organizational justice between servant leadership and job performance are explored (Fernandez et al., 2016; Yang & Green, 2010). On the other hand, it opens the "black box" of the process by which servant leaders influence employees' service performance and provides theoretical support and empirical tests to clarify how service behaviors are transmitted between superiors and subordinates.

There are numerous studies on the influence of leadership behaviors on employees' attitudes and behaviors and a wealth of research on the influence of leadership behaviors on employees' performance. However, research on the relationship between leadership behaviors and employee service performance is relatively rare. Since employee service performance plays a critical role in converting organizational inputs into customer outputs, and high levels of employee service performance can not only increase customer satisfaction and loyalty but also improve a company's financial performance, it is important to correlate leadership behaviors with employee service performance and to investigate the impact of leadership behaviors on employee service performance. Among the various known leadership styles, only servant leadership embodies in its conceptual formulation the connotation and characteristics of superiors doing service for their subordinates, ultimately driving

them to grow into service providers and serve others as well. Therefore, while selecting one of the many leadership behaviors that are most likely to affect employee service performance, servant leadership is preferred (Pearce, 2007). Of course, other different types of leadership behaviors may also affect employee service performance through different paths (Yelon & Desmedt, 1988). This research takes the study of the intrinsic mechanism of servant leadership's impact on employee service performance as an entry point to enrich the study of the relationship between leadership behaviors and employee service performance and also lays the foundation for the study of the relationship between different types of leadership behaviors and employee service performance (Collins, 2003).

2. Expanding the research object and research boundary of servant leadership

The research sample is taken from employees and their direct supervisors who provide service as their main work content in several corporate entities, expanding the research object to all groups of employees who provide service as their work output and also expanding the research boundary to service systems and networks. The main focus is on tourism and hospitality companies, for which less research has been conducted in the past (Martin, 2006). Moreover, previous studies have focused on the service behaviors of front-line service employees facing external customers rather than examining "service" in the context of the entire organization (Birch, 1992). In this research, the research on service behaviors is not limited to the front-line service employees, nor is it restricted to the service business, but the boundary of the research is expanded to cover all service contents in all business sectors, and the object of service research is expanded to all employees whose main job is to provide services (Hackman & Oldham, 1976), to examine the service elements embedded in their work-related results. The expansion of service research objects and research sectors can provide new opportunities for explaining the nature of service behavior.

3. Providing the Theoretical Basis for Managers

Many managers of Chinese enterprises are eager to improve the service performance and effectiveness of their employees, but lack effective methods. This situation is especially prominent in the tourism and hospitality business. The findings of this research will provide a theoretical basis for managers to improve employee service performance by demonstrating servant leadership behaviors, improving

leadership and management skills, maintaining rapport with subordinates, creating a strong service atmosphere in the department, enhancing subordinates' psychological empowerment, and other motivational tools and management strategies to enhance employee service behaviors and improve employee service performance. The servant leadership approach is applied to the tourism and hospitality business, where the leader's management style is more in line with the current industry development. The current trend in the tourism and hospitality business is that there is both a high demand for talent and a high mobility of talent. Employees at the grassroots level have a high turnover rate and a poor job stability phase. By transforming the leadership style of leaders, the loyalty of employees to the company can be better enhanced. The purpose of this research is to guide leaders to gradually motivate and drive employees to enhance their service behaviors and improve their service performance by transforming their leadership style, and ultimately, the service performance of the organization can be enhanced.

4. Achieve Effective Employee Management.

The group of employees who provide services as the main work content in enterprise organizations is becoming increasingly larger, and the proportion in the organization is getting higher and higher. And they are very different from the groups of employees who used to produce, manufacture, and distribute goods as the main work content in terms of work nature and work characteristics. The nature of the work of employees whose main job is to provide services is reflected in autonomy, personalization, diversity, and innovation; the work results are difficult to quantify accurately; and the work performance is highly correlated with employees' work attitude and even immediate emotions. All of these pose new and greater challenges to the effective management of this employee group (DeMaria, 2017).

This research provides an in-depth analysis of the antecedents and mechanisms that may affect employee service performance by examining the mechanisms underlying the impact of servant leadership on employee service performance, and the findings will help managers effectively manage employee groups whose primary job is to provide service. In addition, employees with high social identities tend to integrate quickly into the organization and have strong stress tolerance, optimistic work attitudes, and better service performance. Job characteristics, job satisfaction, and organizational

justice as mediating effects affect job performance (Hinkley et al., 2002). And servant leadership affects employees' perceptions of organizational justice, job satisfaction, and job characteristics, which further affects job performance. Therefore, by observing the way employees approach their work tasks, i.e., whether employees identify differently, managers can promptly find out whether employees are fully committed to their work tasks and difficulties and rise to the occasion, thus effectively predicting and managing employee service performance.

1.3 Research Questions

This research focuses on the impact of servant leadership on employee service performance. The way a leader leads his or her employees will affect their performance at work, and the difference in leadership style brings different touches to employees. Employees are influenced by their leaders' management style and attitude through observation and other means (Phooma et al., 2015). Servant leadership behaviors that proactively serve employees' growth may have a positive impact on employees' job performance.

Firstly, the impact of servant leadership on job performance is explored from the perspective of social exchange theory. According to the reciprocity rule of social exchange theory, employees' perceived closeness to their leaders may affect employee job outcomes (Raso, 2016). Next, from the perspective of upward and downward interactions, when leaders exhibit servant leadership behaviors that serve employee growth and develop employee leadership potential, the help and support that servant leaders give to employees is determined by the characteristics of the job. When the job is characterized by difficulty, high demand for employee ability, and easy-to-produce emotional barriers, then the leader is required to better serve employees to ensure that employees have good job performance in the workplace. In contrast, if the work is simple and has been completed, the servant leader needs to provide relatively less service and work (Stahl, 2000). Employees receiving help from their leaders often produce a change in attitude toward the job while increasing motivation and creating a different perception of the characteristics of the job. In this way, can the characteristics of the job be an important mediating variable for servant leaders to influence employees' job performance?

Secondly, based on social identity theory, the impact of servant leadership on job performance is explored from the perspective of self-efficacy (Stets & Burke, 2000). Self-efficacy refers to an individual's ability to control and regulate his or her impulses, emotions, behaviors, and performance to achieve personal goals and benefits. When the leader is a servant leader, employees show no less satisfaction with the problems they encounter at work, and their performance is not adversely affected. However, when the leader is not a servant leader, employees will experience mood swings and negative psychological states when they encounter high-intensity service behaviors (Curley, 2009; Davis et al., 2019). Job satisfaction will be greatly reduced, and a negative state of work will emerge. Social cognition is often used to analyze work behaviors that cannot be explained by self-interested work motives such as "exchange" and "calculation," so it is necessary to explore how employee job satisfaction affects the relationship between servant leadership and employee service performance.

Finally, based on organizational justice theory, the impact of servant leadership on job performance is explored from the perspective of organizational justice. Organizational justice is always an important element that affects job performance (Jamal, 1984; Miraglia et al., 2017). Servant leadership is conducive to enabling organizational justice and enhancing job performance. However, the impact of organizational justice on the relationship between job performance and servant leadership needs to be further explored. Therefore, organizational justice is used as a mediating variable (Walumbwa et al., 2009).

Therefore, to summarize the above analysis the main research questions include.

1. Does servant leadership in the tourism and hospitality business in Shandong Province to affect employees' job performance?
2. What is the approach of servant leadership in the tourism and hospitality business in Shandong Province towards employees' job performance?
3. What is the effect of servant leadership through job satisfaction, job characteristics, and organizational justice that impact employees' job performance across tourism and hospitality business in Shandong Province?

1.4 Research Objectives

The objectives of this research are to analyze how servant leadership affects job performance, what are the underlying mechanisms, what are the mediating mechanisms, and how the interpretation of complex mechanisms will affect tourism and hospitality business management practices.

1. To explore servant leadership in the tourism and hospitality business in Shandong Province apply servant leadership principles to improve employees' job performance.
2. To explore the approach of servant leadership in the tourism and hospitality business in Shandong Province towards employees' job performance.
3. To explain the path analysis of servant leadership through factors (e.g., job characteristics, job satisfaction, and organizational justice) that influence job performance.

1.5 Research Scope

From the overall analysis, the theme of this research is centered on aspects of servant leadership, job satisfaction, organizational justice, job characteristics, and job performance.

1. The main object of this research is hotel enterprises in Shandong province, and enterprises outside Shandong province are not included. To ensure the representativeness of the sample data, data from hospitality enterprises in different cities in Shandong Province was collected. These enterprises range from large and medium-sized enterprises to small and medium-sized enterprises in terms of size and cover both state-owned and private enterprises in terms of ownership form.

2. This research adopts sampling method, and the data collection process is carried out with the support and cooperation of the human resource departments of each company. By using the questionnaire software Questionnaire Star, questionnaires were collected online and distributed to each employee, and questionnaires were collected from employees in the tourism and hospitality business of Shandong Province.

3. The data collection information for this research will cover the basic information of employees, including gender, age, education, position, income, etc. The

data mainly focus on employees' perceptions of leadership, including leadership style, job satisfaction, organizational justice, and job characteristics.

1.6 Research Methods

In this research, after identifying the variables, quantitative methods will be chosen.

Firstly, the classical scales of relevant variables are selected as important research supports. These include classical scales of servant leadership, job characteristics, job satisfaction, job performance, and organizational justice. The questionnaire will be set according to the classical scales, and the research data will be obtained through the questionnaire.

Secondly, structural equation modeling will be used as an important research model in the research process (Dolan et al., 1999). The relationship between variables will be constructed, and the collected data will be statistically analyzed. SPSS, Excel, and AMOS software will be used in the research process. The relevant data will be analyzed, and each hypothetical relationship will be verified to clarify the final research findings (Dolan et al., 1999; Stapleton, 2011).

Finally, the questionnaire collection will be done online. The questionnaires will be randomly distributed to each employee of tourism and hospitality companies in Shandong Province through the internet and then collected online.

1.7 Expected Results

This research investigates the effect of servant leadership on job performance in the tourism and hospitality business in Shandong Province. There is a positive relationship between servant leadership, job characteristics, job satisfaction, organizational justice, and job performance in tourism and hotel enterprises in Shandong Province. Job characteristics and job satisfaction play a mediating role for servant leaders to influence employees' job performance. Organizational justice mediates the effect of servant leaders on job performance. Therefore, job characteristics, job satisfaction, and organizational justice are mediating variables.

Secondly, the research results are expected to provide a theoretical basis for managers of tourism and hotel enterprises in Shandong Province to improve job performance and help them to enhance employee service behavior and improve employee service performance through motivational tools and management strategies such as demonstrating servant leadership behaviors, improving leadership and management skills, maintaining a cordial relationship with employees, creating a strong service atmosphere in the department, and enhancing psychological empowerment of employees.

Finally, this research provides an in-depth analysis of the antecedents and mechanisms that influence employee service performance through research of the intrinsic mechanisms of servant leaders' influence on employee service performance, and the findings will help managers effectively manage employee groups whose main job is to provide service. By referring to the results of the empirical research, leaders of tourism and hospitality enterprises in Shandong Province can make appropriate and optimal adjustments to their leadership styles and optimize their management measures in a targeted manner. The employees of tourism and hotel enterprises in Shandong Province are encouraged to better understand the policies and development strategies of the enterprises.

1.8 Research Contribution

Through literature combing, it can be seen that there are fewer studies related to servant leadership theory in tourism and hotel enterprises. However, in the tourism and hospitality service business, the management style of leaders affects the daily performance of employees. Therefore, there is a greater need for leaders in the tourism and hospitality business to adopt a servant leadership style. The main contributions of this research are as follows:

1. This research provides a basis for managers of hospitality enterprises in Shandong Province to improve the performance of their employees, and the management level of leaders of hospitality enterprises in Shandong Province will be effectively improved, which will benefit the development of the organization and the

implementation of relevant policies. It is of great significance for the sustainable development of tourism and hotel enterprises in Shandong Province.

2. The research results have wide promotion significance. With the receding of COVID-19, the tourism and hospitality business is rapidly recovering, and the service business will also see a full recovery. Service organizations can continuously improve their employees' work performance based on the learning results and extend the research results to the development of the tourism and hospitality businesses in other regions of China.

3. Innovation in research methods. Previous scholars' methods of exploring the relationship between servant leadership and employee job performance mainly focus on qualitative research; this research adopts structural equation modeling, and the quantitative method is innovative. It provides a good research perspective for future scholars and decent direction for subsequent research.

1.9 Definition of Key Terms

Term	Definition
Servant Leadership	The servant leader is first a servant, and service begins with a willingness to serve before making a conscious choice to lead others, unlike those who want to gain material wealth or power by becoming a leader.
Job Satisfaction	Job satisfaction connotes: it can be seen as the emotion that results from the employee's evaluation of his or her personal feelings about his or her job, as an emotional orientation to the role he or she plays at work.
Job Characteristics	The employee condition to accept the intrinsically motivated when performing a job.
Job Performance	Job Performance should be only about the behaviors themselves and should not include the results of an employee's behaviors. Performance is about the behaviors or what the employee did, not what the employee produced or the results of their work. It is divided into task performance and peripheral performance.

Term	Definition
Organizational Justice	Organizational justice: the sense of justice stems from whether or not managers act according to justice standards that state how employees expect managers to behave when making decisions and when managers do not follow the laws of justice, they are perceived as breaking the rules of justice.
Social Exchange Theory	The theory suggests that we should study the psychological processes and behavioral outcomes of individuals in daily work and life by drawing on the concepts of inputs and outputs in economics, in which "avoiding harm" is the basic principle of people's behaviors, and all social activities of people can be attributed to an exchange relationship, and social relationship is also an exchange relationship. Social exchange is also the most essential form of relationship between people.
Social Identity Theory	The mechanism of human behaviors is neither driven by internal forces nor automatically shaped and controlled by external stimuli but can be the result of the joint action of the triad of mutual benefit and reciprocity.
Tourism and Hospitality Business	Tourism and hospitality business which in a narrow sense refers to the tourism business that includes travel agencies, tourist attractions, and tourism. The tourism business in a narrow sense refers to the collection of enterprises that include travel agencies, tourist attractions, and tourist hotels, whose main function is to provide products and services to tourists, among which travel agencies, tourist attractions, and tourist hotels are the three core industries of the tourism business.

1.10 Dissertation Structure

The research structure of this research is divided into five chapters.

Chapter 1: Research and Introduction. The main contents included are the background of the research, the significance of the research, the objectives of the research, the scope of the research, the description of the research method, the scope of

the investigation of the research, and the expected effects. The core concepts and key terms of the research are defined, and the research framework is presented.

Chapter 2: Literature Review. The core scalars of the research topic, such as servant leadership, job characteristics, job satisfaction, sense of organizational justice, and job performance, are reviewed in the literature, including connotation, structural dimensions, and measurement. Meanwhile, the relevant theories, such as social exchange theory, social identity theory, and structural equation modeling, applied in the research process are sorted out and elaborated.

Chapter 3: Research Methodology. Combining the relationships among servant leadership, job characteristics, job satisfaction, organizational justice, and job performance variables in tourism hotel enterprises in Shandong Province discussed in the literature review, three mediating variables of job characteristics, job satisfaction, and organizational justice are explored, and the research methodology of this research is elaborated, and then the research hypothesis is proposed, which is the premise of hypothesis testing in the subsequent empirical research.

Chapter 4: Research Result. Firstly, a questionnaire was set based on the classical scale, and a questionnaire pre-survey was conducted to validate and revise the questionnaire on servant leadership, job characteristics, job satisfaction, sense of organizational justice, and job performance. Secondly, a questionnaire survey was conducted to collect data, and the data were surveyed and analyzed combined with structural equation modeling to validate the hypotheses among the variables, determine the correlation among the variables, and draw conclusions.

Chapter 5: Discussion and Recommendations. According to the analysis of the conclusions of the research, theory and practice are combined to put forward countermeasures and recommendations for the problem, aiming to enhance the performance of employees, improve the management level of managers, and optimize enterprise development.

Chapter 2

Literature Review

The detail in this chapter would be separated into 4 parts as follows:

2.1 Introduction

2.2 Literature Reviews

2.3 Conceptual Framework

2.4 Conclusion

2.1 Introduction

Since the theory of servant leadership was proposed in the 1970s, theoretical research has been slow until the 1990s. However, after the 1990s, theoretical research and practical application of servant leadership gradually began and received widespread attention from both theoretical and practical circles (Zentner, 2015). It has become one of the most popular leadership ideas. The servant leadership theory provides an introduction to the concept of servant leadership (Phipps, 2010), the structure and measurement of its characteristics, a comparison with other types of leadership behaviors, and the antecedents and consequences of servant leadership that have been validated through empirical research. The development of hospitality and tourism businesses in Shandong Province necessitates better leadership from business executives, and better management results in better job performance. As a result, the primary focus of this research literature evaluation is the relationship between servant leadership and its effect on job performance (Houben, 2013).

The present research will describe the definition, connotation, influencing factors, and measuring elements of servant leadership theory. It will also cover the definitions, influencing factors, and measurement dimensions of job characteristics, job satisfaction, organizational justice, and other variables, as well as the measurement

dimensions and influencing elements of job performance. Second, the relevant contents of social exchange theory, social identity theory, and organizational justice theory will be identified to support the research (Houben, 2013; Lowder, 2007). Meanwhile, the effects of servant leadership on job characteristics, job satisfaction, job performance, and organizational justice are investigated, along with the mediating effects of job characteristics, job satisfaction, and organizational justice. Finally, the relevant literature is reviewed, and a structural model is developed to clarify the link between variables (Massey, 2010).

Servant leadership theory and other related theories are the focus of this chapter to comb through the literature to clarify the relationships among the variables, as well as to explore the mediating effects of the mediating variables to lay the theoretical foundation for the subsequent research (Barbuto & Hayden, 2011; Massey, 2010). The literature review is critical to this investigation.

2.2 Literature Reviews

2.2.1 Servant Leadership

2.2.1.1 Concept of Servant Leadership

Among all categories of leadership styles, servant leadership, also known as public servant leadership, is a relatively new one. The growth of research has emerged to support its usefulness in organizations. Servant leadership is seen as a core corporate value by many companies.

Servant leadership was first introduced by Robert Greenleaf in 1977 in his book "The Servant as Leader." He argued that a servant leader is first a servant, and that service begins with a willingness to serve and then a conscious choice to lead others, unlike those who seek to gain material wealth or power by becoming a leader (Greenleaf, 1977). It is only in the last two decades that scholars have begun to empirically research the antecedents and consequences of servant leadership from a theoretical perspective. Up to now, there is still no precise definition of the concept of

servant leadership, and there is not yet a full consensus in academia on the definition of servant leadership. Influential models of defining servant leadership have been proposed by Stone et al. (2004), among others (Stone et al., 2004).

The definition approach focusing on the object of leadership, which includes the most charismatic effect of servant leadership, focuses on the moral development of subordinates, motivation to serve, and promotion of the common good, and states that its salient features are humility, relative power, autonomy, the development of subordinates' morality, and motivation to serve in the same way (Graham, 1991). Leaders respect the self-esteem of their followers and enhance their willingness to become servant leaders. The servant leader's focus is on the follower. His behaviors and attitudes are aligned with a follower-centered approach. This contrasts sharply with the notion that servant-leaders are only part of transformational leaders, whose focus is on the organization and its goals, while servant-leaders are uniquely follower-centered (Patterson, 2003). Leadership that transcends the leader's interests focuses on the development of subordinates and no longer highlights the leader's honor. An approach to leadership that is oriented toward serving employees transcends any previous approach to leadership that puts organizational interests first (Wang, 2014).

Define the approach with the ultimate benefit as the focus. Leaders put the interests of others above their own in both thought and action and share power and position with others to increase the common good of the members of the organization. To become a servant leader, individuals need to make internal changes in themselves and make corresponding changes in their behavior. Public servant leadership offers the possibility of positive change in interpersonal relationships at work and in organizational activities. As more and more individuals transform into servant leaders, more people will benefit (Russell, 2002). Servant leaders have the desire to satisfy the needs of others, to serve others, and thus to achieve leadership over their followers. They are committed to unlocking the potential of their employees in terms of task

effectiveness, self-motivation, and future leadership (Greenleaf, 1977). A leadership model that focuses on the needs and interests of others, puts the interests of subordinates first, focuses on employee growth, development, and success morally and ethically, and helps subordinates achieve their own goals while also achieving the goals of the organization and society as a whole (Parker, 2021)

Describing servant leadership differently approaches. Servant leadership and transformational leadership share similarities in vision, impact, credibility, trust, and service, but servant leadership goes beyond transformational leadership by connecting the leader to the motivations of subordinates (Ferch, 2005).

Service begins with a willingness to serve by nature, serving first before making a conscious choice to lead others. The difference is reflected in what the servant cares about first, ensuring that the highest priority needs of others are met. The best test of this is that those who are served grow up to become healthier, wiser, freer, and more autonomous as they receive service, and eventually they become servants (Greenleaf, 1977). However, no matter how the concept of servant leadership changes, its essence emphasizes leaders treating their subordinates as objects of service and emphasizing service first (Kantharia, 2012; Mushtaq & Hussain, 2021). This research argues that servant leadership is a leadership style that transcends the leader's interests, focuses more on the needs and interests of others, centers on subordinates, serves and helps subordinates grow, and enhances their willingness to become servants (Mushtaq & Hussain, 2021). It is important to emphasize that servant leadership is particularly important in the service business, where servant leadership style will directly affect job performance, employee satisfaction, etc. (Ahmad et al., 2022).

2.2.1.2 Dimensions and Characteristics of Servant Leadership

The measurement dimensions are determined by the characteristics of servant leaders, but there is no consensus in the academic community about the characteristics of servant leaders. In addition, the characteristic dimensions of servant leadership

overlap with other leadership style types or similar elements. However, the current measurement dimensions of servant leadership are divided into two types: the group-level measurement dimension and the individual-level measurement dimension.

1. Group-Level Measurement Dimensions

Laub (2005) developed the Servant Organization Leadership Assessment (SOLA), which consists of two dimensions: organizational assessment and leadership assessment, and six sub-dimensions: respecting employees, developing employees, team building, showing sincerity, providing leadership, and sharing power. With a total of 60 questions, it can be used to measure an organization's servant leadership culture and is the most appropriate measurement tool at the organizational level. The scale has been widely used in subsequent studies, and it is the first servant-leadership scale to be developed through empirical research.

2. Individual-Level Measurement Dimensions

Greenleaf (1977) identified 12 characteristics of servant leadership: initiative, listening, imagination, ability to compromise, acceptance and empathy, intuition, vision, cognition, persuasiveness, conceptualization, comfort and service, and community building. Ehrhart (2004) developed a 14-item seven-dimensional scale that included building relationships with subordinates, empowering subordinates, helping subordinates grow and succeed, ethical behavior, conceptual skills, putting subordinates first, and providing support for people outside the organization. First place and creating value for people outside the organization, with 2 items per dimension (Ehrhart, 2004). The scale has been subsequently cited in several empirical studies as an effective predictor of organizational citizenship or innovative behavior in employees.

Based on Patterson's (2003) model, Dennis & Bocarnea (2005) validated the five dimensions of servant leadership through factor analysis: caring, empowerment, vision, humility, and trust, with a total of 42 items (Patterson, 2003). This research

derived the dimensions of the scale through item development and factor analysis, which is insufficient for scale development, and therefore, the reliability of such instruments has yet to be tested (Bocarnea, 2005).

Barbuto & Wheeler (2006) developed a 23-item five-dimensional scale consisting of altruism, emotional comfort, persuasive guidance, wisdom, and social responsibility, with four to five items per dimension. The structure of the scale was validated by both a sample of managers and a sample of employees, suggesting to some extent that the structure of servant leadership is consistent across samples (Barbuto & Wheeler, 2006).

Liden et al. (2008) developed a 28-item seven-dimensional scale of four items per dimension for putting subordinates first, helping subordinates grow and succeed, empowerment, emotional soothing, creating value for the community, ethical behavior, and conceptual skills. The scale has more similar dimensions to previous scales and is an inheritance and development of previous research. Reduced the scale to form a short version of the Servant Leadership Scale that includes seven items, each corresponding to each of the above dimensions. A 15-item scale was developed accordingly. Eight of the items were removed, resulting in a seven-item scale.

By comparing and summarizing the results of servant-leadership studies, it can be learned that leaders provide employees with the resources they need to help them achieve organizational goals based on their abilities, which can increase their contributions to the organization, i.e., improve performance. Greenleaf (1977), Ehrhart (2004), Laub (2005), and Russell (2002) defined the framework of the traits of servant leadership, as detailed in Table 2.1

Table 2.1 The Characteristic Structure of Servant Leadership

Scholars	Characteristic Structure
Greenleaf (1977)	The initiative, Listening, Imagination, Compromise, Acceptance and Empathy, Intuition, Foresight, Wideness and Understanding, Persuasion, Conceptualization, Healing and Service, Community Building
Graham (1991)	Inspirational, Moral
Ehrhart (1998)	The leader builds rapport with employees, Empowers them, Helps employees develop and succeed, Follows a code of ethics, has conceptual thinking skills, Puts employees' interests first, and Community creates value
Page & Wong (2000)	Honesty, humility, servant spirit, caring for others, empowering others, developing others, vision, goal setting, leadership, setting an example, team building, shared decision making
Russell (2001)	vision, Credibility, Trust, Service, Setting an example, Originality, Appreciating others, Empowering
Russell & Stone (2002)	Functional attributes: Vision, Honesty, Integrity, Trust, Service, Role model, Pioneer, Gratitude and appreciation for others, Empowerment; Accompanying attributes: Communication, Credibility, Competence, Attendant, Visibility, Influence, Persuasion empowering, Listening, Encouraging, Teaching and mentoring, Delegating
Barbuto & Wheeler (2006)	Summoning, Listening, Empathy, Healing, Knowing, Persuading, Conceptualizing, Visioning, Hosting, Growing, Community building
Dennis & Bocarnea (2005)	Caring, Humility, Altruism, Vision, Trust, Empowerment, Service
Laub (2005)	Valuing employees, Developing employees, Community building, Being honest with others, Leading employees, Sharing leadership
Sendjaya & Cooper (2011)	Voluntary submission, Authentic self, Covenant relationship, Responsible character, Spirituality, Transformative influence
Van Dierendonck & Nuijten (2011)	Empowerment and commitment to employee development, Humility, Authenticity, Interpersonal acceptance, Direction, Stewardship
Liden & Wayne (2015)	Credibility, Competence, Attendant, Visibility, Influence, Persuasion empowering, Listening

The main measurement dimensions and research measurement tools of servant leadership are summarized, and the methods of the research focus on literature review methods, exploratory factor analysis, validation factor analysis, and expert interview

methods. Major Representative Scholars include Ehrhart (2004); Laub (2005); Dennis & Bocarnea (2005); Sendjaya et al. (2011), and others, as detailed in Table 2.2.

Table 2.2 Main Evaluation Methods of Servant Leadership

Scholars	Sample	Research Method
Ehrhart (2004)	254 college students with an average of three years of work experience and 3,914 clerks in 797 departments of grocery stores in the Eastern United States	Literature review, Exploratory factor analysis, Confirmatory factor analysis
Laub (2005)	Eighty-four people from 41 organizations	Literature review, Delphi method, Exploratory factor analysis
Dennis & Bocarnea (2005)	250, 406, and 300 samples from different professional backgrounds	Literature review, Exploratory factor analysis
Barbuto, Wheeler (2006)	388 at the leadership training seminar	Literature review, Surface validity, Exploratory factor analysis
Sendjaya & Cooper (2011)	277 graduate students	Literature review, Surface validity, Exploratory factor analysis
Dierendonck, Nuijten (2011)	A total of 1571 people from 8 samples from two countries and different occupational backgrounds	Literature review, Expert interview, Exploratory factor analysis, Confirmatory factor analysis
Liden & Wayn (2015)	182 samples from the production department and the sales department	Literature review, Exploratory factor analysis, Confirmatory factor analysis

With the advancement of empirical research related to servant leadership, scholars have developed scales based on different operationalized definitions. The main measurement instruments related to servant leadership are listed in Table 2.2, from which it can be seen that there are a wide variety of instruments measuring servant leadership, and the number of entries and sample sizes varies widely, as well as some scales that use only students as a sample. In this research, the short version of the scale, adapted from the original scale developed by Liden & Wayn (2015), was selected

because the seven entries in the short version were highly correlated with the 28 entries in the original version, and the short version had good reliability and validity. Moreover, the short version of the scale was validated across cultures.

2.2.1.3 Variables Related to Servant Leadership

The variables related to servant leadership include servant leadership drivers and servant leadership effects. After reviewing the literature, the servant leadership drivers include individual leader factors and organizational climate factors; the servant leadership influence effects include both an individual level and team level (Fourie & Mysteries, 2020).

1. Servant Leadership Driving Variables

The individual factors of leaders are the important driving elements of servant leadership. First come the values of the leader. Values are important elements in a leader's growth process and always guide the leader's attitude and behavior in life (Mcclure & Yaruss, 2003). Values will directly influence the leader's future demeanor and important decisions. Another aspect is the personal characteristics of the leader. Personal characteristics of leaders include a sense of justice, compassion, etc. All of these personal characteristics will have a driving effect on the behavior of servant leaders (Ireta, 2008; Mcclure & Yaruss, 2003). It is beneficial to enhance the leader's sense of identity and practice. Personal characteristics also include affinity, collaboration, and servanthood. Some scholars have suggested in their research that personality factors have a significant impact on servant-leadership behavioral styles (Norman, 2016). In addition, personal emotional intelligence is one of the important influencing factors in the formation of a leadership style. Parolini (2005), in his study, proposed that leaders with higher emotional intelligence have more potential to become servant leaders. Some scholars suggested in their research that high emotional intelligence is a requirement that a servant leader must have. Leaders with high

emotional intelligence are more likely to engage in altruistic behavior and are more conducive to the formation of a servant-leadership style.

Organizational culture factors are one of the key drivers of servant leadership. There is a strong relationship between the human element of the organizational culture and the servant behavior of leaders (Seo & Jung, 2021). The organizational culture forms the organizational climate, and the organizational climate influences the development and evolution of the organization (Zivkovic & Ivanova, 2016). Meanwhile, organizational culture is an important factor in the decision-making behavior of servant leaders. Power distance in an organization likewise influences the emergence of the servant leadership style. In an organizational culture with low power distance, servant leadership is more likely to emerge (Heritage et al., 2014). The development of organizational flatness facilitates the emergence of servant leaders.

Table 2.3 Driving Forces Summary of Servant Leadership

	Driving Forces	Scholars
Individual Factors	Values	Farling (1999)
	EQ (Emotional Quotient)	Parolini (2005); Liden & Wayne (2015)
	Character	Russell & Stone (2002)
Organizational Culture	Humanity Factors	Parolini (2005); Zivkovic & Ivanova (2016); Seo & Jung (2021)
	Power Distance	Carl (2004)
	Organizational Culture Structure	Zivkovic & Ivanova (2016)

(Source: Researcher, 2023)

2. Effect Variables of Servant Leadership

First, the effect of servant leadership on individual employees. The effects of servant leadership on the organization and employees have been studied more frequently. Researchers have analyzed them at the organizational level and the individual employee level, respectively (Kamiong, 2020). The impact of servant leadership on the work attitude and work behavior of employees in the organization. Individual employee attitudes include two main aspects (Giambattista et al., 2020). The

first is the impact of servant leadership on employees' cognitive aspects and this impact on individual employees' cognition is positive. The influence of servant leadership on individual cognition is mainly reflected in the employees' satisfaction and motivation to work (Dodd et al., 2018). At the same time, servant leadership can enhance employees' loyalty to the organization. The second is the influence of servant leadership on the affective element of individuals. Many scholars pay more attention to employees' satisfaction, organizational identity, and organizational justice. Servant leadership affects employees' job satisfaction and is positively related to organizational identity (Xie, 2020). When servant leaders exist in an organization, employees' sense of organizational justice is greatly enhanced.

Servant leadership influences employees' behavioral intentions. Numerous scholars have studied the relationship between servant leadership in organizations and employees' intention to leave. In the research, it was found that a servant leadership style would reduce employee turnover behavior while increasing employee satisfaction with the organization (Faraz et al., 2019). Servant leadership will increase subordinates' sense of belonging and recognition to the company and reduce employee turnover. Servant leadership has an impact on employees' behavioral intentions, employees' innovation behavior, knowledge-sharing behavior, job performance, and organizational citizenship behavior. Park & Kim (2014) found in their research that leadership member exchange behavior and team member exchange behavior play a mediating role between servant leadership and employee behavior. Mughal (2022) proposed in his research that servant leadership affects employees' self-efficacy, and self-efficacy plays a mediating role to influence employees' innovation (Mughal et al., 2022; Ortiz, 2006). Social identity theory suggests that leadership identity and organizational identity play a mediating role between servant leadership and organizational citizenship behavior. Self-determination theory suggests that servant-leadership behavior in daily management can motivate employees and improve performance (Baqai, 2020).

As for relationship between servant leadership and employees' job performance, some scholars focus on the relationship between employee job performance and servant leadership in their research and argue that trust positively affects job performance (Bayram & Zoubi, 2020). Servant leaders can positively influence performance through recognition. Servant leaders can improve employees' role performance by increasing employees' moral identity.

Second, servant leadership has an overall impact on the organization. Servant leadership has a positive impact on organizational productivity improvement while contributing to improve the quality of the team's work (Bayram & Zoubi, 2020; Mughal et al., 2022). Numerous scholars have studied the relationship between servant leadership and team efficiency, in which they found that servant leadership effectively improves overall organizational efficiency with scale effects (Kamiong, 2020). Some scholars conducted the relationship between servant leadership and job performance based on social exchange theory and found that there is a significant positive relationship between servant leadership and team job performance. The presence of servant leadership in organizational leadership is beneficial for organizations to solve difficult problems in their work. Servant leadership facilitates the resolution of difficulties encountered by the organization and the resolution of organizational disputes.

2.2.1.4 Impact of Servant Leadership

1. Server Leadership and Organizational Performance

Organizational performance has been an important element of scholarly research. It refers to the output of employees as they engage in their work goals and job responsibilities in the organization, reflecting the efficiency and performance level of the entire organization. Leaders play an important role in organizations and inevitably have an impact on organizational performance. A leader's leadership style has a direct impact on organizational performance (André & Sivro, 2012).

Servant leadership is a unique leadership style. In recent years, there has been a lot of interest in servant leadership, and many scholars believe that servant leadership enhances organizational performance (Sprague, 2013). First, the distinctive feature of servant leadership is to focus on the needs of employees, that is, serving the organization's employees and meeting their needs. To provide support and assistance to employees in the organization to accomplish their tasks. As a result, servant leadership gives the organization's employees the assistance and resources they need in a timely manner. Servant leadership is beneficial for improving job performance and achieving organizational performance (Searle & Barbuto, 2010). Chiniara (2016) found that servant leadership satisfies the competency needs of employees and positively affects organizational performance in his research. Servant leadership has a positive impact on organizational empowerment, support, and help. When servant leaders empower employees and give them some autonomy, the organization will be more dynamic, motivated to work, and more efficient (Chiniara & Bentein, 2016). The empowering behavior of servant leaders will inspire the organization to work with enthusiasm and motivation. The level of commitment will be greatly increased after organizational empowerment, and organizational performance will improve while tapping into employees' potential and enhancing their self-efficacy.

A positive correlation between servant leadership and organizational performance has always existed. In the research, it is proposed that servant leadership can enhance employees' moral identity and improve organizational performance. Servant leadership can enhance employees' motivation for public service and promote organizational performance (Searle & Barbuto, 2010).

2. Servant Leadership and Creativity

Servant leadership is characterized by a willingness to accept ideas and suggestions from employees. Also, empathy and integrity are important values for leaders. Servant leaders have empathetic qualities and can consider issues from the

employee's perspective (Dugan, 2014). They care about the organization's employees, understand their needs, empathize with their emotions, and provide them with moral help and material support. Based on the social exchange theory, employees will show a positive work attitude and good work behavior when they feel the leader's care (Pearson, 2013). Employees will go beyond the requirements of the organization and innovate, forming an interactive mechanism between leaders and employees.

Secondly, servant leaders have sensitive insight and certain foresight. They are hopeful about the future development of the organization and can envision the vision of the organization through their daily work (Song, 2020). Servant leaders are broad-eyed and active thinkers with an optimistic attitude toward innovation and reform. Servant leaders encourage and support employees' innovation and stimulate their intelligence; they are willing to share information and ideas with employees. When employees feel that the team's innovative activities are significant and motivating to the organization, then recognition of innovative behavior will promote employees' creativity to be continuously stimulated (Grahn, 2010). Servant leaders focus on the interests of their employees and serve their subordinates, which will enhance the organization's sense of security, trust, and fairness. These psychological perceptions will stimulate employees' creativity. When employees feel safer, they will have a greater sense of trust in the organization, have less risk of disagreeing or making suggestions at work, and thus have more courage to disagree. The characteristics of servant leadership will ensure that the organization can accept different opinions and give fair evaluation and feedback on employees' creativity (Song, 2019).

Finally, servant leaders will motivate employees to work and realize their potential. Servant leaders are willing to delegate and give employees a certain level of initiative and autonomy (Chism & Strawser, 2017). Employees are motivated to make their own choices, control their behavior, and determine the progress of their tasks. Employees set development goals and create development opportunities, thus better

mobilizing their motivation and creativity (Rogers, 2020). The servant leadership approach creates an autonomous working atmosphere for the organization, thus guiding and stimulating innovative behaviors in the organization.

3. The Moderating Effect of Servant Leadership

Numerous studies have shown that organizational performance, job satisfaction, and organizational justice feel the impact of servant leadership. Most scholars have studied the direct influence between servant leadership and these factors during their research (Tumolo, 2020). Also, some scholars have suggested the moderating role of servant leadership in organizations. The moderating role of servant leadership is mainly manifested in the cognitive moderating role of job characteristics (Webb, 2022). The characteristics of the job are the qualities of the job itself, which are unique to the job and fixed. However, the perception of job characteristics is influenced by the servant leader. Therefore, the presence of servant leadership in an organization has a moderating effect on employees' job satisfaction, perception of job characteristics, and organizational justice (Crippen & Nagel, 2013).

2.2.2 Job Satisfaction

2.2.2.1 Concept and Connotation of Job Satisfaction

Job satisfaction has been studied as a part of organizational management for a long time. Research on job satisfaction has been conducted for more than a century. The scholars experiment conducted in the United States found that job satisfaction was related to productivity (Pond & Geyer, 1991). Researchers then began to focus on the concept of job satisfaction. Hoppock (1935) was the first to publish a study that focused on "job satisfaction" and defined job satisfaction as "the level of physical and psychological satisfaction of an employee with the surrounding work conditions. It is the level of satisfaction with the surrounding working conditions and refers to the awareness and experience of the working conditions of employees in the ideological dimension (Hoppock, 1935). Herzberg (1959) defines job satisfaction as "a good

psychological projection of an individual's love for work; organizational recognition and a sense of accomplishment are important factors that can enhance employees' job satisfaction." Job satisfaction is the emotional situation of an individual in the process of evaluating the work environment and salary (Pond & Geyer, 1991), paying attention to the analysis of each component of the job (Herzberg, 1959).

Employees can balance satisfaction and dissatisfaction with their jobs, generating an overall level of experience with all the work performed. Job satisfaction is based on the perception of work conditions, work expectations, and motivation and reflects the employees' perception of their work (Takamine & Ishida, 2008; Von Behren, 2021). Job satisfaction defines the extent to which employees are satisfied with the rewards they receive at work, especially intrinsic motivation (Sun, 2013). Job satisfaction is a feeling, which is a collection of people's feelings and beliefs about their current job, and people's satisfaction with their job ranges from extreme satisfaction to extreme dissatisfaction (Pond & Geyer, 1991). In addition to holding their work attitudes towards the job as a whole, employees will hold attitudes towards various aspects of their job, such as attitudes towards job characteristics, colleagues, leaders, pay, etc. (Langhof & Guldenberg, 2022).

In summary, job satisfaction covers both intrinsic and extrinsic factors. Job satisfaction is a subjective reflection of the job (Pond & Geyer, 1991), which mainly reflects the evaluation of the job. When employees feel good about their jobs, job satisfaction is high; when employees feel worse about their jobs, job satisfaction will be lower.

2.2.2.2 Influencing Factors of Job Satisfaction

There are more influencing factors in job satisfaction, and the dimensions chosen by researchers to explore job satisfaction are also different. Through the summary and generalization of the literature, the influencing factors for job satisfaction in general can be divided into two categories: external factors and internal factors.

Different factors interact with each other in influencing the job satisfaction of organizational employees (Lacroix & Pircher Verdorfer, 2017; Rogers, 2020).

Table 2.4 Influencing Factors of Job Satisfaction.

Factors	Dimensions	Scholars
External Factors	Compensation Packages	Seashore, 1975
	Environment	Gambacorta & Iannario, 2013
	Evaluation of the Organization	Santhoshkumar, 2019
Internal Factors	Personality traits, Self-Efficacy	Wang et al., 2018
	Self-Perception	Song, 2019
	Self-Concept	Webb, 2022

1. External Factors

The external factors of job satisfaction mainly include job characteristics, salary, leader, work environment, colleagues, sense of achievement, and sense of disparity. The job characteristics are simple to work with, easy tasks can be completed quickly, and job satisfaction is high; difficult work, especially work beyond the scope of personal ability, will lead to a decline in job satisfaction. Compensation packages are an important influencing factor in job satisfaction. When other factors are the same, the higher the compensation package, the higher the job satisfaction, but when the compensation package exceeds a certain range, the influence of the compensation package on job satisfaction will disappear (Gambacorta & Iannario, 2013). The leader is an important element in the organization, which affects the employees' sense of experience for their work, and the sense of experience is a direct reflection of the employees' job satisfaction. The working environment is also an important factor that affects job satisfaction. A beautiful and comfortable working environment will produce higher job satisfaction, while a noisy and chaotic environment will produce lower job satisfaction. Seashore (1975) suggested that working conditions and compensation packages have an impact on job satisfaction in his study. The effect of external factors such as working environment on job satisfaction was 40% (Gambacorta & Iannario, 2013; Seashore, 1975).

Also, the factors that have an impact on job satisfaction include external factors such as career development space, work groups, and management systems. Career development space is currently an important factor influencing job satisfaction. Other things being equal, the better the opportunities for career development, the higher the motivation and productivity of employees, the higher the evaluation of the organization, and the higher the job satisfaction, and vice versa. The influence of work groups and management systems on job satisfaction needs to be combined with employees' personality characteristics and values. These external factors do not directly affect employees' evaluation of job satisfaction but produce changes in job satisfaction by influencing employees' feelings (Santhoshkumar, 2019).

2. Internal Factors

Besides the influence of external factors, internal factors are also important elements of job satisfaction. There are positive emotions and negative emotions in human personality traits. When employees' positive emotions dominate, employees' job satisfaction is higher; when employees' negative emotions dominate, employees' job satisfaction is lower. Therefore, human personality traits are an important influencing factor in employees' job satisfaction. Self-efficacy refers to the individual's speculation and judgment about whether he or she can accomplish a certain behavior. When self-efficacy is high, job satisfaction is higher; on the contrary, when self-efficacy is low, job satisfaction is lower (Wang et al., 2018). Feelings about work are influenced by self-perceptions. A positive self-perception, believing that the result of work is positive, tends to give a positive evaluation of work. Self-perception can have an impact on the individual's true perception of the state of work. In other words, if an individual has a more significant self-concept, is emotionally able to look at work positively, and has a good perception of positive factors at work, then he or she will have a high level of satisfaction with work (Song, 2019; Webb, 2022).

2.2.2.3 Measurements of Job Satisfaction

The evaluation and measurement of job satisfaction research mainly apply the following methods, including the interview method, questionnaire method, job element rating method, and overall assessment method, among which the questionnaire method is the most commonly used.

The questionnaire survey method is often used in the process of the job description scale method, which is the most well-known scale method at present. Five dimensions are investigated: colleagues, supervisors, compensation, career development, etc. There are a total of 18 questions, each of which scores one point for compliance with the situation, zero points for uncertainty, and negative points for non-compliance, and satisfaction is determined by the score (Wnuk, 2017). In addition, there is the Minnesota Questionnaire and the Peter Needs Satisfaction Questionnaire. The scales measure job satisfaction comprehensively, and the highlight of the research is that they can measure all aspects of satisfaction comprehensively, but they are more extensive and the results of the survey are often subject to errors (Greeshma Menon, 2020).

The interview method is applied to evaluate job satisfaction through face-to-face communication with testers, which is timely, flexible, and relatively true in obtaining information, but one-to-one interviews are less efficient and time-consuming, making it difficult to be widely used. Accurate and reliable survey information can be obtained through the interview method, but the interview method is time-consuming and the interview process is tedious. Therefore, the interview method is effective but will not be used frequently (Artz & Kaya, 2014).

The sum-of-factors rating method, also known as the multi-factor measurement method, is based on the components of job satisfaction (Artz & Kaya, 2014; Cakmur, 2011). This method is based on the components of job satisfaction and assesses the

satisfaction according to certain types to get a comprehensive understanding of the details of job satisfaction, which has good credibility and validity (Sell & Cleal, 2011).

The single overall assessment method does not differentiate the dimensions but evaluates the employee's job satisfaction as a whole. The advantage of this method is that it is simple, clear, and easy to operate, but job satisfaction is a broad and multidimensional concept. By assessing the yes or no answers to a single question, only one aspect of job satisfaction can be measured, not multiple aspects (Basol & Demirkaya, 2017). The root of the single holistic assessment method is the belief that job satisfaction is a unidimensional concept, which is contrary to this fact, and therefore he opposes the application of the single holistic assessment method in job satisfaction measurement (Castaneda & Scanlan, 2014).

2.2.2.4 Related Researches on Job Satisfaction

Through literature summarization and conclusion, it can be found that the main direction of scholars' research in the initial stage of research development is the factors and processes of job satisfaction generation. With the contentious deepening of relevant research, the scholars gradually expand their research scope to the influencing factors of job satisfaction, the grading of job satisfaction level, and the relationship between job satisfaction outcome variables (Castaneda & Scanlan, 2014; Greeshma Menon, 2020).

The research on the influencing factors and mechanisms of job satisfaction has deepened with the passage of time. The research on job satisfaction has been gradually expanded to cover environmental and personal factors. The research on job satisfaction, pointed out that the factors influencing job satisfaction include gender, job expectations, job autonomy, individual values, etc. By using empirical cases, it is suggested that the factors influencing job satisfaction include partnership, pay, benefits, work environment, and job characteristics (Tshivhase & Vilakazi, 2018). Job satisfaction variables cover five dimensions: job nature, job benefits, a co-worker relationship,

organizational structure, and management style (Sasser & Sørensen, 2016). The research on job satisfaction includes both the study of objective variables and subjective variables. Objective variables include demographic variables, occupational variables, and job variables. Subjective variables contain studies on negative feelings, self-esteem, and control points (Cano & Miller, 1992).

The search for other aspects of job satisfaction also includes individual effects and withdrawal effects. On the one hand, the individual effect refers to the correlation between job satisfaction and employees' satisfaction with their approach to life. In empirical studies, there is a negative correlation between job satisfaction and individual family conflicts. There is an unstable correlation between job satisfaction and job performance; an increase in job satisfaction can be related to an improvement in job performance, but job satisfaction does not improve job performance (Choi & Park, 2017). Job satisfaction affects commitment to the development space and affective commitment in corporate commitment. Another aspect is the job withdrawal effect. Usually, job withdrawal includes resignation, absence from work, and idleness, and employees with low satisfaction are more likely to have job withdrawal problems compared with employees with high satisfaction (Lorber & Skela Savič, 2012). There is a strong correlation between job satisfaction and employee turnover. When job satisfaction decreases, the employee turnover rate increases, and when job satisfaction increases, the employee turnover rate decreases. The components of job satisfaction affect employee turnover (Annakis, 2012). Employee absence behavior is closely correlated with some dimensions of job satisfaction.

For job satisfaction level, survey research also refers to the study of collecting employees' satisfaction with the company, mainly including interview methods, questionnaires, etc., of which the questionnaire is the easier to implement survey method (Ekici, 2017). Current international scales that are frequently used include the

Job Diagnostic Questionnaire, the MSQ Questionnaire, the Job Satisfaction Scale, and the Satisfaction Index Questionnaire (Geydar, 2020).

2.2.3 Job Characteristics

2.2.3.1 Connotation of Job Characteristics

Job characteristics have both narrow and broad meanings. The broad job characteristics are all job-related features such as working conditions, job nature, training and development, interpersonal relationships, remuneration, safety, security, etc., which involve every aspect of the job. Job characteristics originate from job design, so understanding the content of job design is essential to understanding job characteristics. The purpose of job design is to plan work rationally, improve employees' work engagement, achieve their development, and provide support for the organization. Job characteristics include simplification, systematization, and standardization of work, and employees are part of the job and can be replaced like mechanical parts (Pierce & Dunham, 1978). However, the actual work with employees cannot be replaced like mechanical parts, and although the work process can be standardized, the company in the development process needs to be concerned with work performance (Nese & Troisi, 2014). Work process standardization requires time and cost; therefore, standardized processes need to be constantly changed to improve work performance. Therefore, many scholars have attempted the study of work design-related theories. Theories related to job characteristics include the two-factor theory, the expectancy theory, and the job characteristics theory. These theories provide the foundation for the study of job design, job characteristics, and job performance (Guo, 2021; Nese & Troisi, 2014).

Herzberg proposed the two-factor theory in his 1959 study, in which he proposed motivational and protective factors. The two-factor theory suggests that satisfaction and motivation are improved when the motivational factors in employees' jobs are met (Helin Liu & Liyou Xiong, 2016). However, the healthcare factors will only reduce employee dissatisfaction and will not motivate employees (Altonji &

Spletzer, 1991). The two-factor theory explains how job characteristics affect employee motivation, and it marks the fact that job characteristics have become an important research element in management. Seashore (1957) stated that job design covers all relevant job factors, including the working environment, job advancement, interpersonal relationships, safety, compensation, benefits, etc. (Seashore, 1975). Job design research intends to influence job performance by designing and optimizing appropriate job characteristics, such as job performance. Therefore, as the research progresses, job characteristics are not only designed for economic benefits but also for the personal benefits of employees.

From the division of labor and the basis of management theory, it can be found that the development process of job rotation, job expansion, and job enrichment verifies that job design can satisfy the psychological and social needs of employees, increase the motivational capacity of the job itself, stimulate employees' motivation, and enhance their performance and work innovation (Kim, 2018). Job characteristics are an important theoretical basis for job design and redesign, and research on job characteristics is mainly conducted from the following aspects: job stress, job burnout, and intrinsic motivation.

There are numerous research models of job characteristics. The first type of job characteristics research model is the job requirements model (DC model) and the job requirements-resources model (JDR model) (Demerouti et al., 2001). The DC model focuses on different sources of stress in the working environment. The JDR model is based on the job burnout of employees in the organization and divides job influences into job demands and job resources. In the second category, the job characteristics research model mainly aims at intrinsic motivation and incentive. Hackman & Oldham (1976) proposed the job characteristics model (JC model). The main content of the JC model is that work itself is a kind of motivation, and the motivational effect is mainly reflected in job characteristics (Hackman & Oldham, 1976). Also, the employee's

perception of job characteristics is an important factor in the implementation of the job. The JC model studies intrinsic motivational factors, which are reflected in various activities of the job. Job characteristics enable employees to understand job content, enhance their work experience, improve their needs, satisfy their needs, gain higher job satisfaction with their jobs, and improve work efficiency (Demerouti et al., 2001).

Table 2.5 Job Characteristics Model

Model	Scholars
JDS Model	Kronick & Rees, 1971
JC Model	Hackman & Oldham, 1976
JCI Model	Hackman & Oldham, 1981
JDR Model	Demerouti, Bakker, Nachreiner, and Schaufeli, 2001

By summarizing and sorting out the literature, job characteristics research first appeared in the 1970s, and the main theories include job design theory, task characteristics theory, and information processing theory. Hackman & Oldham (1981) put forward the analytical framework of job characteristics theory based on previous research. Hackman's model of job characteristics has five elements, namely skill variety, task wholeness, task importance, job autonomy, and feedback (Hackman & Oldham, 1981). The three psychological states are the perception of work meaning, work value responsibility, and work activity outcome. These three key psychological states will further influence an individual's work attitude, work behavior, and work performance, including work enthusiasm, work engagement, work satisfaction, and work efficiency (Demerouti et al., 2001; Hackman & Oldham, 1981).

2.2.3.2 Measurement of Job Characteristics

The main method of measuring job characteristics is the scale measurement method. According to the research theory related to job characteristics, Kronick & Rees (1971) proposed the Job Task Attribute Index, which is mainly used to study the relationship between job characteristics and employee engagement (Kronick & Rees, 1971). The task attribute index investigates the relationship between job satisfaction,

job performance, and job characteristics. Hackman & Oldman (1981) put forward the Job Diagnostic Questionnaire (JDS) based on their research, which contains seven dimensions, eight modules, and 87 questions and quantifies the work perceptions and work experiences in the work process. The Job Characteristics Inventory (JCI) focuses on job diversity, interpersonal relationships, task integrity, job feedback, and job autonomy (Hackman & Oldham, 1981). The JDS is one of the most widely used scales in academia today. However, there are deficiencies in the academic task JDS scales in the research process because the scales include both positive and negative questions in the study, and there are manual errors in the study of relevance (Kronick & Rees, 1971). Based on the deficiencies of the JDS scale Idaszak (1987) revised and improved the JDS scale; the scale formulation was adjusted to positive questions to avoid artificial errors.

2.2.3.3 Related Researches on Job Characteristics

There are more studies related to job characteristics. Job characteristics as an important research content in management and sociology is mainly research involving two aspects: on the one hand, the perfect job characteristics model to study the impact of job characteristics on individuals; on the other hand, the impact of single job characteristics on individuals in the organization (Mahmudah Enny, 2016).

The first is the study of the impact of job characteristics on individual behavior based on a well-established job characteristics model. Gagné et al. (2019) studied the impact of job characteristics on individual behavior states from three different perspectives based on the job design approach (Gagné, 2019). The effect of job characteristics on individual knowledge sharing in the organization and individual motivation mediating effects. Katsikea (2011) studied the effect of job destiny, skill diversity, and feedback on job satisfaction based on the job characteristics model. Some scholars have proposed the relationship between employee perceptions and job characteristics in their studies. By studying the survey data of 352 frontline management workers, it was found that job characteristics were significantly and

positively related to job performance and situational performance among frontline managers (Katsikea, 2011). The relationship between job characteristics and job burnout was studied in Hackman & Oldman's (1976) five-factor theory of studying job characteristics. It was also suggested that job characteristics contain organizational self-esteem, self-efficacy, etc. (Hackman & Oldham, 1976).

The job characteristics model needs to be continuously expanded. Subsequently, Landsbergis (1988) proposed the Job Demands-Control Model (JDC) in a study, which suggested that the level of individual stress depends on the interaction of job demands and job control. When both job demands and job control are high, a positive work climate can be created, providing individuals with more opportunities for learning and career development (Landsbergis, 1988). When job demands are high and job control is low, it can lead to an increase in job stress and a sense of job tension. According to the JDC model, the interaction between job requirements and job control can stimulate employees' motivation and improve their performance, and job requirements in the JDC model do not necessarily lead to an increase in job stress, but the reasonable use of job control can regulate and buffer job stress. With advances in research, the Job Requirements-Resources Model (JDR) was proposed (Demerouti et al., 2001). This model examines the physical, psychological, and social aspects of work situations and suggests that excessive job demands lead to role confusion, role conflict, and the creation of role stress. Job resources are important factors in achieving job goals and reducing job demands or motivation at work. The theoretical framework of job resources makes the job characteristics model more consistent with the real situation (Gagné, 2019). An objective and effective model of job characteristics should be able to be adjusted both to the different tasks of the job and the differences in social culture and individual characteristics of the target. The reason for this is that, for employees, working environment factors are not the only influencing factors on the occurrence of individual emotions and behavioral choices; there are other factors including working

experience, personality traits, emotion regulation ability, and regulation strategy choices (Katsikea, 2011).

Secondly, it is crucial to study the influence of a single job characteristic on individuals. The perception of job demands can construct an organizational factor that contributes to workers' creativity (Amoah, 2021; Sunita, 2019). The impact of job demand perceptions on job characteristics on employee behavior and attitudes is less frequently studied. Job autonomy studies suggest that job autonomy positively predicts employee job elaboration and job satisfaction, with self-efficacy playing a mediating role (Schreurs & Emmerik, 2010). Job autonomy can positively influence employees' innovative behavior (Mahmudah Enny, 2016). Job autonomy has a positive correlation with employee participation in various tasks in the company. In the study on task interdependence, it was shown that task dependence will enhance goal orientation, employee engagement, and employee self-efficacy (Yazdanfar & Jafari, 2017). Interdependence has a significant positive impact on job performance. Task interdependence positively affects the quality of teamwork and project management performance. Based on theories related to job design, the important content of job characteristics, and the analysis of the impact of a certain characteristic on work, the model is mostly static (Österberg & Rydstedt, 2018). However, the actual working environment and job characteristics are a dynamic process of change. Job tasks will show new characteristics. Therefore, employee job tasks need to be revised and redesigned dynamically.

According to other scholars' research, the study of job characteristics focuses on individual characteristics and employee well-being, and two aspects of job characteristics are proposed: the "fixed effect" and the "decreasing effect" (Martin, 1981). The decreasing effect includes the working environment, interpersonal relationships, work goals, etc., which have a negative impact over time; the fixed effect includes security, social status, etc. And it does not change over time (Blanz, 2017).

In summary, many studies have shown that job characteristics can affect individual behavior through different mechanisms (Kim, 2016). In addition, different job characteristics can have different effects on individual behavior. There is still a lack of research on job demands, job dependence, and job autonomy. Therefore, a more extensive and in-depth inquiry is needed into the effects of job characteristics (Blanz, 2017; Boonzaier et al., 2001; Catanzaro, 1997).

2.2.4 Organizational Justice

2.2.4.1 The Connotation of Organizational Justice

Adams proposed Organizational justice. Many scholars have conducted in-depth research on "organizational justice." Organizational justice includes both resource allocation justice and the perceived justice of employees in the organization (Widyawati, 2020). However, the level of organizational justice perceived by each employee is inconsistent, and there are differences in the criteria and measurement of organizational justice, so individual factors such as gender and age are included in the research model. Organizational justice mainly reflects employees' perceptions of the fairness of the organization (Colquitt & Rodell, 2011). If employees perceive that organizational resources are reasonably allocated, organizational systems are standardized and fair, and organizational leaders are upright, then employees will believe that the organization is fair. As the research continues, scholars gradually adopt the concept of organizational justice in the fields of organizational behavior and psychology. Subsequent scholars have also generally endorsed this view, defining organizational justice as the perceived outcome of fairness that organizational behavior produces in individuals in specific contexts.

Organizational justice was first proposed by Adams (1965) in justice theory, and the sense of fairness comes from individuals' judgment of the outcome of resource allocation, favoring the concept of distributive justice that was later proposed. With the development of research, Thihaut & Walker (1975) pointed out that individuals would also attach great importance to the fairness of decision-making procedures and systems,

i.e., procedural fairness, in their study of legal fairness. Damico and Sparks (1986) focused on the influence of interpersonal relationships on employee fairness in the process of procedure development, decision-making, and implementation and proposed the concept of interactive fairness. In a further study, Greenberg (1993) classified interaction justice into interpersonal justice and information justice based on the different objects of comparison of interaction justice. Among them, interpersonal justice refers to the process of determining whether employees perceive that leaders and organizations treat them with respect and fairness (Schminke et al., 2002), and informational justice refers to the perceived extent to which leaders and organizations communicate timely information about distribution to themselves. Buechl & Pudelko (2017), in exploring organizational justice, included leadership factors in organizational justice and proposed two new dimensions as leadership justice and leadership explanatory variables, respectively. Leadership justice corresponds to justice in spiritual distribution as opposed to material distribution, and leadership explanation is similar to information justice (Youngs, 2021). Based on the above ideas and conceptual definitions, subsequent scholars have also conducted studies related to organizational justice. In summary, this research defines organizational justice as the overall perception of individual employees on whether the organization is fair or not, based on previous studies.

Organizational justice is the perception of fairness that members of an organization have about the organizational environment, and it has two dimensions. Firstly, the degree to which the organization is fair to its members and whether the objective environment of the organization is fair (Goksoy & Alayoglu, 2013). And the objective environment mainly includes various policies and systems related to employees' interests, such as reward and punishment measures, organizational resource allocation, etc. Secondly, the fairness of the members' experience or perception of the organizational environment. Perception means that the individual gives a certain meaning to the environment in which he or she lives and interprets his or her sensory

impressions. Because of his or her personality characteristics and external environmental factors that affect perception, perceptual judgment is not always in line with objective reality (Landon, 1994). Depending on the characteristics of perception, a situation may arise when the objective environment itself is fair but the perception of organizational justice among the members of the organization is unfair. There is a divergence between objective facts and perception (Geddes, 2003). From the literature studies, it is known that discrimination by the employer is the main cause of employees' organizational unfairness perceptions, and such discrimination is recognized within the employer (Forray, 2000). When the objective environment is unfair, that is, when the first dimension of organizational justice appears unfair, it is relatively difficult to conclude that the second dimension of organizational justice is consistent with the first dimension, and usually, the perception at this time is consistent with the objective facts. Therefore, according to the definition of organizational justice, it is clear that organizational justice is the perception of the fairness of the organization by the members of the organization (Petersen, 2014).

2.2.4.2 Dimensions and Measurement of Organizational Justice

It was found that organizational justice can be divided into three dimensions, including distributive fairness (Cropanzano et al., 2007), procedural fairness, and interactional fairness; distributive fairness is also called outcome fairness; procedural fairness refers to fairness in the formal distribution process; and interactional fairness refers to fairness in dealing with others or the fairness of interpersonal interaction with others.

1. Distributive Justice

The reason why researchers consider distributive justice as the first aspect of organizational justice is that distributive justice is directly related to the distribution of results and does not require treating all employees with the same compensation (Panitch, 2013). Individuals are concerned about whether they are being treated fairly.

In some cases, there is an equitable distribution where the same conditions are treated the same way. At the same time, there are situations where unfair distribution exists, such as when organizations make promotions and choose those who have some political connections to top management (Paul MacKay, 2016). In ethical work, fair distribution is a relative result, which we can define as "fair proportion." Adams proposed a far-reaching theory of distributive justice in 1965.

Based on the theory of justice, people are concerned about whether they are rewarded for their contributions and how much they are rewarded. However, such an individual ratio does not mean much if it is not compared with other fixed criteria. Therefore, the ratio of output to input for a given object must also be examined. Generally speaking, this specified object is often someone similar to us, although this is not absolute (Mackay, 2012). Fairness can be said to be achieved when the ratio of the two objects reaches a situation of equality. If the proportions are not equal, the employee may appear uneasy and will modify the variables in it accordingly to achieve equilibrium. Employees who receive relatively lower compensation are likely to invest less in their work (Adams, 1965).

Table 2.6 Fundamentals of Justice Theory

Category	Profit
$IP/OP > IO/OO$	Unfairness
$IP/OP = IO/OO$	Fairness
$IP/OP < IO/OO$	Uncomfortable
Someone's Input-earnings (IP/OP) Ratio. The input-earnings (IO/OO) ratio of the reference object	

According to the basic principles of justice theory, people compare their input-earnings (IP/OP) ratio with the input-earnings (IO/OO) ratio of the reference object to have a fair feeling about the allocation outcome. When IP/IO is greater than IO/OO, we compare the corresponding investment and income and estimate that when we feel that the pay is not enough, we will have a feeling of unfairness to ourselves, and if we feel that the payment exceeds the expectation, this feeling of unfairness will also arise; the only time when IP/OP is equal to IO/OO, we can have a feeling of fairness. Based on

this fairness theorem, unfairness will make people appear uncomfortable, and individuals will use some methods to reduce and remove this discomfort. When someone is paid less than another person, that person can still be content if they work less at the same time. Meanwhile, if a person is paid and treated equally to another person, he may still feel a sense of unfairness if he is more committed to his work (Glotzbach, 2011). This is not the case with most managers, but by understanding and studying these theories, he can gain some philosophy about management. However, the most famous theorem about fairness in today's society is the "overcompensation effect," which is the consequence of the unfairness that results from the benefit to one side of the equation: $IP/OP > IO/OO$ generates a sense of unfairness; $IP/OP = IO/OO$ feels fair; and $IP/OP < IO/OO$ leads to discomfort (MacKay, 2013).

According to justice theory, when someone is overpaid, the left and right sides of the equation are not equal. Greenberg (1993) experimented with the consequences of changing the workplace of some managers to a higher or lower location. Managers who changed their workplace to a higher location had a significant increase in performance, while managers who changed their workplace to a lower location had a decrease in performance; they paid less for their work. Later, when these people returned to their original locations, the expected increases and decreases disappeared. Not only did this experiment affect job performance, but the unfair practice also produced employee destruction of the workplace (Ambrose et al., 2002) and some theft (Greenberg, 1993). At the same time, this experiment is also harmful to employees because distributional injustice is highly related to the manifestation of work stress (Cropanzano et al., 2005).

The definition of distributive justice provides a solid theoretical foundation for the justice theorem and the difference theorem. Based on the justice theory, employees strongly compare the ratio of production and effort in the study with those of their colleagues. From the justice theory, the difference theory can be deduced; that is,

employees compare the pay they get for their work with what they psychologically expect to get, and this difference in internal comparison is the essential source of compensation satisfaction. The social comparison theorem is not only explicitly related to the justice theorem but also invisibly related to the difference theorem, which suggests that most people use a reference person for comparison. The two fairness comparisons are all made among people doing the same kind of work, in which single-person fairness refers to the comparison between members doing the same work within the company, while external fairness is compared with people doing the same work outside the company. The same focus on intrinsic justice is generally called company-assigned compensation or internal coordination. Research scholars have defined internal justice as the comparison of employees' distribution differences within the company between themselves and their leaders and subordinates, etc. (Lavelle, et al., 2009). According to the evaluation of theoretical aspects, the satisfaction level of internal coordination is based on the thesis of deprivation among the same race. This thesis focuses on the contrast between the class of employees within a company and another company. The analysis of internal justice also shows that the overall setting of the compensation system for the employee class has a high level of sensitivity. Meanwhile, too much ambiguity in the compensation system within a company can seriously affect the company's productivity, product qualification rate, and member turnover, among others (Shulman, 2015). There is diversity in the guidelines of fairness in distributive justice; some different guidelines have discord with each other. Usually, we can apply the following three approaches to determine separately if the guidelines that can be used for distributive justice are being used reasonably: the first is the parity guideline, which is the same for all; the second is the fairness guideline, the demand guideline according to how much each person pays.

2. Procedural Justice

Researchers in distributive justice have mostly examined justice in terms of the final allocation of resources. However, whether the process of resource allocation is fair or not should be given sufficient attention and should be proven in a variety of cultural contexts. There are two academic theories of process justice, namely, the individual interest model and the overall value model. The individual interest model refers to the desire of each individual to maximize his or her gains when interacting with others. Pryce & Wilson (2020) put forward the idea that individuals hope that they can be treated fairly. Disputes over interests that are difficult to handle by relying on individuals in their interactions will choose third-party personnel to handle the dispute appropriately so that they can receive the benefits. Therefore, there is a rising concern about the process of selecting third-party personnel. Hicks & Lawrence (1993) identified six procedural criteria of fairness: consistency, prevention of bias, accuracy, revision, representativeness, and ethics. Procedural justice refers to the process of assigning outcomes, not so much the outcomes themselves. Procedural justice develops unique guidelines with which to interpret and specify the roles of participants in processes that limit strategy customization. Analysis has shown that fair processes can reduce the negative impact of non-beneficial outcomes, which researchers have called the "fair process effect." To verify this finding, Sun (2018) uses strategic planning to demonstrate that if managers feel that a fair planning process is used at corporate headquarters, it makes these managers highly favorable to the plan and deepens their trust in their leaders, placing greater value on their assurance to their employers. It is the fairness of the process that deepens employees' intellectual and emotional recognition of the company. This recognition has a driving effect on trust and commitment between the top and bottom, so that employees have a voluntary and proactive effect in the conduct of the program. Conversely, unfair processes can lead to "mistrust and resentment." Finally, unfair processes can make it difficult to implement and cooperate with the program.

3. Interaction Justice

Van Lent (2014) argues that interaction justice is the perception of interpersonal interactions that individuals receive in the process of program implementation. Van Lent (2014) also defined four criteria for assessing treatment justice: the degree of integrity, respect, concern, and clarity of the decisions made by the supervisors as specified in the plan. In general, the company sets the strategy according to the specific environment, and the leader executes the strategy. Colquitt & Conlon (2001) indicated that the work of the leader only interferes with the interactivity of fairness and does not interfere with the procedural aspects of fairness. Masterson et al. (2001) found that the interference of procedural and interactive aspects of justice with employees did not follow the same system. The procedural nature of justice interferes with people's actions by using employees' sense of organizational support, whereas the interactive nature of justice changes people's actions by using leadership member exchange. (Masterson et al., 2001), that is, the procedural nature of justice reflects employees' perceptions of the company's sense of justice, while the interactive nature of justice is perceptions of leaders' sense of justice. Colquitt & Conlon (2001) suggested treating undercompensated employees by increasing attention and empathy for them. Using enough elaboration to justify the reasons for undercompensating can significantly reduce employee theft. This finding provides more evidence that employees' attitudes and actions are directly related to the method of messaging. Subsequently, some researchers have implemented the interactive nature of justice at the mental and informational levels, which they call "interpersonal justice" and "informational justice." Researchers feel that employees' perceptions of how they will be treated by their leaders are interpersonal justice and that employees can assess the justice of interactions between leaders and themselves on the levels of respect, courtesy, sincerity, and reciprocity. Information justice means that the participants of the event have been informed accordingly; that is, the company should give the participants some reasonable explanation, such as why a certain way of proceeding is used or why a

special method is used to distribute the results. The justice of the process that employees can experience in corporate affairs encompasses not only the practices and positions that the company chooses for them when communicating and developing strategy but also the comprehensiveness of the information that the company tells them when communicating and developing strategy, which Greenberg calls information justice. Information justice plays a decisive role in the interpretation and delivery of all the strategies that companies develop in the process (Abu Elanain, 2010). However, not all scholars make the distinction between justice and process, and some feel that these should all be categorized as procedural justice. The degree of correlation between the interactive and process nature of justice is considerable, which can be explained by the relevant experiments of Abu Elanain (2010). In the research field, there has never been a common view on how the interactivity of justice should be distinguished or whether it should be directly treated as a separate domain. Some researchers have treated fairness interactivity as part of the fairness process, but many others have identified fairness interactivity as a third category of fairness in the field of corporate fairness, distinct from process fairness and distributive fairness, hence the emergence of the three-factor model of corporate fairness perception (Masterson et al., 2000).

2.2.4.3 Other Related Researches on Organizational Justice

The issue of organizational justice has attracted the attention of researchers mainly because, based on existing research, it has been found that high levels of organizational justice perceptions are associated with many important employee organizational psychology and behaviors. A sense of organizational justice shapes employees' behavioral, cognitive, and affective responses (Masterson et al., 2000). The emergence of these employee responses can be explained through social exchange theory. Social exchange theory states that social relationships involve a process of negotiated exchange between parties. In particular, when organizational justice is distributed, social exchange theory requires employees to reciprocate with positive attitudes and behaviors (Wang, 2011). Empirical evidence on the beneficial effects of

perceived distributive justice on employee outcomes, including employee satisfaction, affective commitment, organizational citizenship behavior, turnover intentions, and job performance, has been collected in studies on perceived organizational justice (Guan, 2013). Moreover, a high perception of organizational justice is associated with high levels of outcome satisfaction and job satisfaction, good job performance, high organizational commitment, high organizational trust, more organizational citizenship behaviors, recognition, respect for leadership, less turnover malfeasance, and fewer negative reactions. In recent years, research on the outcome variable of the perception of organizational justice has also been increasing (Lotfi & Pour, 2013). The lower the employees' sense of organizational justice, the higher the probability of workplace bullying; high organizational justice is associated with lower cognitive failure, and cognitive failure mediates the relationship between organizational justice and psychological distress among Japanese employees (Akiomi et al., 2021); high organizational justice is associated with highly innovative work behaviors among employees in firms related to knowledge sharing, and knowledge sharing plays a mediating variable between the two (Mih & Mih, 2020). A study by researchers found that high interpersonal justice was associated with low group and high organizational intention to leave (Leineweber et al., 2020). Studies of faculty members have shown that a sense of organizational justice influences organizational citizenship behavior among university faculty and burnout and turnover intentions among rural faculty. A study of a group of nurses found that high perceptions of organizational justice were closely related to high work engagement, with higher organizational justice associated with greater work engagement. Therefore, the positive effects of a sense of organizational justice have been validated across different groups.

At the same time, organizational justice perceptions tend to focus on the effects of organizational justice perceptions on employee psychology and behavior while relatively ignoring the objective prerequisites of organizational justice perceptions, such as human resource practices (Gelens et al., 2013). In this way, it is possible to

provide feedback to organizations about how excellent management practices are associated with a high sense of organizational justice. Previous research on performance appraisal has shown a positive relationship between the performance rating an employee receives and his or her perception of distributive justice. When employees lack appropriate information about their contributions or outcomes, they will focus their assessment of distributive justice on the available information. Therefore, when employees lack appropriate information about their own and their colleagues' potential contributions, they will shape their sense of distributive justice by assessing their perceived different outcomes and, thus, different development opportunities or financial rewards (Bos et al., 1997). Employees who receive no or little benefit compared to other colleagues thus perceive distributional injustice. In addition, psychological capital is an important personal resource, and the sense of organizational justice is a situational resource that together affect employee well-being, and there is a high correlation between them (Lupsa et al., 2019). The different effects of different management behaviors on organizational justice perceptions are that management behaviors with communication effects promote employees' organizational justice perceptions, while management behaviors without communication effects weaken organizational justice perceptions.

1. Research on the Main Effect Model of Organizational Justice

Sweeney & Mcfarlin (2005) analyzed the effects of distributive and process justice on firm business. It was concluded that distributive justice had a greater impact on job satisfaction and compensation satisfaction than process justice, that process justice had a large inferential power on two elements of organizational commitment and employees' perceptions of their managers, and that the two had an interactive effect on the productive capacity of the firm. Process justice and organizational citizenship behavior are interrelated, and the utility of process justice for organizational citizenship behavior is all made real by a sense of organizational support. Perceptions of procedural

fairness and outcomes mutually guide employees to perform social exchange behaviors. Workers are more likely to respond proactively if the outcome is more favorable to them, but this relationship weakens when perceptions of procedural fairness are higher and the two parties are interconnected reciprocally.

Scholars have done extensive analysis of the link between organizational justice and work product based on various levels of social exchange. The conclusions illustrate that the perception of interactivity of fairness changes the work products related to key managers through management-level exchanges; procedural fairness perceptions, however, use the sense of organizational support to change the work products related to the firm (Mih & Mih, 2020). Some scholars have experimentally illustrated the link between organizational justice and work production using trust as an intermediate variable. Previous results illustrate that employees' beliefs about the firm play some intermediate role among the relationships between distributive and procedural fairness and job satisfaction, extra-role behavior, and organizational commitment, and among fairness interactions and the amount of these mindset changes (Masterson et al., 2001). The difference is that employees' trust in managers can fully explain the link between interactional fairness and behavioral measures, including organizational performance and organizational citizenship behavior. This experiment illustrates once and for all the importance of the effectiveness of each of the three components of corporate justice, as well as the importance of the distinction between work output and mindfulness behavioral variables. Similar experiments have been conducted by other researchers, each demonstrating the intermediate role of corporate perceptions of identity and psychological contract destruction (Schminke et al., 2002). Numerous corporate experiments have demonstrated that corporate culture has a strong influence on perceptions of fairness and the connection between the two sides of the leading member exchange. Respect for others enhances the reciprocal bond between interactive fairness and leadership member exchange (Cropanzano et al., 2005), but team guidance diminishes this bond. In addition, the will to work hard enhances the link between

distributive justice and leadership member exchange, but team guidance still plays a diminishing role.

2. Research on the buffer Effect Model of Organizational Justice

Niehoff & Moorman (1993) analyzed the link between monitoring methods and organizational citizenship behavior. The researchers analyzed the effect of the fairness of corporate procedures on the silence of employees (Lupsa et al., 2019). The conclusion showed that the reasons affecting employee silence include procedural fairness. The study found that employees' perceptions of unfairness can bring about serious organizational political behavior, which is harmful to the organization and affects task performance (Niehoff & Moorman, 1993). And organizational commitment plays a mediating role in the process of acting. The relationship between perceptions of organizational justice and extra-role behaviors and the propensity to leave. The role of organizational justice in influencing organizational citizenship behavior. The moderating role of the relationship between organizational justice and work output and the effect of organizational hierarchy. The important role of procedural justice at low levels.

2.2.5 Job Performance

2.2.5.1 Meaning of Job Performance

Job performance refers to the employee's contribution to the achievement of organizational goals and is a reflection of the employee's overall value (Ingold, 2015). Job performance can be evaluated by employee traits, behaviors, and outputs. Job performance includes both in-role and extra-role performance aspects, including task performance and organizational citizenship behavior (Motowidlo, 1993). After reviewing the literature and combing through databases, it was found that performance should be only about the behavior itself and should not include the results of an employee's behavior. Performance is about the behavior or what the employee did instead of what the employee produced or the results of their work. According to this

view, Motowidlo (1993) proposed a two-dimensional model from the behavioral perspective of performance, where they argued that job performance can be divided into task performance and peripheral performance.

1. Task Performance

Task performance is the participation in activities or the provision of materials and services for the effective achievement of organizational goals. It can also be considered the employee's contribution to achieving the organizational goals. Task performance can be obtained by measuring and evaluating the magnitude of each employee's contribution (Albert & Kormos, 2011). Task performance has been valued by companies as a core indicator of the current economic development assessment. To obtain high efficiency, reduce costs, and increase profits, companies or organizations quantify and analyze the results of employees' work with objective evaluation indicators. Therefore, task performance is of great importance to the organization and is directly related to the future development of the organization (Mohammed & Mathieu, 2002).

The connotation of task performance refers to the behavior that is closely related to the accomplishment of task goals. Task performance is relevant to every job. Task performance directly affects organizational effectiveness and is an important factor in an organization's compensation system (Ingold, 2015). Task performance is a measure of the quantity and quality of the behavior that employees contribute to the achievement of the organization's goals. Job function behaviors mainly include generating product output, service implementation, technology improvement, etc. In general, there are two types of task performance (Liu & Belkin, 2014). One is the act of converting raw materials into products or services, including retail goods, machinery, teaching services, bank check conversion, etc. The other is the act of achieving technological innovation by replenishing raw materials or implementing planning, supervision, etc. Thus, task performance is related to technical services and is closely linked to the

content of the work of the organization's members as well as the individual capabilities and skills of the employees. Task performance is the evaluation of the organization's direct contribution to its members, and the evaluation of the organization's contribution requires the design of performance scales to analyze the quantity, quality, and efficiency of the organization's performance.

Relevant research on task performance. By reviewing and organizing the previous literature, it is clear that task performance has been the focus of research by organizations and scholars. Factors that influence task performance include leadership styles such as transformational leadership, servant leadership, job satisfaction, employee trust level, and psychological empowerment. A study of organizational employee and supervisor matching found that transformational leadership has a significant positive effect on task performance (Ekiert et al., 2022). Both transformational leadership and servant leadership have a positive way of influencing organizational task performance, while the effect is more significant in terms of formal employee work. Servant leadership can positively influence employees' job performance. Some scholars have found that job satisfaction, especially satisfaction with organizational management and job reward satisfaction, positively affects task performance through practical research studies (Ekiert et al., 2022). Emotional trust in leadership has been found to positively influence job performance (Ingold, 2015) through employee upward and downward pairing studies. Task performance is always an important concern for organizations and leaders. Task performance is related to the profitability and future development of the organization, and it is also an important basis for the organization to measure the level of employees and distribute benefits. Therefore, researchers' inquiry into task performance has always continued, and researchers are particularly interested in explaining the factors influencing task performance, improving organizational task performance, and maximizing organizational benefits (Ekiert et al., 2022; Wang, 2011).

2. Peripheral Performance

Peripheral performance is the opposite of task performance. Peripheral performance is the behavior of employees who are free to use their talents in their work and contribute to the effective functioning of the organization. Peripheral performance does not affect employee productivity, and it produces results that do not affect the technical core itself (Ekiert et al., 2022). Peripheral performance supports the broader social and organizational environment in which the technology core operates, and it has unique characteristics. Peripheral performance is not changed by technological improvements or the input of production materials. Peripheral performance involves interpersonal relationships, volitional behavior, rules, and spiritual motivation. Compared to task performance, peripheral performance is more human and subjective, changing with the subjective will of the employee. Peripheral performance is the set of interpersonal and volitional behaviors that arise in the context of organizational work completion and that support social and motivational situations. There are two dimensions of peripheral performance: interpersonal facilitation and job dedication. Interpersonal facilitation refers to interpersonal-oriented behaviors that contribute to the achievement of organizational goals. These behaviors include cooperation and sharing, building interpersonal relationships, and creating a good work environment. Work dedication is defined by self-management and self-regulation behaviors, including compliance with rules and regulations, hard work, and active problem-solving at work. Job dedication is the motivational basis for job performance, which drives people to act to promote the best interests of the organization.

Relevant research on peripheral performance. The factors that influence peripheral performance are the same as those that influence task performance in part. Leadership, human capital, psychological empowerment, social capital, and job security are all factors that influence peripheral performance. Ethical leadership and servant leadership have a positive impact on peripheral performance, and the

characteristics of ethical leadership and servant leadership are conducive to peripheral performance gaining improvement and providing a better work environment and psychological building for employees. Psychological empowerment in an organization can effectively improve the peripheral performance of the organization. Psychological empowerment increases employees' recognition of the organization, and employees' abilities can be fully developed, which can lead to good interpersonal relationships and motivate employees to follow organizational rules. Human capital and social capital play an important role in enhancing peripheral performance. Human capital and social capital enhance the organization's employees' perception of the organization, and the competition and encouragement of cooperation contribute to a good working atmosphere throughout the organization and enhance the peripheral performance of employees. Meanwhile, work engagement plays a mediating role between human capital and job performance. The perception of job insecurity in qualitative work can effectively predict peripheral performance.

Peripheral performance is an important component of job performance. There are more studies on peripheral performance that mainly explore the factors influencing peripheral performance. Peripheral performance is more subjective than task performance and changes with employees' emotions and will. Researchers have applied the case study method, practical research method, and sampling method in the research process. The peripheral performance scale method was found to be difficult during the study. The analysis of peripheral performance can only rely on qualitative analysis, and the quantitative analysis method is difficult. However, many scholars still give relevant research results on peripheral performance, expecting to find out the influencing factors of peripheral performance in the research and improve peripheral performance by taking measures (Liu & Belkin, 2014).

2.2.5.2 Measurement of Job Performance

Scholars have conducted in-depth studies on job performance and have given different insights on job performance measurement. Some scholars have proposed two

dimensions of task performance and relationship performance in their research on task completion results and work progress for job performance. Task performance is the behavior of employees' contributions to organizational development. Relational performance refers to indirect factors that are not directly involved in productive activities, such as psychological situations. A total of eight question items were proposed in the study. It has been validated by many scholars and has good reliability and validity. Other two-dimensional measures include job proficiency, performance, and job initiative. Job proficiency performance measures employee productivity, and initiative performance measures employee self-development (Batlis, 1978).

Scholars have refined the job performance assessment dimensions in the course of their research on task performance and relationship performance. A 14-question scale with three dimensions of task performance, interpersonal facilitation, and job dedication was proposed. The two-dimensional measure was refined into a three-dimensional measure in the study (Maroofi & Navidinya, 2011). Interpersonal facilitation and job dedication received attention because a change in the workplace is an important feature of the work situation, and change requires employees to be more capable of learning and adapting to solve problems in the workplace. Meanwhile, adaptive performance likewise becomes part of the job performance structure classification. Scholars have demonstrated the independence of adaptive performance by analyzing sample data and dividing job performance into task performance, relationship performance, and adaptive performance (Yoo, 2014).

Based on previous studies, some scholars have proposed a structure for thinking about job performance. Job performance is divided into task performance, interpersonal performance, adaptive performance, and effort performance. Adaptive performance is the adoption of adaptive behaviors, such as self-directed learning and innovation, in changing work contexts (Borman, 1985). Effort performance is a subjective work mindset; such as work commitment. As research continues, learning performance and

innovation performance are presented as related components of task performance. Learning performance is the behavior of individuals to acquire information, improve their self-skills, and contribute to the development of the organization. Innovative performance is the behavioral process by which employees apply knowledge innovatively to better themselves and achieve organizational goals (Yoo, 2014).

2.2.5.3 Related Research on Job Performance

1. Individual-Level Research on Job Performance

The research on the individual level of job performance focuses on two aspects: individual motivation and individual behavior research. Positive psychological state, self-efficacy, and work effort are all factors that affect job performance (Emmerik et al., 2002). A positive psychological state is an internal motivational factor. Positive internal motivation factors include self-efficacy, positive optimism, and hopefulness. Positive internal motivation represents a positive psychological state and is an important component of psychological capital. A good state of mind is an important factor for the organization's employees to make work plans, complete work tasks, and solve work problems. Self-efficacy is an important expression of an individual's will. High self-efficacy, the higher the degree of self-effort, promotes increased individual performance (Emmerik, 2008). Self-efficacy can significantly improve individual performance. Work effort is a reflection of an individual's positive work behavior and is also an important factor that affects work performance. In the study of individual traits, scholars have concluded that entrepreneurial traits are influential factors in job performance based on a 216-point data sample analysis, while entrepreneurial traits have a two-sided impact on employees' job performance (Huang & Van De Vliert, 2002). Achievement-seeking employees and risk-taking employees have opposite effects on job performance. The impact of individual innovative traits on job performance shows a U-shape. Through research and empirical analysis, the factors influencing job performance at the individual level are clarified.

2. Research on Organizational Aspects of Job Performance

The research on organizational aspects of job performance is mainly focused on two aspects: organizational behavior on the one hand and leadership on the other hand (Blau, 1993). Organizational policy and organizational support are the two important factors in organizational behavior. Consistency between organizational policies and organizational management practices can improve employees' trust, reduce role conflict among employees in the organization, and improve job performance (Roberts & David, 2019). Organizational effects influence organizational behavior. Organizational engagement increases employees' emotional connection to the organization, improves employees' attachment to and trust in the organization, motivates employees to actively participate in their work, and enhances organizational performance (Locke, 1970; Roberts & David, 2019). The impact of leadership on job performance is mainly reflected in leadership member exchange and leadership traits. Transformational leadership, servant leadership, supportive leadership, and paternalistic leadership have a direct impact on organizational performance (Locke, 1970; Pritchard & Karasick, 1973). Transformational leaders have a certain leadership charisma that creates a positive psychological state in employees, which leads to high-performance results (Pritchard & Karasick, 1973). Benevolent leadership and virtuous leadership in parental leadership positively predict employee task performance and organizational citizenship behaviors, while authoritarian leadership is negatively related to task performance and organizational citizenship behaviors (Chang et al., 2008). Family-supportive leadership behavior is an important influence on female job performance, and psychological support and work-family gain also play an important role in this process.

2.2.6 Social Exchange Theory

Social exchange theory is one of the classic theories in sociology, which first appeared in the middle of the last century. The most fundamental theories of social exchange theory are behavioral psychology and anthropology. Social exchange theory is proposed based on operant conditioning, initially using social exchange, and the

whole behavior of people is considered as different exchanges (Homans et al., 1981). The connotation of social exchange includes the exchange of costs and rewards, and the subjects involved are multiple. The reward can be tangible or intangible: services, goods, money, social status, honor, affection, and other material and immaterial forms. Cost is the opportunity or substitution paid for the exchange, etc. Homans (1953) proposed the efficacy of triggering costs and rewards and influencing human exchange behavior through retrospective research methods. The social exchange theory has been analyzed in psychology, proposing a relationship between psychological factors and demand (Homans et al., 1981).

Blau (1965) presents a forward-looking view of exchange, and he considers exchange behavior as that which takes place between two individuals, exhibiting expected rewards and incentives for voluntary behavior (Blau & Bierstedt, 1965). Behaving individuals can anticipate the rewards they will receive for their actions and take actions that will achieve their best interests. Exchange behavior can be subdivided into social exchange and economic exchange, depending on the expected gain. Social exchange is based on individual voluntary behavior and does not determine the specific responsibilities of the parties to the exchange; either party does not receive an immediate reward from the other after giving but does incur a subsequent responsibility for the reward. Therefore, social exchange is non-independent and requires the commitment of both parties to the exchange process. On the other hand, economic exchange is an act of social exchange based on a contract with a defined time and quantity of exchange, where both parties involved in the exchange have detailed responsibilities, and each exchange is independent of the other and is not influenced by the exchange before or after it. Blau (1965) also studies how social structures formed and developed under the influence of social exchange, the process of emergence and development of rights, how common values become intermediate to indirect exchange and developed under the influence of social exchange, the process of emergence and development of rights, how common values become the intermediary of indirect

exchange and the important foundation of stable social structure, how the existing social structure constrains the exchange process, the process of institutionalization of social structure, and other macro issues (Blau & Bierstedt, 1965).

Exchange does not only appear in sociology; some scholars have explored the connotation of exchange from the perspective of economics. Analyzed from the perspective of economics, the exchange must be preceded by rules defining the exchange, the quantity, the type of goods, the time, and the place of exchange. The exchange in economics focuses on the power of the participants and the ownership of the goods (Blau & Bierstedt, 1965; Homans et al., 1981). The exchange in economics can be precisely calculated and confirmed. Therefore, there is a huge difference between social and economic exchange, but there is also a certain correlation. The benefits of social exchange do not have an exact price and cannot be measured in monetary terms, which means that social exchange generates lasting social patterns. The conceptual model of social exchange theory, one of the major theoretical perspectives in the field of social psychology, has been highly influential in understanding workplace behavior. Several scholars have made notable contributions to the development of social exchange theory, which focuses primarily on the individual behavior of individuals and individuals interacting with each other (Blau & Bierstedt, 1965; Homans et al., 1981).

Social exchange theory has explored interpersonal interactions and exchange behavior from a variety of perspectives, including sociology, economics, and psychology, with the most important principle being the principle of reciprocity. The core of the reciprocity principle is that people choose to reciprocate when they receive benefits from other subjects and that both parties to the exchange give equal value. The reciprocity principle focuses on mutual exchange, and both parties to the exchange must follow the obligation to reciprocate. Homans (1953), based on his understanding of individualistic ideas, proposed five elements of social exchange: success, stimulation,

value, deprivation and satisfaction, and attack and approval. Social exchange theory states that people will behave aggressively when they do not expect a reward, and people generally act approvingly when they have high expectations of a reward. The social exchange has two clear qualifications: first, the ultimate goals of the behavior can only be achieved by interacting with others; second, the behavior must seek appropriate means to further those goals (Blau & Bierstedt, 1965; Homans et al., 1981).

As society and the economy develop rapidly, social exchange is receiving growing attention from scholars. Social exchange theory is widely applied in organizational management, business management, and human resource management. The behaviors and attitudes of employees in an organization, including organizational engagement, organizational loyalty, etc. The relationship between an organization and its employees is a social exchange relationship. The organization provides employees with remuneration packages that make employees feel satisfied, generate loyalty to the organization, work actively, and fulfill their obligations conscientiously. Meanwhile, employees work seriously to promote the development of the organization, and the organization gains benefits.

In summary, the literature combined found that the understanding of social exchange theory is changing over time, from both a broad perspective and a narrow perspective. From a broad perspective, all social behaviors can be considered exchange behaviors. From a narrow perspective, social exchange occurs when others give something in return, and it stops when they stop giving something in return. In this research, we prefer a narrower perspective. Social exchange refers to behavior that benefits both parties, which means that when one party provides help and support to the other party, the other party is obligated to reciprocate. However, exchange relationships are characterized by uncertainty and risk. The implicit condition of exchange is that both parties can exchange their unique resources for mutual benefit, which is centered on personal interests and interdependence.

2.2.7 Social Identity Theory

Social identity theory was developed by Bandura in 1986. The concept of "social identity" was first used in the study. Social identity theory refers to the values and emotional feelings that individuals in an organization have about the organization in which they live (Bandura, 1986). Identity implies wholeness or a combination of definite characteristics, or identity (Nurrohman & Kustiawan, 2022). The core component of social identity theory is the study of the psychological mechanisms of social categorization. It explores how individuals or organizations construct psychological associations in the process of categorization (Bandura, 1986). Under social identity theory, individuals in an organization will fully perceive what it means to be a member of the whole. They can fully understand the close relationship between being a member of the organization and the organization and share a sense of honor with the whole organization (MacEachron, 1977).

The social environment will influence the behavior, perceptions, and attitudes of individuals and provide a reference for perceptions. Based on social identity theory, differences will be amplified due to the presence of group reference, and subjective judgment by individuals will be maximized. By doing so, the organization will be divided into internal and external organizations. Differentiating social identity will also be deepened. When the differentiation between internal and external groups is particularly significant according to the criteria or when comparing social situations, it is found that the internal group needs to create a deep sense of identity and activate individual psychology. Internal and external group categories form cohesion. Intra-group identity is strengthened, and external groups are alienated by in-groups. Driven by intergroup differences, group members are socially attracted to each other, and individuals who share commonalities approach each other and are attracted to each other. Group members with commonalities simultaneously support the choices, visions, and social behaviors of individuals in the group but reject and oppose individuals who differ from themselves.

Because of the differences between groups, group conflict, group hostility, and intergroup war will arise. Based on the social identity theory, the so-called self-categorization is an extension and expansion of the social identity theory. Self-categorization theory explains the process of self-categorization of group behavior and reveals that team members' conformity to the group mainly comes from self-categorization (Blau, 1981). The process of reinforcement of social cognition resulting from group behavior according to the process of individual self-categorization allows self-behavior and perception and the related behavior and perception of the in-group construct to ensure consistency while generating deep impressions, normative behavior, a superior sense of nationality, collective behavior, altruism and cooperation, positive cohesion and attitude, mutual influence and shared norms, etc.

According to social identity theory, the relationship between people and their environment is a constant interaction, with human factors influencing the environment and environmental factors reacting to human behavior. The environment can have an impact on a specific behavior. Similarly, an individual can influence the social environment in which he or she lives through his or her behavioral activities (Blau, 1993). There is a dynamic and interactive link between the individual and the environment, and the two are mutually beneficial and inseparable. Therefore, the individual and the environment, and even individual behavior, are a unity of mutual influence. The influence of the environment can shape the common ground of social individuals and contribute to the formation of social groups. The formation of social groups inevitably produces social identity, and groups that have gained social identity form organizations, while groups that have not gained identity will not be accepted. There are several major ways in which the social environment and individuals influence each other; the first social context has different influences on individuals (Locke, 1970). Different people have different ways of influencing others, and individuals who are sensitive to social situations will react quickly to social situations. The second is that the individual chooses an environment that suits him or her, and the individual and the

environment react to each other. The third is to create a social situation that fits the individual's own. Contextual factors and individual factors interact to produce a joint effect (Roberts & David, 2019). According to social identity theory and the mutual influence relationship between the environment and the individual, the leadership style in the organization and the identity of the employees of the organization are important to study. Individual behavior is a mathematical function of leadership context and personality, and leadership behavior and leadership context will influence the behavioral responses of social individuals.

2.2.8 Organizational Justice Theory

The individual's perception of the organization is the main element of organizational justice theory. A sense of organizational justice is an individual's perception of fairness in an organization (Greenberg, 1987). There are three main dimensions of organizational justice perceptions, including distributive fairness, procedural fairness, and interactional fairness. The three dimensions did not emerge at the same time but were developed gradually with the development of organizational justice theory. The sense of organizational justice first originated in the field of philosophy and was introduced into the field of management with the development of warfare organizational justice. The sense of organizational justice became an important concept in management (Greenberg, 1987). There are more antecedent variables of organizational justice, including empowering leadership, servant leadership, and transformational leadership. The impact of empowering leadership on organizational justice is mainly in the areas of decision-making, distribution of authority, and interpersonal communication. The impact of servant leadership on organizational justice is in the areas of empowerment, service, and management philosophy. Organizational justice theory is applied to the study of the impact of servant leadership on organizations to reveal the two-sided impact of servant leadership.

The sense of organizational justice refers to the psychological feeling of whether individuals experience being treated fairly within the organization (Byrne &

Cropanzano, 2001). When organizational decisions and organizational rules and regulations involve employees' interests, employees will consider the rights and benefits according to their situation, which affects the perception of fairness. Employee rights and interests usually contain employee career advancement opportunities, the distribution of financial rewards, the process of distribution, information justice, and interpersonal interaction justice (Greenberg, 1987). Meanwhile, concepts such as third-party justice and justice sensitivity have been widely used in organizational justice research.

Organizational justice perceptions are divided into several different types, mainly two-factor (Thibaut & Walker, 1978), three-factor, and four-factor different views.

The two-factor theory argues that the first type is distributive justice, which considers the fairness of the outcomes of particular decisions. In this type of organizational justice, the employee is concerned with the fairness of the outcome of his efforts and whether the outcome is proportional to the input. Outcomes in this case include career opportunities, promotions, job security, social recognition, wages, etc., while inputs cover effort, experience, training, and education. The second type is process justice, which is generally defined as the justice of the process leading to the outcome. In this type of organizational justice, employees are concerned with the fairness of the process the organization uses to determine outcomes. When an employee is allowed to have input into the decision-making process, he or she feels that procedural fairness has occurred. According to employees' beliefs, a process is fair when it is unbiased, ethical, accurate, and consistent. These two areas of fairness form the basis of most of the research conducted in this area over the past two decades (Byrne & Cropanzano 2001). Research has shown that if people perceive the process of making distributional decisions as fair, they will accept a degree of distributional unfairness.

The three-factor theory builds on the original two types of justice by introducing the concept of interactional justice. Interaction fairness is defined as the fairness of the interpersonal treatment a person receives at the hands of an authority figure in the process of making organizational processes and distributing outcomes (Mohammed & Ringseis, 2001). In this type of organizational justice, employees are concerned that the information communicated by the organization about outcomes is handled sensitively. Employees feel that interactive justice has occurred when the organization provides adequate explanations for the decisions they make and when employees are treated with respect and dignity (Tjahjono et al., 2016).

The four factors then divide the sense of organizational justice into four categories: distributive fairness, procedural fairness, interpersonal fairness, and information fairness (Ferguson et al., 2013). It divides the original interactive justice into interpersonal justice and informational justice (Daly & Tripp, 1996). Interpersonal fairness means that employees focus on fairness and sensitivity in the way the organization communicates information to employees, and interpersonal fairness places the onus on courtesy and respect. Information fairness means that employees consider the quality of the explanation that the organization communicates to employees about a particular outcome, and it places the onus on adequate explanation, emphasizing truthfulness, specificity, and timeliness (Hamilton, 2006).

2.2.9 Impact of Servant Leadership on Job Satisfaction

Servant leadership is characterized by satisfying the needs of employees and putting employees first. The leadership style of servant leaders is inclusive, autonomous, and human. Job satisfaction is the level of employee satisfaction with the surrounding working environment and is mainly reflected in the perception and evaluation of working conditions (Sedikides et al., 2008). Factors that influence job satisfaction include leadership style, working environment, etc. Therefore, an inclusive atmosphere created by the leaders in an organization can improve the job satisfaction of employees. There is a correlation between servant leadership and job satisfaction.

A servant leader's "service philosophy" can have a positive impact on organizational operations and work relationships within the organization. A leader's leadership style influences the behavioral culture of the organization, such as the attitudes, work status, and work style of the employees in the organization. Servant leadership encourages innovative, assertive, and self-directed behavior. Encouraging employees to act in a way that stimulates their potential, enhances their sense of self-worth, and increases their recognition of the organization. This leads to an increase in job satisfaction (Maitla et al., 2023). Besides, servant leadership has a positive impact on the working relationships within the organization. Servant leadership in an organization can effectively regulate organizational working relationships, reduce conflict and friction in the organization, improve the sense of identity among employees, and achieve harmonious and friendly development of working relationships. A working relationship is a crucial element in the work environment and is closely related to employees' satisfaction with their jobs. Therefore, a servant leadership style is conducive to the improvement of employees' job satisfaction (Hakanen & Van Dierendonck, 2011).

Servant leadership actively provides employees with a variety of service ideas, actively focuses on the interests and development of employees, and fully gains the trust and support of employees, thus showing leadership and achieving the common improvement of team and employee interests (Apriyanti & Abadiyah, 2022). The leadership characteristics of servant leadership will guide employees to integrate themselves into the entire organization with a more prominent sense of organizational belonging and enhance employees' loyalty to the organization. Meanwhile, servant leadership focuses on the development of employees' abilities, the achievement of career development goals, and the realization of employees' satisfaction with the organization. Based on social exchange theory, servant leadership behavior can strengthen employees' reliance on the organization and enhance employees' psychological sense of stability and security. The psychological experience of

employees brings about an increase in job satisfaction (Sendjaya et al., 2008). The emotional trust of the organization's employees in servant leaders will promote the employees' recognition of the organization and strengthen their loyalty to the organization in the workplace, and job satisfaction will be improved.

In addition, servant leaders focus on empowerment, encourage employees to take the initiative to innovate and solve problems at work on their own, and create space for employees to develop their potential. Employees can complete their work tasks in their own way and in a short time with high efficiency (Lowder, 2007; Sendjaya et al., 2008). It enhances employees' sense of self-acquisition, also reflects the leadership's recognition of employees' value, and enhances employees' happiness and job satisfaction at work (Barbuto & Hayden, 2011; Sendjaya et al., 2008). The service concept of servant leadership distinguishes the leadership style from other leadership styles. The employees of the organization are more likely to be motivated by the selfless dedication and trustworthiness of servant leaders, to experience the harmonious atmosphere in the organization, to strive continuously for the realization of the organizational goals, and to exert their abilities. In the process of actively achieving the organizational goals, the employees' satisfaction with their jobs will be enhanced (Ahmad et al., 2022). In social exchange theory, communication and getting along between leaders and employees is a process of exchange. Servant leaders respect employees' values, give them more opportunities and resources for development, and fully satisfy their needs. Employees respond based on reciprocal exchange, willing to actively contribute to the development of the organization and enhance their motivation and willingness to work actively (Farling, 1999).

Based on the literature combined and summarized, it can be speculated that there is a certain intrinsic link between job satisfaction, servant leadership, and job performance. The leadership characteristics of servant leaders have a positive impact on employees' job satisfaction. Servant leaders enhance job satisfaction, provide

opportunities for employee development, achieve organizational justice, etc. Increased job satisfaction will affect job performance (Sun, 2016). Due to the improvement in job satisfaction, employees will actively participate in various activities of the company. During employees' participation, the organization is more recognized, and to achieve self-worth, employees actively work to improve efficiency, and job performance is bound to improve. Therefore, job satisfaction has a mediating effect between the two variables of servant leadership and job performance.

Based on social exchange theory, there is a dynamic exchange relationship between employees and leaders. Servant leaders will gain the trust and recognition of employees while meeting their needs and respecting their values. Employees will give feedback on the servant leader's management style through their actions at work. The difference in leadership commitment to employees will result in different performances. Servant leaders pay special attention to the needs of employees, treat them with respect, and have a high level of ethics to achieve the development of the entire team, establish a community of interest between employees and the company, and share rights and status (Choi, 2009). During this process, job satisfaction is inevitably enhanced, and job performance gets improved. Servant leadership situations where employees generate significant job satisfaction. When employees' job satisfaction improves, employees' working enthusiasm is high, which facilitates employees' self-efficacy and enhances their work efficiency. Servant leadership influences the working environment while reinforcing shared values to improve employees' job satisfaction, and increased satisfaction leads to increased working efficiency and improved job performance. Servant leaders can enhance the job satisfaction of their team of employees by fostering a shared vision, thereby improving job performance (Cho & Kim, 2022).

Servant leaders share leadership with employees and attach importance to employees' development, which has a positive impact on job satisfaction. In addition to

job satisfaction as an outcome variable, scholars further investigated the mechanism of the process role of job satisfaction in servant leaders' influence on employees' innovative behavior by using job satisfaction as a mediating variable in their study. Servant leadership notices employees' self-worth realization, and employees will continuously improve their work ideas, innovate their work methods, and improve their working efficiency, which inevitably brings about an improvement in work performance level (Mun & Lee, 2015). Servant leadership leads employees to improve their innovation ability; employees actively promote and apply innovative methods, and organizational performance is significantly improved. Therefore, job satisfaction plays a mediating role in the mechanism of servant leadership's influence on employees' job performance.

Servant leadership enables employees to feel the company's recognition of their contribution and the company's concern for employees' interests. When employees feel the recognition of the yard organization, they are bound to actively engage in their work. The size of the employee's willingness to contribute to the organization reflects the employee's satisfaction with his or her job (Cho & Kim, 2022; Mun & Lee, 2015). When employees' satisfaction is high, their willingness to pay for the enterprise is stronger, and employees show the behavior expected by the organization at work, such as innovative behavior, working efficiency improvement, and working performance improvement. Servant leadership enhances employees' appreciation and trust in the organization, and employees are willing to work hard to improve their job performance in return for the company's recognition and attention.

In summary, servant leaders influence employees' job satisfaction in an organization, while servant leadership traits promote a better work environment and regulate conflict and friction in work relationships (Choi, 2009; Jin, 2021). Although servant leaders empower employees and create room for empowerment, they have a positive impact on employees' job performance. Meanwhile, job satisfaction has an

impact on job performance, and job satisfaction is influenced by servant leadership. Therefore, it is possible to make the judgment that job satisfaction plays a mediating role in both the variables of servant leadership and job performance.

2.2.10 The Impact of Servant Leadership on Organizational Justice

The core of servant leadership is "beyond personal self-interest" service and advocates "people-oriented". Respecting the value of employees, serving the actual needs of employees as the goal, and giving full play to the autonomy and initiative of employees (Kamiong, 2020). Research findings on servant leadership and organizational justice have shown that servant leadership is positively correlated with employees' sense of organizational justice. Servant leadership empowerment is classified as positively correlated with employees' perceived organizational justice, while employees' psychological empowerment plays a mediating effect. Servant leadership empowers employees and creates space for employee development. Employees work with autonomy and have a control lever over their work, which helps to enhance employees' trust in leaders in the organization and improve employees' perception of organizational justice (Giambatista et al., 2020).

Servant leadership encourages employees to put forward suggestions and participate in decision-making behaviors. Employees' participation in organizational decision-making enhances their perception of organizational justice and control over the decision-making process. Employees perceive organizational decision-making to be more transparent and fair. By participating in decision-making, employees can fully express their opinions and enhance the degree of control over the decision outcome, thus enhancing the sense of organizational justice. In organizations, decisions that fully consider employees' opinions are perceived as more objective and fair (Dodd et al., 2018).

Servant leadership is altruistic. A servant leader will actively create a good working atmosphere where employees feel supported and respected, thus creating trust

in the leader without fear of negative attacks, backroom deals, etc. Employees will be willing to put in the effort and actively participate in all the work of the organization, and their sense of fairness to the organization will be enhanced (Xie, 2020).

Some scholars have conducted cross-cultural studies on servant leadership and perceptions of organizational justice. Research data from five regions and countries was collected in the research, which showed that servant leadership in different cultural contexts has an impact on employees' sense of organizational justice. Employees' perceptions of organizational distributive justice, procedural justice, and interactional justice were positively correlated when employees were empowered by individual organizational leaders. When employees are empowered at the organizational level, they also perceive a sense of organizational justice. Although the impact of organizational and individual empowerment behaviors is different, both are positively related to employees' perceptions of organizational justice. Empowering behaviors include respecting employee input, valuing employee contributions, providing necessary resources, and communicating organizational goals. Empowering behaviors at the organizational level can effectively reduce turnover rates, increase employee commitment to the organization, and increase job satisfaction (Faraz et al., 2019; Mughal et al., 2022).

Servant leadership plays a role in regulating employees' emotions in an organization, which can calm employees and significantly enhance their positive attitudes toward their leaders. According to social exchange theory, employees' identification with and trust in their leaders helps reflect organizational justice (Bayram & Zoubi, 2020). Employees trust the leaders in the organization, employees' recognition of the organization's activities is enhanced, and a sense of psychological security is created for the organization, which facilitates employees' experience of organizational justice. Servant leaders create an open and supportive environment of cordial communication in the organization; leaders build a good vision for employees through

persuasion; a team atmosphere forms a cordial environment; and a good working environment is conducive to employees' experiences of organizational justice (André & Sivro, 2012). Servant leaders provide and share organizational information with employees, provide powerful help for employees' conceptual practices, provide opportunities for employees' future development, and enhance employees' experiences of organizational justice (Searle & Barbuto, 2010). The servant leader provides and shares organizational information, provides powerful assistance in the practice of the employee's vision, provides opportunities for future development, and enhances the employee's experience of organizational justice.

In summary, servant leadership can enhance employees' sense of organizational justice. Servant leadership enables employees to express their opinions in the decision-making process, protects their interests in decision-making, and enhances their sense of organizational justice (Chiniara & Bentein, 2016). Meanwhile, by encouraging employees to actively participate in decision-making through emotional adjustment and future organizational vision, servant leadership helps to enhance employees' understanding of organizational decisions, fully understand the process of making organizational decisions, clarify the basis for making organizational decisions, and understand the impact of organizational decisions. Servant leadership in these ways will enhance employees' perceptions of organizational justice (Chiniara & Bentein, 2016; Lacroix & Pircher Verdorfer, 2017; Maitla et al., 2023).

Servant leadership has a positive correlation with perceptions of organizational justice, while perceptions of organizational justice have a positive correlation with job satisfaction. The effect of servant leadership on employees' job satisfaction is through a sense of organizational justice. Therefore, the sense of organizational justice plays a mediating role in the influence of servant leadership and job satisfaction variables (Hamilton, 2006). Servant leadership encourages employees to participate in decision-making and empowers employees, who are given more room for power, which is

conducive to the development of employees' potential (Daly & Tripp, 1996). Meanwhile, servant leadership can provide more resources for individual employees, and by empowering them to obtain resources, employees' sense of fairness to the organization is enhanced, and the sense of organizational justice is an important influencing factor for employees' job satisfaction. Employees are empowered to participate in the decision-making process, gain autonomy and voice, possess clear control over the decision-making process, and fully appreciate the sense of organizational justice, which will enhance employees' job satisfaction. The enhancement of the sense of organizational justice is influenced by the servant leadership style. A sense of organizational justice will lead to good working relationships (Sedikides et al., 2008). Good working relationships are the basis for the organization's employees to live in harmony and collaborate for a win-win situation. Based on social identity theory, a good working relationship improves mutual identity between individuals within the organization; the better the relationship, the stronger the sense of identity, and a high sense of identity is conducive to the improvement of job satisfaction. A high sense of identity can reduce friction and conflict between employees and improve their job satisfaction and job happiness (Maitla et al., 2023).

Important influencing factors of job satisfaction include the working environment, interpersonal relationships, working attitude, salary, personal character, etc. A sense of organizational justice will guide employees to create a good work environment. When employees experience a sense of organizational justice, they will recognize the organization and enhance mutual trust among employees, and interpersonal relationships and the human environment in the workplace will be enhanced (Hakanen & Van Dierendonck, 2011; Maitla et al., 2023). The organizational culture will be more harmonious and humane, which will help employees realize their self-worth and enhance their job satisfaction. Compensation has always been an important factor in job satisfaction. The compensation package needs to reflect the fairness of the organization. The compensation system of the organization must fully

reflect organizational justice, which includes fair distribution, fair procedures, and so on. A fair distribution of compensation packages is an important indicator of job satisfaction enhancement (Langevin & Mendoza, 2011). Therefore, organizational justice must play a mediating role between servant leadership and job satisfaction. Each employee has his or her own personality characteristics. Some employees have strong working ability and self-restraint; some employees have poor working ability and insufficient self-restraint (Jin et al., 2021). However, most employees have the same perception of organizational justice. When the sense of organizational justice is high, each employee will show the positive side of themselves, with better self-discipline, good working conditions, and a higher job satisfaction rating. When the sense of organizational justice is low, employees show a negative side, with lower work initiative, lower work efficiency, and lower job satisfaction (Lee et al., 2019).

At the same time, there is a mediating effect of organizational justice on servant leadership and job performance. The effect of organizational justice on job performance is mainly reflected in creating a good working atmosphere, providing employees with an autonomous working space, and encouraging them to be innovative (Ateş, 2018). Organizational justice eliminates employees' insecurity in the work process and makes them feel the recognition of their self-worth by servant leaders, so they can focus more on their work, improve their performance, and accomplish their tasks. Servant leaders satisfy the needs of employees while focusing on the implementation of organizational justice, providing a good working environment for employees who are loyal to the organization. Therefore, according to the characteristics of servant leadership and social identity theory, organizational justice has a mediating effect between the two variables of servant leadership and job performance (Han, 2020; Jin, 2018).

Servant leadership affects the sense of organizational justice, and the sense of organizational justice influences job satisfaction and job performance. In summary, servant leadership has a positive impact in terms of empowerment, encouraging

suggestions, and encouraging participation in decision-making (Rupp & Cropanzano, 2002). Through these factors, employees will experience a sense of organizational justice. Organizational justice influences job satisfaction and performance by creating a working environment, pay and benefits, and personal performance. Therefore, organizational justice plays a mediating role between servant leadership, job satisfaction, and job performance variables (Supriyanto, 2013).

2.2.11 The Impact of Servant Leadership on Job Characteristics

Based on the analysis of the JDC model and JDR model, it can be found that job requirements and job control affect employees' job performance, where the implementer of job requirements and job control is the leadership of the company (Cho & Kim, 2022). Different leadership styles will have a different impact on job requirements and job control, and different leadership styles will adopt different job requirements and implement different job control. Servant leadership always insists on being "people-oriented," satisfying the needs of employees, realizing the value of employees, and respecting their development (Mun & Lee, 2015). Therefore, servant leaders influence the performance of job characteristics through the setting of job requirements and the strength of job control. Employees will have different mindsets about how they feel about their jobs (Lepojevic et al., 2018). In addition, the difference in job characteristics itself has an impact on job performance. According to the theory of internal factors of job characteristics, the job itself plays a motivating role in employees' work motivation. Therefore, job characteristics affect employees' job performance. Combined with research and analysis, job characteristics play a mediating role between the two variables of servant leadership and employee job performance (Holman et al., 2009).

A review and summary of the literature show that employees' job performance is not only influenced by compensation but also by the motivational effect of compensation on employees, depending on the job design of the company (Lee, 2014). Some scholars have focused on issues related to the impact of job design on job

performance (Sen & Dulara, 2017). Job characteristics, model tasks Job content itself has a motivating effect on employees; the characteristics of the job will stimulate employees to learn skills, exercise the ability to do the job competently, and satisfy their needs. Job autonomy to satisfy the needs of employee autonomy; the feedback nature of the job to meet the needs of employees' work relationships (Hussein, 2015). Therefore, the working relationship and the characteristics of the job have a catalytic effect on the employee's working performance. Servant leadership puts new requirements on work design, and work design should be in line with the leadership traits of servant leadership. Provide more power space for employees to realize their self-worth and improve their initiative. Servant leadership performance in the actual work is exactly in line with the three requirements of autonomy, focus on relationships, and enhanced competency in the work characteristics model. Job characteristics stimulate employees' intrinsic motivation by satisfying their psychological needs and improving their performance.

Oldham & Kulik (1986) confirmed from bank employees and data processors that job characteristics significantly and positively influence job performance, with skill variety, task completeness, and task importance reflecting the meaning of the job as a manifestation of the need for employee competence, further driving employees' need for job autonomy, and enhancing employees' need for relationships through feedback. Servant leadership influences job characteristics, including influencing job requirements and job control, and has an impact on job resources (Oldham & Kulik, 1986). Therefore, there is a correlation between servant leadership, job characteristics, and job performance. Noefer et al. (2009) found in their study that a factor of job characteristics such as skill diversity has a direct impact on employee innovation and work methods in companies and also affects job performance. Based on social exchange theory, the leadership style of servant leaders will influence employees' perceptions of their work and their attitudes towards work. The influence of servant leadership produces employees' recognition of the meaning of their work and their perception of

job responsibility, which in turn affects job performance (Noefer et al., 2009). Job meaning and job responsibility also belong to the category of job characteristics. Job autonomy increases employees' need for job autonomy and stimulates their intrinsic motivation. Servant leadership stimulates employees' behavior toward implementing innovative ideas with their work, which in turn has an impact on job performance. The two dimensions of job autonomy, methodological job autonomy and scheduling job autonomy, positively affect innovation performance, while standard job autonomy negatively affects job performance (Lee, 2021; Park, 2019).

The core dimensions of job characteristics have a positive impact on job satisfaction and organizational commitment, and job feedback from servant leadership facilitates job performance (Holman et al., 2009). Skill diversity and job autonomy positively moderate the relationship between employees' creative personalities and individual innovation performance, respectively. Self-determination theory and Oldham & Kulik's (1986) job characteristics theory are based on the same purpose of job design: to increase internal work motivation, and job characteristics as intrinsic rewards help to enhance employees' intrinsic motivation and prompt the internalization of extrinsic motivation to improve employees' performance.

In summary, job characteristics as an important influencing factor of job performance have been fully elaborated in the job characteristics model. The job model has taken leadership and the leader's leadership behavior as important elements in its dynamic development (Park, 2019). By sorting and summarizing, job characteristics are correlated with the two variables of in-service leadership and job performance.

Table 2.7 Scholars' Related Research

Variables	Scholars																
	1935, Hoppeck	1976, Hackman & Oldham	1977, Greenleaf	1986, Oldham & Kulik	1987, Greenberg	1991, Pond&Geyer	2001, Demerouti et al.	2002, Rupp & Cropanzano	2002, Schminke, M., Cropanzano, R., & Rupp, D. E.	2006, Hamilton	2008, Sedikides et al.	2009, Choi	2011, Colquitt & Rodell	2013, Houben, S.	2012, André & Sivro	2015, Liden et al.	2015, Ingold, P. V. et al.
Servant Leadership	○	○	●	●		○	○	●	●	●	●	○	○	○	●	●	
Job Characteristic																	
▪ Job Requirement		●		○	○		●	○									○
▪ Job Resources		●		○	○		●	○									○
Job Satisfaction	●	○	○		○	●	●		○	●	●	●	○	○	○		○
Organizational Justice																	
▪ Distributive Justice			○	○	●			●	●			○	●	○	●	○	
▪ Procedural Justice			○	○	●			●	●			○	●	○	●	○	
▪ Interactive Justice			○	○	●			●	●			○	●	○	●	○	
Job Performance																	
▪ Task Performance	○	○		●		○	●	●	○	●	●	●	○	●	●	●	●
▪ Organizational Citizenship Behavior	○	○		●		○	●	●	○	●	●	●	○	●	●	●	●

Note: ● indicates high correlation, ○ indicates correlation exists, unmarked indicates no correlation. (Source: Researcher, 2023)

2.3 Conceptual Framework

Based on a survey of the literature and an analysis of relevant research models, the research model and related hypotheses for this research are provided. The independent variable is servant leadership; the mediating variables are job satisfaction, organizational justice, and job characteristics; and the dependent variable is job performance. The investigation proposed the connection between servant leadership and job satisfaction, organizational justice, job characteristics, and job performance. The research is based on survey data from tourism and hospitality businesses in Shandong Province, China.

Combining the classical scale and literature reviews, the direct effect of servant leadership on job performance was identified. According to the Servant Leadership Classic Scale (Liden et al., 2015), servant leaders are concerned with the needs and situations of individuals that work in organizations and truly committed to supporting others to thrive professionally and personally. The scale measures qualities such as openness, vision, and stewardship; therefore, the research on servant leadership will include suitable questions to confirm the measure's accuracy and validity.

The job characteristics measure was developed using the classical scale of the Job Requirements-Resources Model (JDR) (Demerouti et al., 2001). According to the traditional scale, job characteristics consist of two dimensions: job requirements and job resources. Job requirements involve workload, work-family conflict, work environment, and job skills. Job resources include social support, career advancement, and autonomy. According to the preceding data, researchers can speculate on the effect of servant leadership on job characteristics, whereas job characteristics impact job performance. Job characteristics correlate with the two factors of servant leadership and job performance.

Pond & Geyer (1991) used the classical scale to measure job satisfaction. The elements of job satisfaction were identified as job willingness, job recommendation, job expectation, and job nature. The question item measurement dimensions revealed that job satisfaction could be quantified successfully and appropriately. Meanwhile, according to the research, servant leadership influences employee job satisfaction, which has an impact on job performance. As a result, the purpose of this study is to

determine if job satisfaction mediates the relationship between servant leadership and job performance

The perception of organizational justice is proposed mainly based on the study of Schminke et al. (2002). Cropanzano & Rupp (2002), which proposed that the perception of organizational justice is divided into three dimensions, which are distributive justice, procedural justice, and interactional justice. Servant leadership has an impact on organizational justice and enables employees to feel organizational justice and participate in organizational decision-making, etc. Meanwhile, organizational justice is an important factor that affects job satisfaction and job performance (Schminke et al., 2002). The higher the sense of organizational justice, the higher the job satisfaction; the higher the sense of organizational justice, the better the employees' job performance. Therefore, it is proposed that organizational justice has a mediating effect and is a mediating variable. The mediating effect of organizational justice is determined by measuring the scale.

Job performance is the focus of corporate attention. The relationship between servant leadership and job performance is the main focus of this research. Based on Ingold et al. (2015) proposed classical scale of job performance, the job performance scale of this research was designed to include two dimensions of task performance and organizational citizenship behavior. The factors influencing job performance include job characteristics (job requirements, job control), job satisfaction, and a sense of organizational justice. Therefore, this research investigates the effect of servant leadership on job performance and what roles job characteristics, job satisfaction, and organizational justice play in influencing job performance and proposes mediating effects, moderating effects (Ingold, 2015), and so on.

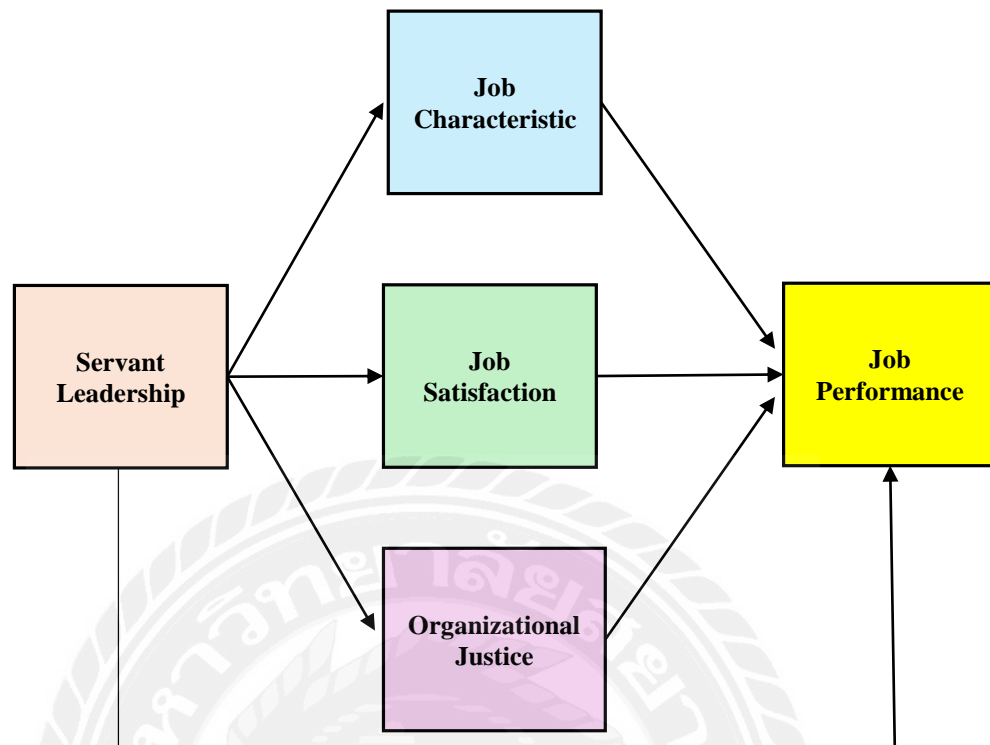


Figure 2.1 Conceptual Framework
(Source: Researcher, 2023)

2.4 Conclusion

In this research, the concepts, influencing factors, research models, and measurement dimensions of five variables: servant leadership, job characteristics, job satisfaction, organizational justice, and job performance were sorted out. Servant leadership is a key factor affecting job performance, job satisfaction, job characteristics, and organizational justice. Therefore, the specific mechanisms of servant leadership's influence on the dependent and mediating variables are worth studying and exploring. Although the relevant research has matured, there are still deficiencies in the study. It is especially important to further study the relationship between servant leadership and job performance from the perspectives of social exchange theory, social identity theory, and organizational justice, integrate the research content, and optimize the improvement path.

According to the literature review, we understand that it is scientific and reasonable to integrate the study of servant leadership based on social exchange theory and social identity theory for job characteristics, organizational justice, and job

satisfaction. Social exchange theory can help us better understand the impact of leadership on employees' work attitudes and behaviors. Social identity theory can explain the importance of organizational justice from different perspectives. With the job characteristics model, we can understand the impact of job characteristics on job performance. Some scholars believe that social behavior is a tangible or intangible exchange activity (Liden et al., 2015), and the important influence of effective or ineffective exchange activity is leadership style. Social identity theory describes the important basis for the division of social groups.

The main characteristics of servant leadership are empowerment, satisfying the needs of employees, and "putting people first." Servant leaders in companies focus on employees' development, respect employees' value realization, and provide more resources for employees. The traits of servant leadership meet the requirements for increased job satisfaction and a sense of organizational justice. When business leaders empower employees, employees have certain power space and autonomy to motivate their work, bring their potential into play, realize their self-worth, and satisfy their self-needs for work. Based on the social exchange theory, the employees get benefits and will work actively to return to the enterprise, thus realizing an improvement in work performance. In the process of employees giving full play to their potential and innovative work methods, the working process is optimized, and work methods are enriched to achieve work performance improvement. According to the social identity theory, when servant leaders focus on staff development, employees gain a high sense of identity, full of hope for the development of the enterprise, while identifying themselves as a member of the organization and improving employee loyalty. Inevitably, they actively participate in all the work of the company, actively participate in decision-making, and experience a sense of organizational justice. Ultimately, servant leadership will lead to the trust and dependence of employees on the company and improve their performance. By following the leader and achieving the organization's goals, employees will be able to satisfy their needs, including survival, growth, achievement, and self-actualization.

Servant leadership provides employees with better development opportunities while empowering employees to improve their motivation, enhance the sense of

organizational justice, improve employee satisfaction with their jobs, and improve job performance. Therefore, it is important to study how servant leaders can play an active role in an organization or business. In addition, the tourism and hospitality business itself belongs to the service business. The daily work of employees is mainly to serve guests. Such a business needs more leaders to set a good example. Through the service consciousness and service behavior of leaders, they influence the daily work attitude and work behavior of employees. Therefore, it is of vital importance to study the role of servant leaders in the tourism and hospitality business.



Chapter 3

Research Methodology

Details in this chapter can be divided into the following sections: research summary, and data collection. The details in this chapter would be divided into eight parts, as follows:

- 3.1 Introduction
- 3.2 Research Design
- 3.3 Hypotheses
- 3.4 Population and Sampling Methods
- 3.5 Statistical Method of Analysis
- 3.6 Questionnaire Pre-Test
- 3.7 Item Analysis Analyzed the Quality of the Measurement Tool
- 3.8 Data Analysis Process

3.1 Introduction

This research was conducted to examine the impact of servant leadership on job performance in tourism and hospitality firms in Shandong Province, China. By combining related research literature, five research variables were proposed: servant leadership, job characteristics, job satisfaction, organizational justice, and job performance. Based on social exchange theory, social recognition theory, and organizational justice theory, using structural equation modeling, we expect to explore the effect of servant leadership on job performance and the mediating effects of job characteristics, job satisfaction, and organizational justice. This research designed questionnaires based on classical scales for each variable obtained from survey sample data and conducted reliability and validity analyses on the data. Secondly, a correlation

test and structural equation analysis were conducted to obtain the results and to verify the hypotheses; a discussion was conducted based on the hypothesis results to make suggestions for improving corporate job performance in tourism and hospitality companies in Shandong Province.

The data collection for this research was done through questionnaires. The sample data was studied using the quantitative method. A structural equation model of the effect of servant leadership on job performance was constructed, the sample was researched by questionnaire, and the hypotheses were tested by quantitative methods through SPSS and AMOS. The main variables in the research included servant leadership, job characteristics, job satisfaction, organizational justice, and job performance. Among them, servant leadership includes 7 items; job characteristics includes 20 items; job satisfaction includes 6 items; organizational justice covers 13 items; and job performance includes 10 items. Thus, there are five variables and 56 question items involved in this research. The quantitative method will enhance the validity, scientificity, and rationality of the whole study, facilitate the verification of each hypothesis, and provide sufficient support for the later analysis.

3.2 Research Design

This research applies proven scales that have been published in top international journals in management. Papers published in top international journals have necessarily undergone rigorous professional review, and the scale development process follows scientific and rigorous principles and has been validated by different researchers in different contexts and different groups. Therefore, these scales have high reliability and validity. Mature scales are less risky to study. Unless there is no choice, research variables should be selected from existing scales and measurement instruments as much as possible. When a research scale is selected, researchers try to follow all the questions in the scale and do not delete them at will, because deleting questions is likely to affect the content and reliability of the scale. Unless there is a

theoretical justification, deletions should not be made at random. Therefore, in this research, the measurement questions were retained intact to the maximum extent possible, and linguistic adjustments were made to a small number of questions to adapt and match the study population.

A questionnaire was used in the research. The questionnaire was divided into two parts in total, one for collecting basic statistical information about the sample and the other for collecting data on the variable sample. The variable sample data collection was measured using a 7-point Likert scale (Vieira, 2016). Where 1 indicates strongly disagree (or strongly disagree), 2 indicates relatively disagree (or relatively disagree), 3 indicates generally disagree, 4 indicates neutral, 5 indicates generally agree, 6 indicates relatively agree (or relatively agree), and 7 indicates strongly agree (or strongly agree).

3.2.1 Servant Leadership

This research was measured using the Global Servant Leadership Scale (Liden et al., 2015). The scale was developed and refined by Liden et al. and was found to have better validity for the Servant Leadership Scale when the researcher took a study sample that included a cross-cultural sample from Chinese communities such as China and Singapore, and a sample was collected across industries during the research. The scale is appropriate for measuring servant leadership in different countries. Liden et al. assessed the psychometric properties of the SL-7 at the individual level and the SL-7 at the team level in a study that included a total of 71 intact work teams in progress. The results of three independent studies with six samples indicated that the correlations between the SL-7 and SL-28 scales were large and that the significant criterion-related validity of the SL-7 was similar to that of the SL-28. Therefore, the article designed questionnaire questions based on the scales in the research, and there were seven research questions for servant leaders.

Table 3.1 Servant Leadership Measurement Item

Dimension	Measuring Item	NO.	Question Number
Servant Leadership	1. My leader can tell if something work-related is going wrong.	SL1	1-7 (7 items)
	2. My leader makes my career development a priority.	SL2	
	3. I would seek help from my leader if I had a personal problem.	SL3	
	4. My leader emphasizes the importance of giving back to the community.	SL4	
	5. My leader puts my best interests ahead of his/her own.	SL5	
	6. My leader gives me the freedom to handle difficult situations in the way that I feel is best.	SL6	
	7. My leader would NOT compromise ethical principles to achieve success.	SL7	

3.2.2 Job Characteristics

Servant leadership places a priority on satisfying the needs of employees. Employees experience the self-fulfillment that comes with servant leadership and will reward the organization. Employees will maintain a good work mindset, reduce conflict between employee roles, create a good work environment, and enhance recognition of their work. Enhance employees' sense of stability and security at work. According to the Job Requirements-Resources (JDR) model of job characteristics (Demerouti et al., 2001), job requirements and job resources are closely related to how employees feel about their jobs, role stress, and the work environment. The measurement of job characteristics was designed according to the Job Requirements-Resources Model (JDR) classical scale (Demerouti et al., 2001). The scale is designed with a total of 20 questions and is divided into two main dimensions, one being job requirements and the other being job resources. Job demands include workload, work-family conflict, work environment, and job skills. (Demerouti et al., 2001) Working resources include social support, career development, and autonomy. To ensure the reliability and validity of the scales, mature scales are generally used to ensure the reliability of the measurement scales, make the research findings more credible, and reduce the risk of research failure.

However, there is often a problem with the scale used in the research process. In different research projects, different research questions are proposed due to different work requirements and different resources. Different research purposes require different requirements (Demerouti et al., 2001). This will show great differences in the intrinsic dimensions of job requirements and job resources, which need to be adjusted to the actual positions. Therefore, this research combines the classical scale of job characteristics with the characteristics of jobs in the tourism and hospitality business to revise the job characteristics scale.

The job requirements of the tourism and hospitality business are mainly reflected in the four dimensions of workload, work-family conflict, work environment, and work skills; the job resources are mainly shown in social support, career development, and autonomy. For the above dimensions, the literature was sorted out to draw on mature scales. The workload dimension is based on Spector and Jex's Work Stress Scale (Jex & Spector, 1996), which contains two items; the work-family conflict dimension (Boyar et al., 2006), which contains two items; the work environment dimension is based on the Developmental Work Model Scale, which contains two items; and the work skills, social support, and autonomy dimensions are based on the Work Content Scale (Brisson et al., 1998). The three dimensions of work skills, social support, and autonomy are based on different subscales of the Work Content Scale developed, and the number of items contains 3 items, 5 items, and 1 item, respectively. Career development was based on the Dorenbosch Career Development Scale (Veldhoven & Dorenbosch, 2008), which contains five items.

All of the classic scales were used in the research process, and the research content has high credibility. However, the research objectives are different, and the research conducted for employees in the tourism and hospitality industries needs to be combined with the work characteristics of employees in the tourism and hospitality industries. The workload of employees in the tourism and hospitality business is large,

while the working hours are long, and the employees' work attitude and work quality are easily affected by the employees' work mentality. The working environment of employees is relatively important for them. Therefore, the process of designing the scale combined with the classical scale and simple adjustment of the question items finally forms Table 3.2.

Table 3.2 Job Characteristics Measurement Item

Dimension	Measuring Item	NO.	Question Number
Job Requirement	1. My job requires me to complete the assigned task rapidly with high efficiency.	JC1	8-16 (9 items)
	2. My job requires that I work very hard.	JC2	
	3. My job affects my home and family life.	JC3	
	4. My job makes it hard for me to perform the impact of family responsibility.	JC4	
	5. The environment of my job is safe and comfortable.	JC5	
	6. My job is effectively directed by my superiors.	JC6	
	7. My job requires me to constantly learn new knowledge and skills.	JC7	
	8. The nature of my job asked me to have flexible should be modified.	JC8	
	9. My job requires that I have a high level of professional qualifications and skills.	JC9	
Job Resources	10. My colleagues are friendly and caring.	JC10	17-27 (11 items)
	11. In solving the problem of work, my colleagues will help each other.	JC11	
	12. My leadership attaches great importance to my advice for the work.	JC12	
	13. My leadership has been a great help for me to finish the work tasks.	JC13	
	14. My leadership is very concerned about my interests and happiness.	JC14	
	15. My organization provides me with good working equipment.	JC15	
	16. My job gives me the possibility of increased income.	JC16	
	17. My job offers me job training opportunities.	JC17	
	18. My job offers me a job opportunity for promotion.	JC18	
	19. I have plenty of decision-making power in my job and do not need always ask for instructions from superior leadership.	JC19	
	20. My job gives me a lot of space to work freely.	JC20	

3.2.3 Job Satisfaction

Job satisfaction has been an important part of organizational behavior and management research. A rich body of research has also been developed on the measurement of job satisfaction. Different scholars have developed different types of job satisfaction scales, and all of them have been influential. Pond & Geyer (1991) proposed the Job Satisfaction Scale, which consists of six questions. Developed the original scale. The dimensions used to determine job satisfaction include job recommendation, job expectation, and job evaluation. The scale uses six questions to measure employees' emotional responses to their answers to the job without being specific to other aspects of the job. Different scales are used in the process of selecting different questions, and this research used six items.

In addition, some scholars have developed job satisfaction scales for a particular industry, which are based on previous studies. Pond & Geyer (1991) focused on the difference between job expectations and expectations when developing the job satisfaction scale, and the scale concentrated on one aspect.

In summary, the characteristics of the tourism and hospitality industries are combined. Compared to other industries, due to high employee mobility and job stress, the tourism and hospitality industries have significantly different job satisfaction. Therefore, for the measurement of job satisfaction, Pond & Geyer (1991) job satisfaction scale is chosen. The choice of Pond & Geyer's scale can better reflect the actual working conditions of employees, and it is more reasonable and scientific compared with the specific occupational or a certain aspect scale. Therefore, job satisfaction scale was selected as the measurement scale for this study.

Table 3.3 Job Satisfaction Measurement Item

Dimension	Measuring Item	NO.	Question Number
Job Satisfaction	1. If I must now do the choice of whether to engage in my current job, of course, I will continue to be engaged in the job.	JS1	28-33 (6 items)
	2. If a friend asked me whether he (she) should look for a job like me, I would strongly suggest that he (she) should.	JS2	
	3. My job is very close to my ideal job.	JS3	
	4. My job is very much in line with some of the characteristics I gave it when I first came into contact with it.	JS4	
	5. I'm very pleased with the job now.	JS5	
	6. On the whole, I like the job I have now very much.	JS6	

3.2.4 Organizational Justice

Organizational justice is based on social exchange theory, the fairness of the organization's treatment of employees, the release of organizational goodwill, and the behavior of employees in return for the organization. Greenberg (1993) proposed in his study that organizational justice is a reward for responsibility, and he studied the effect of procedural fairness, distributive fairness, and interaction fairness on organizational behavior. Greenberg (1993), in his study, proposed that the high level of perceived organizational justice significantly affects fairness. Elovainio (2013) put forward a two-dimensional scale of organizational justice in his study. DeConinck (2010) proposed that organizational trust, supervisor trust, and colleague trust affect organizational justice. The validity of the organizational justice scale through an empirical study that verified the role of three dimensions: procedural fairness, interaction fairness, and distributive fairness.

There are more scales related to the study of organizational justice perceptions. The scales range from the earliest one-dimensional scales to the eventually matured three-dimensional scales. Organizational justice was proposed mainly based on the research of Schminke et al., (2002), which proposed that organizational justice is divided into three dimensions: distributive equity, procedural equity, and interactional equity. The classical scale has been studied in the process of organizational justice in

China and other Asian countries, such as Japan, and the research process has been based on the Chinese culture, system, and related national conditions (DeConinck, 2010). Cross-cultural research on organizational justice has been in line with the requirements.

Table 3.4 Organizational Justice Measurement Item

Dimension	Measuring item	NO.	Question number
Distributive Justice	1. The amount of pay that I receive is fair.	OJ1	34-37 (4items)
	2. The opportunities I have for promotion are justice.	OJ2	
	3. The opportunities I have for professional development are justice.	OJ3	
	4. My performance ratings are justice.	OJ4	
Procedural Justice	5. The process by which my pay is decided is justice.	OJ5	38-42 (5 items)
	6. Promotions are decided in a way that is justice.	OJ6	
	7. The procedures for determining who gets professional development opportunities are justice.	OJ7	
	8. The policies for setting my work schedule are justice.	OJ8	
	9. The procedures for doing my performance evaluations are justice.	OJ9	
Interactive Justice	10. The amount of respect I receive is justice.	OJ10	43-46 (4 items)
	11. When my supervisor speaks to me, he or she communicates in a way that is justice.	OJ11	
	12. When decisions are made, the explanations I hear are justice.	OJ12	
	13. When I want to know something the amount of information I get is justice.	OJ13	

3.2.5 Job Performance

Job performance is a key concern for companies. Also, it is one of the central elements of current management research. Research on job performance scales has been proposed in a related study by Jamal and other scholars (Jamal, 1984). The proposed scale involves a total of two dimensions, namely the work relationship performance dimension and the work task performance dimension, in which the work-related performance dimension has 12 questions and the work task performance dimension has 8 questions. The study took a specific occupation as the research object, proposed that work performance be divided into two dimensions, task performance and behavioral

performance, and designed a total of 25 question items, of which 13 were task performance and 12 were behavioral performance (Yoo, 2014).

In addition, the widely used and representative scale is the job performance scale proposed by Han (2008), which contains two dimensions: task performance and organizational citizenship behavior performance, of which the number of questions is 15, respectively, totaling 30 questions (Chang et al., 2008). As the study progressed, Ingold et al. (2015) further streamlined the scale in their study and proposed a more rational and valid job performance scale in which the two dimensions were task performance and organizational citizenship behavior. There are five items for task performance and five items for organizational citizenship behavior. The scale has good reliability and validity and has been widely applied in employee job performance surveys and studies.

According to the classical scale of job performance proposed by Ingold et al. (2015), the job performance scale of this research was designed to cover two dimensions of task performance and organizational citizenship behavior. The factors influencing job performance include job characteristics (job requirements, job control), job satisfaction, and a sense of organizational justice. Therefore, this research investigates the effect of servant leadership on job performance and how job characteristics, job satisfaction, and organizational justice play a role in influencing job performance. It proposes mediating effects, moderating effects, and so on, respectively.

Table 3.5 Job Performance Measurement Item

Dimension	Measuring Item	NO.	Question Number
Task Performance	1. As an employee, you demonstrate expertise in all job-related tasks.	JP1	47-51 (5 items)
	2. As an employee, you manage more responsibility than is typically assigned.	JP2	
	3. As an employee, you fulfill all the requirements of the job.	JP3	
	4. As an employee, you achieve the objectives of the job.	JP4	
	5. As an employee, you plan and organize to achieve the objectives of the job.	JP5	
Organizational Citizenship Behavior	6. As an employee, you always come to work on time.	JP6	52-56 (5 items)
	7. As an employee, you will inform well in advance if he or she is unable to come to work.	JP7	
	8. As an employee, you will voluntarily take the initiative to help new colleagues with on-the-job training.	JP8	
	9. As an employee, you stand out due to exceptionally few absences from work.	JP9	
	10. As an employee, you follow rules and work instructions in the letter.	JP10	

3.2.6 Control Variables

The control variables in this study were selected from the individual and organizational levels of tourism and hotel employees through social exchange theory and social cognitive theory, as well as relevant JDR model studies (Newport & Heath, 1977). Consider gender, age, education level, and job compassion. According to the tourism and hospitality business assessment, employees are fairly evenly separated by gender, although education levels are low, with frontline personnel primarily attending college. The average age of employees is low.

3.3 Hypotheses

The conceptual model of this research was proposed based on the literature review in Chapter 2. The interrelationships between the variables have been described in the conceptual model. Therefore, the relevant hypotheses and questions were obtained from the conceptual model and are briefly stated here.

1. The Effect of Servant Leadership on Job Characteristics

In conjunction with social exchange theory, which suggests that leadership behavior in organizations will influence employee behavior, servant leadership demonstrates support, empowerment, and assistance to the organization's employees. Servant leadership places a priority on meeting the needs of employees. Employees experience the self-fulfillment that comes with servant leadership and will reward the organization. Employees will maintain a good work mindset, reduce conflict between employee roles, create a good work environment, and enhance recognition of their work, thus enhancing employees' sense of stability and security at work. According to the Job Requirements-Resources (JDR) model of job characteristics (Demerouti et al., 2001), job requirements and job resources are closely related to how employees feel about their jobs, role stress, and the work environment. This is combined with the review of relevant literature studies on servant leadership and job characteristics in Chapter 2. Therefore, the following hypotheses are proposed in this research:

H1: Servant leadership in the tourism and hospitality business has a positive effect on job characteristics.

2. The Effect of Servant Leadership on Job Satisfaction

Servant leadership is characterized by meeting the needs of employees and being employee-oriented. The leadership style of servant leaders is inclusive, autonomous, and humanistic. Job satisfaction is the level of employee satisfaction with the surrounding work environment, mainly reflected in the perception and evaluation of working conditions. Factors that influence job satisfaction include leadership style, working environment, etc. Servant leadership has a positive impact on the working relationships within the organization. Servant leadership in an organization can effectively regulate organizational working relationships, reduce conflict and friction in the organization, and improve the sense of identity among employees. A servant leadership style is conducive to employee job satisfaction. In addition, servant leadership focuses on empowerment, encourages employees to take the initiative to

innovate and solve the problems they encounter in their work independently, and creates space for employees to develop their potential. Employees can complete their work tasks in their own way and in a short time with high efficiency. It enhances employees' sense of self-acquisition, reflects the leadership's recognition of employees' value, and enhances employees' happiness and job satisfaction at work. Therefore, the inclusive atmosphere created by leaders in an organization can improve employees' job satisfaction. There is a correlation between servant leadership and job satisfaction. Therefore, the following hypothesis is proposed in this research:

H2: Servant leadership in the tourism and hospitality business has a positive effect on job satisfaction.

3. The Impact of Servant Leadership on Organizational Justice

The core of servant leadership is "service beyond personal gain," and it advocates "people-oriented". Respecting the value of employees, serving the actual needs of employees as the goal, and giving full play to the autonomy and initiative of employees. Research findings on servant leadership and organizational justice show that servant leadership is positively correlated with employees' sense of organizational justice. Servant leadership empowerment is classified as positively related to employees' perceived organizational justice, while employees' psychological empowerment plays a mediating effect. Servant leadership empowers employees and creates space for employee development.

Servant leadership enhances employees' sense of organizational justice. Servant leadership motivates employees to express their opinions in the decision-making process, protects their interests in the decision, and enhances employees' sense of organizational justice. Meanwhile, by encouraging employees to actively participate in decision-making through emotional adjustment and future organizational vision, servant leadership helps to enhance employees' understanding of organizational decisions, fully understand the process of making organizational decisions, clarify the basis for making organizational decisions, and understand the impact of organizational

decisions. In these ways, servant leadership will enhance employees' perceptions of organizational justice. Therefore, the following hypotheses are proposed in this research:

H3: Servant leadership in the tourism and hospitality business has a positive effect on organizational justice.

4. The Effect of Job Characteristics on Job Performance

Herzberg proposed the two-factor theory in his 1959 study, in which motivational factors and safeguarding factors were proposed. Job design research intends to influence job performance, such as job performance, by designing and optimizing reasonable job characteristics, and Hackman & Oldham propose a theoretical analysis framework of job characteristics based on previous research (Hackman & Oldham, 1981). Hackman's model of job characteristics has five elements, namely skill variety, task wholeness, task importance, job autonomy, and feedback. The three psychological states are the perception of work meaning, work value responsibility, and work activity outcome (Hackman & Oldham, 1981). These three key psychological states further influence individuals' work attitudes, work behavior, and work performance, such as work enthusiasm, work engagement, job satisfaction, and work efficiency. Here, it is well shown that there is a certain interaction between job characteristics and job performance. Subsequently, Landsbergis (1988) proposed the Job Demands-Control (JDC) model in his study, which suggested that the degree of individual stress depends on the interaction of job demands and job control (Landsbergis, 1988). The Job Demands-Resources Model (JDR) was proposed (Demerouti et al., 2001). This model examines the physical, psychological, and social aspects of the work situation and proposes that excessive job demands lead to role confusion, role conflict, and the development of role stress. Therefore, the following hypotheses were formulated in this study:

H4: Job characteristics in the tourism and hospitality business have a positive impact on job performance.

5. The Effect of Job Satisfaction on Job Performance

The elements of job satisfaction include partnership, pay and benefits, work environment, and job characteristics. An objective and fair evaluation of employee job effectiveness can enhance job satisfaction. Job satisfaction variables include five dimensions: job nature, job benefits, colleague relationships, organizational structure, and management style. There is an unstable correlation between job satisfaction and job performance; an increase in job satisfaction can be related to job performance improvement, but job satisfaction does not necessarily improve job performance. Job satisfaction affects the commitment to development space and emotional commitment in corporate commitment. Another aspect is the job withdrawal effect. Usually, job withdrawal includes resignation, absence from work, and idleness, and employees with low satisfaction are more likely to have job withdrawal problems compared with employees with high satisfaction. There is a strong correlation between job satisfaction and employee turnover. When job satisfaction decreases, the employee turnover rate increases, and when satisfaction increases, the employee turnover rate decreases. The components of job satisfaction affect employee turnover. Employee absence behavior is strongly correlated with some dimensions of job satisfaction. Therefore, the following hypotheses are proposed in this study:

H5: Job satisfaction in the tourism and hospitality business has a positive effect on job performance.

6. The Effect of Organizational Justice on Job Performance

The sense of organizational justice tends to focus on the impact of the sense of organizational justice on employees' psychology and behavior. Scholars' research on performance appraisal has shown a positive relationship between the performance rating an employee receives and his or her perception of distributive fairness. When employees lack perceptions of fairness and equity in how they perceive their contributions, a decrease in organizational perceptions of fairness brings about a decrease in job performance levels. When employees lack the perception of fairness in

their contributions, the correlation between how much they perceive to give and how much they get is diminished. Employees will develop a perception of unfairness in distribution. When employees perceive organizational justice, especially in organizations that focus on job performance appraisal, the perception of organizational justice will enhance job performance (Bos et al., 1997). Meanwhile, the perception of organizational justice as a contextual resource jointly affects employees' health, and there is a high correlation between the two (Lupsa et al., 2019). The sense of organizational justice has an impact on employees' health and also on their daily performance during work. Both the employee mindset and the work environment will change, and job performance is bound to change. Therefore, the following hypothesis is proposed in this research:

H6: Organizational justice in the tourism and hospitality business has a positive effect on job performance.

7. The Effect of Servant Leadership on Job Performance

Leaders play an important role in organizations and inevitably have an impact on organizational performance. The leader's leadership style has a direct impact on organizational performance. The defining characteristic of servant leadership is a focus on the needs of employees. Serving the organization's employees and meeting their needs. Providing support and assistance to employees in the organization to accomplish their tasks. Chiniara & Bentein (2016) found in their study that servant leaders meet the competency needs of employees and have a positive impact on organizational performance. When servant leaders empower employees with a certain level of authority and autonomy, the organization will be more dynamic, motivated to work, and more efficient. The empowering behavior of servant leaders will stimulate the enthusiasm and motivation of the organization. The level of commitment will be greatly increased after organizational empowerment, and organizational performance will be improved while tapping employees' potential and improving their self-efficacy. In the research, it is proposed that servant leadership can enhance employees' moral identity

and improve organizational performance. Servant leadership can enhance employees' motivation for public service and promote organizational performance. Therefore, the following hypotheses were formulated in this research:

H7: Servant leadership in the tourism and hospitality business has a positive effect on job performance.

Therefore, the hypotheses related to the conceptual model are summarized as follows:

Table 3.6 The Summary of the Hypothesis

NO.	Hypothesis
H1	Servant Leadership in the tourism and hospitality business has a positive impact on job characteristics.
H2	Servant Leadership in the tourism and hospitality business has a positive impact on job satisfaction.
H3	Servant Leadership in the tourism and hospitality business has a positive impact on Organizational Justice
H4	Job characteristics in the tourism and hospitality business have a positive impact on job performance.
H5	Job satisfaction in the tourism and hospitality business has a positive impact on job performance
H6	Organizational justice in the tourism and hospitality business has a positive impact on job performance
H7	Servant Leadership in the tourism and hospitality business has a positive impact on job performance

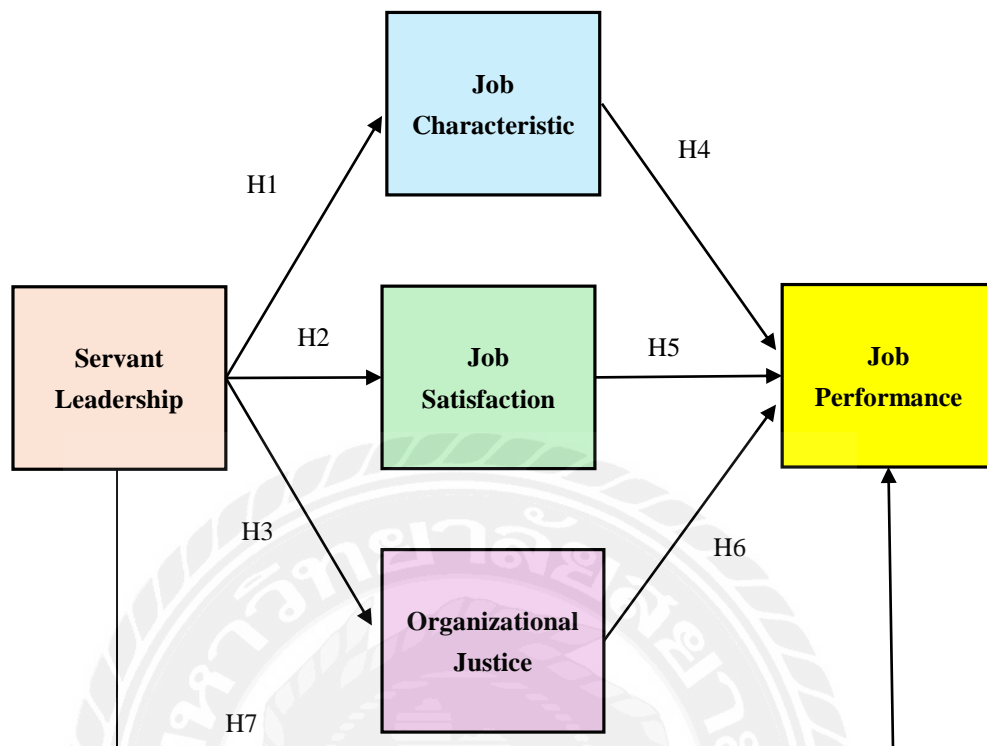


Figure 3.1 Conceptual Model
(Source: Researcher, 2023)

Table 3.7 The Measurement of Research Variable

Variable	Description	Indicators	Question Number
Servant Leadership	Servant leadership is a new leadership model proposed by Greenleaf (1977), who believes that the primary task of a leader is to serve the resources, finances, and mission needs of others.	Liden et al. (2015)	1-7 (7 items)
Independent Variable			
Job Characteristics	Job characteristics can define the specific to a job in a particular organization.	Demerouti et al. (2001)	8-27 (20 items)
Job Requirement	Job requirements refer to the knowledge, skills, and abilities that are necessary to perform a job.		8-16
Job Resources	Job resources refer to the tools, materials, and other resources that are available to an employee to perform their job.		17-27
Job Satisfaction	Job satisfaction connotes: it can be seen as the emotion that results from the employee's evaluation of his or her personal feelings about his or her job, as an emotional orientation to the role he or she plays at work	Pond & Geyer (1991)	28-33 (6 items)
Organizational Justice	Organizational justice: the sense of justice stems from whether or not managers act according to justice standards that state how employees expect managers to behave when making decisions and when managers do not follow the laws of justice, they are perceived as breaking the rules of justice	Schminke et al. (2002)	34-46 (13 items)
Distributive Justice	Distributive justice: This refers to the justice of the outcomes or results that are distributed among employees. Employees will perceive distributive justice if they believe that the rewards or punishments they receive are distributed fairly according to their contributions, abilities, and performance.		34-37
Procedural Justice	Procedural justice: This refers to the justice of the procedures or processes that are used to determine outcomes or distribute rewards and punishments. Employees will perceive procedural justice if they believe that the procedures are transparent, consistent, and based on accurate and unbiased information.		38-42

Variable	Description	Indicators	Question Number
Interactive Justice	Interactional justice: This refers to the justice of interpersonal treatment that employees receive during the process of decision-making or during the implementation of procedures.		43-46
Job Performance	Job Performance should be only about the behaviors themselves and should not include the results of an employee's behaviors. Performance is about the behaviors or what the employee did, not what the employee produced or the results of their work. It is divided into task performance and peripheral performance.	Ingold et al. (2015)	47-56 (10 items)
Task Performance	Task performance: This refers to the specific job duties and responsibilities that are formally assigned to an employee. Task performance includes the technical aspects of a job and focuses on the extent to which an employee is able to perform their job duties in a competent and efficient manner.		47-51
Organizational Citizenship Behavior	Organizational citizenship behavior: This refers to the extra-role behaviors or actions that are not formally required as part of an employee's job but contribute to the overall effectiveness and well-being of the organization. Organizational citizenship behavior includes behaviors such as helping coworkers, going beyond the call of duty, and volunteering for tasks that are not part of an employee's job description.		52-56

3.4 Population and Sampling Methods

This research selected a representative sample to improve the quality of the data. To ensure that the sample is secure, the sample selection, therefore, needs to focus on two main points. On the one hand, there is the sample object selection. Considering that there are regional differences in the development of the tourism and hospitality business in Shandong Province, China, the size of enterprises does not need to be the same; there are differences in enterprises, and there are differences in the management philosophy of enterprises (Loehlin, 2004). Therefore, this research selects several representative enterprises. To improve the relevance of the sample, the sample enterprises must be selected as representative hotel enterprises in the region. For instance, Qingdao Seaview Garden Hotel, which has been named "one of the most influential hotels" by the China Hotel Association for three consecutive years, has become a model for the Chinese hotel business to learn from.

The main subjects of this study are leaders and employees in the tourism and hospitality business in Shandong Province. As of 2021, there are 1,403 hotel enterprises and 87,096 employees in Shandong Province (<http://tjj.shandong.gov.cn/tjnj/nj2022/zk/zk/indexch.htm>). Yamane (1973) adjusted the calculation formula to be more accurate by increasing $\pi =$ population variance from dichotomous variable equal to 0.50 and $z = z$ score at significance level β (where $z = 1.96$ at $\beta = 0.05$ and $z = 2.56$ at $\beta = 0.01$) as the following form (Yamane, 1973).

$$n = \frac{(z)^2(\pi)(1 - \pi)(N)}{(z)^2(\pi)(1 - \pi) + (N)(e)^2}$$

From the calculation formula for the given 87096 populations, the sample size equals 398.17, which compares with the Taro Yamane reliability level of 95% ($z = \pm 5\%$) and various errors; the sample size equals 399.

The result of the calculation is 400 samples. Therefore, from this study combined with scholars' opinions and related requirements, it can be known that the sample size of the sampling survey must be at least 400 in order to achieve the 95% confidence level (Barrett & Machon, 2007) and ensure that the difference between the sample mean and the overall mean does not exceed 0.5 (Bentler & Chou, 1987). To ensure the scientific reliability of the study, therefore, the sample size was determined

to be 700, considering that invalid questionnaires may be generated during the sampling survey (Jackson, 2003).

3.5 Statistical Method of Analysis

3.5.1 Descriptive Statistical Analysis

Descriptive statistical analysis will be used in the research to analyze and describe the basic characteristics of the sample. Descriptive statistical analysis is used to analyze and summarize the data as a whole, including statistics such as central tendency (e.g., mean, median, and plural) and dispersion (e.g., variance, standard deviation, and interquartile range).

First, the collected questionnaire data were summarized and organized, and various statistics such as mean, median, plurality, variance, standard deviation, minimum, maximum, and quartiles were calculated for each variable.

Next, the data distribution is described. Based on the aggregated data statistics, characteristics such as the central tendency, dispersion, and shape of the data distribution can be described. The central tendency describes the degree of concentration of the data distribution; the degree of dispersion describes the degree of dispersion of the data distribution; and the shape describes the symmetry and kurtosis of the data distribution and other characteristics.

Finally, data visualization. Data visualization is an effective way to describe the characteristics and trends of data more visually. For instance, data can be visualized in histograms, scatter plots, box-line plots, pie charts, etc. The basic processing and characterization of data are completed through descriptive statistical analysis, which lays the foundation for the subsequent research.

3.5.2 Influential Statistics Method

Influential statistics can be used to identify and process the degree of influence of a data point or combination on the results of a statistical model. The influential statistic is applied to perform the following two aspects of analysis:

On the one hand, outliers in statistical data are identified. Outliers are data points that are significantly different from other data points in the data set. The presence of

outliers may lead to bias in the prediction results of statistical models. Therefore, outliers need to be removed or corrected before collecting and analyzing the data to ensure that the research data can satisfy the research requirements.

On the other hand, the influential statistic is used for model testing. Moreover, it can be used to test the reliability of a statistical model. The regression coefficient value of the data on the model coefficients is calculated as a measure of the extent of its influence on the model results. If the value of a data point or combination exceeds the standard threshold, the influence of that data point or combination on the model results is relatively high. Special treatment of these data points or combinations, such as removal or correction, is required to improve the reliability of the model.

3.5.3 Structural Equation Modeling

Structural equation modeling was first developed in the 1970s and is a relatively new multivariate statistical research method that is mainly used to test hypothesized relationships among latent variables. The study of latent variables needs to be verified with the help of measurement indicators. Gerbing & Anderson (1988) proposed that structural equation modeling has two components: the measurement model and the structural model. The measurement model is used to show the relationship between the latent variables and the observed indicators. The structural model is used to elucidate the relationship between individual latent variables. The two parts of the structural equation model explain the degree of representation and influence of the latent variables and show the degree to which the model explains the data correlation.

Structural equation models perform path analysis of latent variables by examining unobservable latent variables through observables, and technological advances have brought about more flexibility in the use of structural equation models in terms of the interaction between theory and data. Structural equation modeling with Maximum Likelihood Estimation (MLE) and covariance-based structural equation Warner & Wold (1966) proposed PLS and is based on the idea of component analysis. AMOS is "Analysis of Moment Structures" and makes it easier to illustrate and interpret the model (Byrne & Kastrati, 2009), and it does not emphasize the accuracy of parameter estimation, which can avoid the negative effects of errors in the modeling of latent variables or the use of indicators of observable variables. By combining the

advantages of AMOS, this research adopts AMOS as the research method for structural equations.

3.5.4 Measurement Model Evaluation Metrics

Reflective measurement models need to be evaluated in terms of five aspects: content validity, indicator reliability, construct reliability, convergent validity, and discriminant validity. Therefore, in this research, SPSS was used to test the content validity, and AMOS was used to test the other reliability.

1. Content Validity

Content validity is the extent to which the questionnaire items belong to the category of latent variables and requires that the measures be representative of the latent variables when they are measured. This research will use principal component analysis to conduct exploratory factor analysis on the pre-survey data to analyze the reflective scale structure and lay the foundation for future research. The main reflective indicators are the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KOM) values and Bartlett's test. The closer the KOM value is to 1, the stronger the correlation between the variables and the weaker the bias correlation, and therefore the better the analysis. A KOM value above 0.9 is very good, above 0.8 is good, 0.7 is acceptable, and less than 0.6 indicates inadequate; Bartlett's test significance P value must be satisfied: $P < 0.05$ (Alzoubi & Jaaffar, 2020).

2. Indicator Reliability

Indicator reliability refers to the degree to which a single measure reflects a latent variable. The basic requirement is that some of the variances of the indicator can be explained by the latent variable (Jones, 1979). The shared variance is greater than the covariance of the measurement error.

3. Construct Reliability

Construct reliability (CR) indicates the amount of explanation of latent variables on a scale composed of multiple test indicators. The CR is similar to Cronbach's alpha coefficient, but it does not assume that all the measures have the same weight, and the range of values is 0 to 1. The CR needs to be greater than 0.7, which is obtained by bootstrapping in Maximum Likelihood Estimation (Samad & Alharthi, 2022).

4. Convergent Validity

Convergent validity indicates the correlation between different measures of the same variable. Different measures have strong correlations with each other. The average variance extracted (AVE) is selected as a reflective indicator of convergent validity (Fornell & Larcker, 1981). The average variance extracted (AVE) should be greater than 0.5 and the factor loading should be greater than 0.7 (Haenlein & Kaplan, 2004) to meet the basic criteria required for the study.

3.6 Questionnaire Pre-Test

To ensure the scientific reliability of the study, the sample research was reasonable and valid. Pre-tests were conducted on the questionnaire that had been designed and completed, while the unreasonable question items were revised and adjusted to support the follow-up study. The questionnaire and test were conducted with a sample of 40 employees from enterprises in three cities, including Qingdao, Yantai, and Jinan, and a total of 40 questionnaires were distributed online for pre-survey. The pre-test sample of the questionnaire was used as the research object, and SPSS software was applied to analyze the sample of the pre-survey and to conduct exploratory factor analysis, principal component analysis, multivariate co-linear analysis, and questionnaire reliability analysis on the scale items of the initial questionnaire, combined with the analysis to revise the scale dimensions and questionnaire items to form the official questionnaire.

Although the questionnaire uses mature scales, it is necessary to conduct a pretest of the questionnaire before the formal study to ensure the scientific validity and reliability of the study. First is the scale reliability test. A reliability test is a test of the internal consistency of a scale. The variables are tested several times, and if the results of multiple tests are the same, then the scale is reliable. This indicator is an important basis for determining whether the test results are stable (Sarstedt, 2014). The specific required values have been explained in the previous section and will not be repeated. Second is the validity test of the scales. Scale validity is used to examine the energy efficiency of each question item, that is, whether each question item plays an important role in the scale.

3.7 Item Analysis Analyzed the Quality of the Measurement Tool

3.7.1 Validity Testing

1. Content Validity

Content Validity: measurement questionnaire items were appropriate and consistent with the research domain requirements, interpretation of the results of the instrument development, critical review of the instrument items, and all items assessed semantic clarity, adequate domain sampling, and good item consistency. The methods tested included a literature review, personal reflection, and analytical critique (Higgins & Straub, 2006). The literature review and classical scale formulation were mainly used in the study, and the questions were adjusted to take into account the characteristics of the Chinese language, and some words that did not have content validity were removed.

2. Logical Validity

Using the expert judgment method is a practical way to judge validity. At least five experts should be asked to judge whether each item truly measures the intended attribute. The purpose congruence (IOC index) is used as the basis for screening the quality of items. For each item, experts are asked to determine a content validity score of:

Score = 1. If the expert is confident that this item does measure the attribute.

Score=-1. If the expert is confident that the item does not measure the attribute.

Score = 0. If the expert is unsure whether the item measures or does not measure the desired attribute of the measure.

The IOC value of a qualified item should be equal to or greater than 0.50.

Five experts were invited according to the actual situation, namely Chaiyanant Panyasiri (Siam University, Associate Professor); Yuwat Vuthimedhi (Siam University, Professor); Jidapa Chollathanrattanapong (Siam University, Ph.D.); Li Liou-Yuan (Rajamangala University of Technology Thanyaburi, Associate Professor); and Jun Jiang (NIDA, Associate Professor). The question items were critically scored, and finally, after the experts' judgment, the IOC values of the question items were all above 0.5, with good validity.

3. Construct Validity

To ensure construct validity and to ensure that accurate measurement could be truly accomplished. Determine the normality of the survey context to ensure that the context of the research question items is normative and valid. To clarify the relationship and theoretical basis between each of the research variables. The researcher examines the study concepts and sub-concepts with theoretical validity.

3.7.2 Reliability Testing

Reliability analysis was done for all scales using SPSS, using Cronbach's alpha and Cronbach's alpha if the item was deleted as the measures. The overall reliability status of the questionnaire was described.

Table 3.8 The Cronbach's Alpha of Variables

Variables	Dimension	Cronbach's Alpha
Servant Leadership	-	0.906
Job Characteristics	Job requirement	0.913
	Job Resources	0.920
Job Satisfaction	-	0.897
Organizational Justice	Distributive justice	0.865
	Procedural justice	0.896
	Interactive justice	0.877
Job Performance	-	0.866

(Source: Researcher, 2023)

In summary, the reliability and validity of the questionnaire can be known after the reliability test, and the questionnaire can be conducted only when the measurement instrument meets the measurement criteria. Cronbach's alpha needs to be above 0.7, and Corrected Item-Total Correlation (CITC) needs to be 0.5 or higher to meet the requirements of internal consistency and reliability. When there are items or dimensions that do not meet the requirements, the items or dimensions need to be adjusted or deleted.

3.8 Data Analysis Process Conclusion

After data collection, the data need to be analyzed, and the specific analysis process is as follows: First, the collected data needs to be cleaned and checked, including whether there are missing data or outliers. If there are problems, the data needs to be processed or excluded. Second, model fitting and parameter estimation need to be performed. The goal of model fitting is to make the model fit the actual data as closely as possible. Parameter estimation is used to estimate the relationship between the latent and observed variables in the model. Further, model diagnosis and improvement are performed to diagnose and improve the model based on the fitting index and parameter estimation results, including checking the model fit, revising the model structure, and deleting variables. Meanwhile, after the model fitting and parameter estimation are completed, the model needs to be evaluated and interpreted. The evaluation of the model can use some statistical indicators, such as goodness of fit, modified fit index, root mean squared error, etc. The explanatory model can use path coefficient plots and coefficient tables to describe the relationships between the latent and observed variables. Finally, the results need to be reported and interpreted. The report of the results should include the research questions, research methods, findings, and conclusions. The interpretation of the results needs to consider aspects such as credibility, reproducibility, and practical application value of the results, and the process is shown in Figure 3.2.

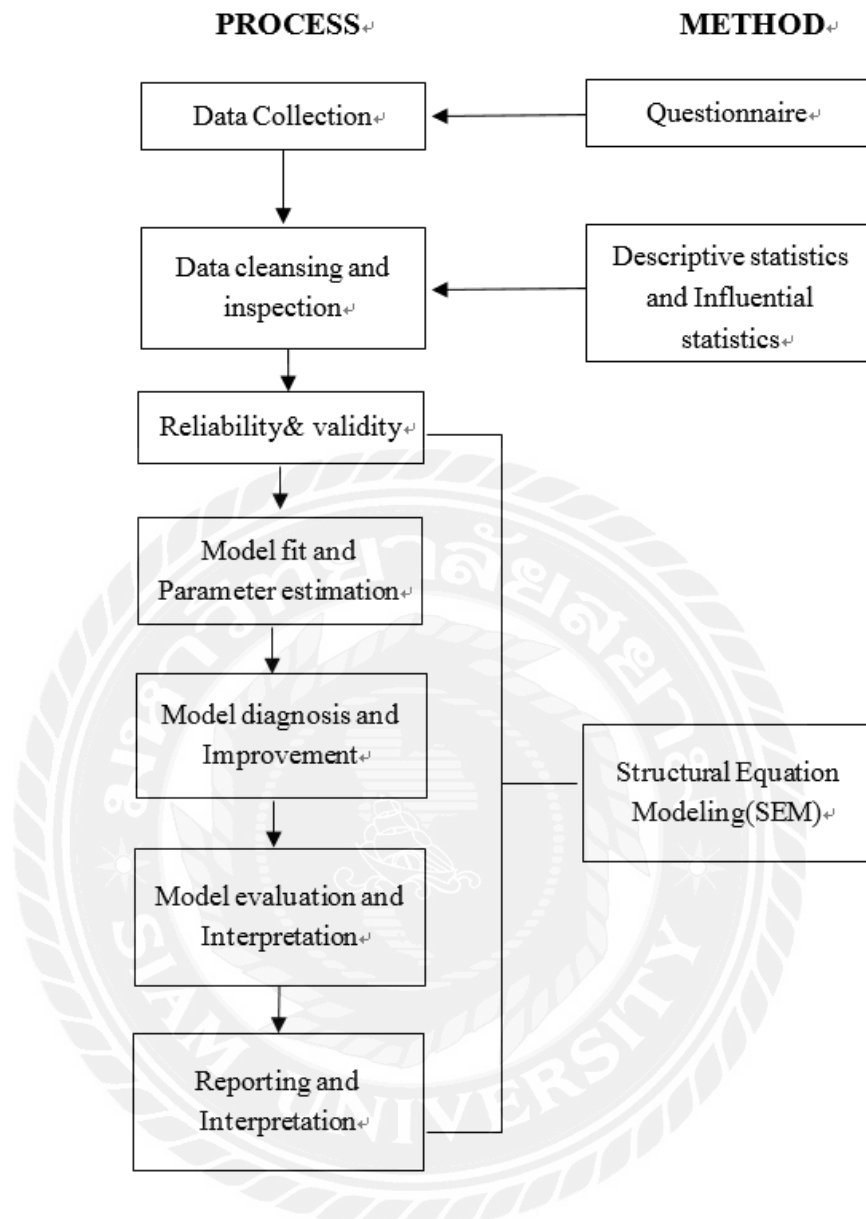


Figure 3.2 Data Analysis Process
(Source: Researcher, 2023)

Chapter 4

Research Result

This chapter examines the data gathered. The data analysis results determine the link between each variable. The specifications are as follows:

4.1 Description of Sample Characteristics

4.2 Data Normal Distribution Test

4.3 Discriminatory Power, Reliability, and Primary Confirmatory Factor Analysis

4.4 The Structural Equation Models and Hypothesis Testing

4.5 Conclusion

This chapter will analyze the data that has been obtained. The primary goal of this research was to discover the relationship between servant leadership and job Characteristics, job satisfaction, organizational justice, and job performance. The data was analyzed using SPSS for descriptive statistics and AMOS for structural equation modeling. In this chapter, descriptive statistical analysis was done to examine the sample's demographic characteristics and whether the data followed a normal distribution. The questionnaire will next be assessed for reliability and validity. In this case, the validity investigation was conducted using confirmatory factor analysis (CFA), which assessed the average variance extracted (AVE) and composite reliability (CR) for each dimension. The data were examined to assess discrimination and dependability. Furthermore, the variables were checked for correlation coefficients to ensure that the variables used to build the model were correlated and had no covariance. When the data obtained fits the criteria of normal distribution and absence of covariance as determined by Confirmatory Factor Analysis (CFA), the hypotheses in this study will be explored using structural equation modeling using AMOS.

4.1 Description of Sample Characteristics

The descriptive analysis of sample characteristics analyzed the sample's basic information. In the descriptive statistics analysis, sample information such as gender, age, education level, and employment position is used. In this study, 662 valid questionnaires were gathered and evaluated, with descriptive data reported in Table 4.1. According to the statistical statistics, 53.6% of the sample was male and 46.4% was female, with men outnumbering women. The male-to-female ratio is close to 50%, meeting the minimum statistical standards. In terms of age, the poll was divided into four groups: 42.3% were aged 18-25, 19.2% were aged 26-35, 28.4% were aged 36-45, and 10.1% were 45 and beyond. This indicates that 61.5% of the survey sample is aged 35 and under. Educational qualifications are classified into four categories, with bachelor's degrees accounting for 56.2% (372 surveyed), master's degrees accounting for 21.6% (143 surveyed), master's degrees or higher accounting for 7.4% (49 surveyed), and others accounting for 14.8%, which is consistent with the current situation. In the post-investigation phase, 39.6% of staff are involved, with 262 investigators. Middle management accounted for 39.3%, while top management accounted for 21.1%.

Table 4.1 Sample Feature Description

Variable	Options	Frequency	Percent%
Gender	(1) Male	355	53.6
	(2) Female	307	46.4
Age	(1) 18-25	280	42.3
	(2) 26-35	127	19.2
	(3) 36-45	188	28.4
	(4) Above 45	67	10.1
Education	(1) Bachelor's degree	372	56.2
	(2) Master's degree	143	21.6
	(3) Higher than the master's degree	49	7.4
	(4) Others	98	14.8
Position	(1) Staff	262	39.6
	(2) Middle manager	260	39.3
	(3) Senior manager	140	21.1
	(4) Others	0	0
Total		662	100.0

4.2 Data Normal Distribution Test

4.2.1 Servant Leadership

This section will examine the normal distribution of Servant Leadership's collected data. There were seven question items for Servant Leadership. Based on the data analysis results in Table 4.2, it is possible to conclude that the overall mean of each question item ranges between 4.5 and 5.6, with a 7-point Likert scale. As a result, the findings suggest that the participants' knowledge is above the mean, which ranges from moderate to high. Meanwhile, skewness and kurtosis were determined for each measurement question item. According to normal distribution standards, data are considered normal when the absolute value of the skewness coefficient is within 3 and the absolute value of the kurtosis coefficient is within 8. The study's findings revealed that the absolute values of skewness and kurtosis in the dimensions matched the criterion.

Table 4.2 Percentage Distribution of Servant Leadership

Item	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness	Kurtosis
SL1	4.477	1.319	1.739	-0.253	-0.169
SL2	4.432	1.408	1.983	-0.288	-0.387
SL3	4.378	1.278	1.633	-0.166	0.080
SL4	4.069	1.335	1.783	0.041	-0.444
SL5	4.106	1.434	2.055	-0.211	-0.461
SL6	5.526	1.168	1.363	-0.623	0.753
SL7	5.390	1.117	1.249	-0.342	0.159

4.2.2 Job Characteristics

The job characteristics data were examined for normal distribution. Job characteristics were divided into two dimensions. The first dimension is Job Requirements, which measures items JC1 through JC9, and the second dimension is Job Resources, which measures items JC10 through JC20. According to Table 4.3, the mean value of each question item ranged from 4.5 to 5.8, indicating that the research

participants were more knowledgeable of the research in this study than the average. Meanwhile, the obtained data were evaluated for kurtosis and skewness; the skewness coefficient was within 3, the kurtosis coefficient was within 8, and the data followed a normal distribution.

Table 4.3 Percentage Distribution of Job Characteristics

Item	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness	Kurtosis
JC1	5.41	0.947	0.896	-0.172	0.461
JC2	5.53	0.931	0.867	0.038	-0.672
JC3	5.49	1.012	1.025	-0.295	-0.265
JC4	5.35	0.893	0.798	-0.320	0.808
JC5	5.76	0.950	0.902	-0.422	-0.251
JC6	5.17	1.042	1.085	-0.310	0.288
JC7	5.02	1.090	1.189	-0.435	0.461
JC8	5.11	0.970	0.941	-0.305	0.371
JC9	5.14	1.016	1.031	-0.518	1.184
JC10	5.18	1.010	1.020	-0.581	1.471
JC11	5.17	0.956	0.913	-0.588	1.866
JC12	4.95	1.084	1.175	-0.582	0.790
JC13	4.88	1.168	1.365	-0.552	0.565
JC14	5.04	1.008	1.015	-0.411	0.912
JC15	5.20	1.077	1.160	-0.351	0.551
JC16	5.34	1.106	1.223	-0.900	1.534
JC17	4.59	1.046	1.095	-0.190	0.015
JC18	4.94	1.032	1.064	-0.304	0.300
JC19	4.47	1.139	1.296	-0.335	-0.182
JC20	4.83	1.133	1.284	-0.502	0.439

4.2.3 Job Satisfaction

Job satisfaction was examined using six question items. According to the analytical results in Table 4.4, the mean value of job satisfaction ranges between 4 and 5.6, indicating that the survey sample perceives job satisfaction as above average. The absolute value of skewness statistics of job satisfaction measurement items is less than 1, the absolute value of kurtosis statistics of job satisfaction measurement items is less than 1, and the absolute value of kurtosis is less than 2, all of which meet the requirements of the absolute value of skewness coefficient within 3, and the absolute

value of kurtosis coefficient within 8. As a result, the data on work satisfaction is distributed normally.

Table 4.4 Percentage Distribution of Job Satisfaction

Item	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness Statistic	Kurtosis Statistic
JS1	4.85	1.204	1.450	-0.567	0.109
JS2	4.14	1.337	1.788	-0.311	-0.499
JS3	4.64	1.180	1.393	-0.586	0.570
JS4	5.60	1.204	1.450	-0.917	1.069
JS5	4.90	1.295	1.678	-0.169	-0.092
JS6	5.07	1.231	1.514	-0.156	-0.109

4.2.4 Organizational Justice

Organizational justice is classified into three dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice includes four things from OJ1 to OJ4. Procedural justice consists of five items, numbered from OJ5 to OJ9. Interactive justice consists of four programs, numbered from OJ10 to OJ13. According to Table 4.5, the mean value of Organizational Justice items ranges from 4.5 to 5.3, showing that the survey sample's perception is higher than average. The skewness of the organizational justice measuring items is less than 0.6, and the kurtosis is less than 2, meeting the criteria for a skewness coefficient of less than or equal to 3 and a kurtosis coefficient of less than or equal to 8. As a result, the data collected on organizational justice follows a normal distribution.

Table 4.5 Percentage Distribution of Organizational Justice

Item	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness Statistic	Kurtosis Statistic
OJ1	4.95	1.027	1.054	-0.549	1.135
OJ2	5.00	1.079	1.165	-0.426	0.908
OJ3	4.76	1.210	1.463	-0.363	0.301
OJ4	5.27	0.983	0.967	-0.528	1.600
OJ5	4.98	1.033	1.068	-0.321	0.925
OJ6	4.72	1.325	1.756	-0.442	-0.168
OJ7	4.24	1.489	2.218	-0.094	-0.504
OJ8	4.56	1.227	1.505	-0.124	-0.249
OJ9	4.51	1.131	1.279	-0.132	0.227
OJ10	4.88	1.159	1.343	-0.365	0.322
OJ11	4.55	1.119	1.253	0.025	0.168
OJ12	4.91	1.050	1.103	0.144	-0.037
OJ13	4.53	1.269	1.611	-0.125	0.317

4.2.5 Job Performance

In this part, the normal distribution of job performance will be investigated. The job performance assessment consists of ten question items. According to the data analysis results in Table 4.6, the overall mean value of the question items is between 3.5 and 5.2, and the scale is based on a 7-point Likert scale; thus, the data analysis results show that the research participants' level of understanding of the study is higher than the average, falling into the medium or higher range. Simultaneously, the measurement items were analyzed for skewness and kurtosis, and according to normal distribution requirements, when the absolute value of the data's skewness coefficient is within 3, and the absolute value of the kurtosis coefficient is within 8, the data are considered to be normal. The analysis found that the absolute levels of skewness and kurtosis in the data for each dimension matched the criterion.

Table 4.6 Percentage Distribution of Job Performance

Item	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness Statistic	Kurtosis Statistic
JP1	4.83	1.186	1.406	-0.413	0.919
JP2	4.93	1.155	1.333	-0.521	0.884
JP3	4.82	1.154	1.333	-0.228	0.672
JP4	4.76	1.262	1.594	-0.407	0.050
JP5	4.97	1.211	1.467	-0.717	1.201
JP6	5.16	1.093	1.194	-0.251	0.465
JP7	4.20	1.566	2.453	-0.148	-0.737
JP8	3.85	1.557	2.424	-0.057	-0.871
JP9	3.48	1.527	2.332	0.042	-0.903
JP10	4.98	1.185	1.403	-0.249	0.046

The results of assessing the data normal distribution index for each variable show that the obtained data fits the standards of normal distribution.

4.3 Discriminatory Power, Reliability, and Primary Confirmatory Factor Analysis

In this study, 662 valid questionnaires were gathered, and the collected data was checked for reliability and validity. Cronbach's Alpha and Corrected Item-Collective Correlation (CICR) were employed to assess dependability. The validity test was conducted using primary confirmatory factor analysis (CFA), which included path coefficients, composite reliability (CR), and average variance extracted (AVE). The appropriateness of the model was also evaluated using structural equation modeling.

4.3.1 Reliability

Variables in the study were collected via a questionnaire, and reliability checks were required on the collected data. SPSS was used to conduct a reliability analysis of all the scales using Cronbach's Alpha and Cronbach's Alpha (if items were eliminated). Indicate the overall dependability of the questionnaire. The questionnaire variables included 56 questions, and the Cronbach's Alpha was 0.951, indicating strong reliability and meeting the standards, as shown in Table 4.7.

Table 4.7 Reliability Testing

Cronbach's Alpha	N of Items
0.951	56

1. Servant Leadership Scale Reliability Testing

Table 4.8 shows the reliability analysis of the Servant Leadership Scale. The test findings reveal Cronbach's Alpha and the Servant Leadership Scale's Corrected Item-Total Correlation (CITC). The Cronbach's Alpha is greater than 0.7, and the Corrected Item-Total Correlation (CITC) is greater than 0.5 to meet the internal consistency and reliability standards. The results showed that Cronbach's alpha was 0.906, which was greater than 0.9, indicating that the data collected was reliable. The Servant Leadership Scale consisted of seven components, each with a CITC value greater than 0.5, which met the standards.

Table 4.8 Servant Leadership Scale Reliability Analysis

Dimension	Item	Corrected Item-Total Correlation (CITC)	Cronbach's Alpha
Servant Leadership	SL1	0.721	0.906
	SL2	0.780	
	SL3	0.698	
	SL4	0.717	
	SL5	0.722	
	SL6	0.731	
	SL7	0.689	

2. Job Characteristics Scale Reliability Testing

Table 4.9 shows the dependability of the Job Characteristics Scale. The test results reflect the findings for both aspects of the Job Characteristics Scale (Job Requirements and Job Resources). Cronbach's Alpha must be greater than 0.7, while Corrected Item-Total Correlation (CITC) must be greater than 0.5. This is to meet the requirements for internal consistency and dependability. When any goods or measurements do not fit the specifications, they must be altered. The Cronbach's Alpha for work qualities is 0.913 and 0.920, both greater than 0.9, indicating a high level of

reliability. The Job Characteristics Scale comprises two dimensions and 20 items, and each item's CITC value exceeds 0.5, meeting the standards. Each item's CITC value exceeds 0.5, indicating that it fits the requirements.

Table 4.9 Job Characteristic Scale Reliability Analysis

Dimension		Item	Corrected Item-Total Correlation (CITC)	Cronbach's Alpha
Job Characteristics	Job Requirement	JC1	0.606	0.913
		JC2	0.619	
		JC3	0.598	
		JC4	0.619	
		JC5	0.606	
		JC6	0.612	
		JC7	0.613	
		JC8	0.628	
		JC9	0.624	
	Job Resources	JC10	0.633	0.920
		JC11	0.587	
		JC12	0.639	
		JC13	0.634	
		JC14	0.619	
		JC15	0.629	
		JC16	0.647	
		JC17	0.670	
		JC18	0.632	
		JC19	0.667	
		JC20	0.649	

3. Job Satisfaction Scale Reliability Testing

Table 4.10 shows the dependability of the Job Satisfaction Scale. Cronbach's Alpha must be greater than 0.7, and Corrected Item-Total Correlation (CITC) must be greater than 0.5, in order to meet the requirements for internal consistency and reliability. If some items or dimensions do not meet the requirements, adjustments must be made to the items or dimensions. The results show that the Cronbach's alpha for Job Satisfaction is 0.897, which is larger than 0.8, indicating that the obtained data is reliable. The Job Satisfaction Scale consists of six items, each with a CITC value better than 0.5, meeting the standards.

Table 4.10 Job Satisfaction Scale Reliability Analysis

Dimension	Item	Corrected Item-Total Correlation (CITC)	Cronbach's Alpha
Job Satisfaction	JS1	0.691	.897
	JS2	0.788	
	JS3	0.715	
	JS4	0.694	
	JS5	0.719	
	JS6	0.724	

4. Organizational Justice Scale Reliability Testing

Table 4.11 shows the reliability analysis of the Organizational Justice Scale. The test results show that the Cronbach's Alpha and Corrected Items-Total Correlation (CITC) of the three dimensions of the Organizational Justice Scale, i.e., Distributive, Procedural, and Interactional Justice, meet the requirements, with Cronbach's Alpha above 0.7 and CITC above 0.5. When any goods or measurements do not fit the specifications, they must be altered. The Cronbach's alpha values for distributive justice, procedural justice, and interactive justice are 0.865, 0.896, and 0.877, respectively, all more than 0.8, indicating good data reliability. The Organizational Justice Scale comprises three dimensions and 13 items, and each item's CITC score is more than 0.5, meeting the criteria.

Table 4.11 Organizational Justice Scale Reliability Analysis

Dimension		Item	Corrected Item-Total Correlation (CITC)	Cronbach's Alpha
Organizational Justice	Distributive Justice	OJ1	0.615	0.865
		OJ2	0.582	
		OJ3	0.616	
		OJ4	0.619	
	Procedural Justice	OJ5	0.644	0.896
		OJ6	0.657	
		OJ7	0.713	
		OJ8	0.661	
		OJ9	0.628	
	Interactive Justice	OJ10	0.581	0.877
		OJ11	0.682	
		OJ12	0.592	
		OJ13	0.624	

5. Job Performance Scale Reliability Testing

Table 4.12 shows the reliability analysis of the Job Performance Scale. The test results demonstrate that Cronbach's Alpha and Corrected Item-Total Correlation (CITC) of the two dimensions of the Job Performance Scale. Cronbach's Alpha must be greater than 0.7, while Corrected Item-Total Correlation (CITC) must be greater than 0.5. When some items or dimensions fail to meet the requirements for internal consistency and reliability, these must be modified.

Table 4.12 Job Performance Scale Reliability Analysis

Dimension	Item	Corrected Item-Total Correlation (CITC)	Cronbach's Alpha
Job Performance	JP1	0.692	0.866
	JP2	0.770	
	JP3	0.694	
	JP4	0.740	
	JP5	0.668	
	JP6	0.719	
	JP7	0.824	
	JP8	0.729	
	JP9	0.710	
	JP10	0.741	

In summary, the reliability and validity of the questionnaire can be determined following the reliability test, and the questionnaire can only be administered if the measurement equipment fits the measurement criteria. Cronbach's alpha must be greater than 0.7, and Corrected Item-Total Correlation (CITC) must be 0.5 or above, to meet the requirements for internal consistency and reliability. If some items or dimensions do not match the requirements, they must be changed or eliminated.

4.3.2 Validity

The study performed validation factor analysis to test the scale's validity. In structural equation modeling, the mean variance extracted, combinatorial validity, and discriminant validity must all be considered. In this regard, the average variance extracted (AVE) is used to determine the convergent validity of the measurement scale,

while the combinatorial validity (CR) is used to assess the variable measurement consistency. The link between the square root of the AVE value and the standardization coefficient serves as the foundation for discriminant validity.

According to relevant studies and standards, the minimum AVE value is 0.5 (Hair et al., 2010), whereas the minimum CR value is 0.7 (Fornell & Larcker, 1981), showing good convergent validity and combinatorial reliability. This study used structural equation modeling. AMOS and SPSS software were used throughout the study. First, the model fitness test was carried out, and all key indicators met the requirements. Second, parameter estimation was used to determine the proper research results.

1. Servant Leadership

According to Table 4.13, the model fitness index test results reveal that the Chi-square/df is 1.84, which is less than 3 to meet the requirements; and the test results of GFI, AGFI, CFI, and TLI are all greater than 0.9 to fulfill the requirements, while the RMSEA is 0.036, which is less than 0.08. Therefore, the full results of the present analysis reveal that the Servant Leadership scale confirmatory component analysis model has a good fit. It also suggests that the scale utilized in the study has high construct validity.

Table 4.13 Servant Leadership Model Fit

Indicators	Chi-square	df	Chi-square/df	GFI	AGFI	CFI	TLI	RMSEA
Results	25.755	14	1.84	0.990	0.979	0.995	0.993	0.036

According to the findings, the Servant Leadership Scale Confirmatory Factor Analysis fit well. The collected data was calculated and evaluated using the AVE and CR equations. Table 4.14 analysis shows that the path coefficient estimate is greater than 0.7 on the Servant Leadership scale. Items in this dimension must have a factor loading value (standard estimated regression weight) greater than or equal to 0.5. The average variance extracted (AVE) of the servant leadership scale score was 0.6585,

which is more than 0.5. And the construct dependability (CR) score was 0.908, which is larger than 0.7. By examining the results, it may be found that the indicators of Servant Leadership research match the requirements. Servant Leadership survey data can be applied to structural equation research.

Table 4.14 AVE and CR of Servant Leadership

Path relationship			Estimate	AVE	CR
SL1	<---	Servant Leadership	0.761	0.585	0.908
SL2	<---	Servant Leadership	0.830		
SL3	<---	Servant Leadership	0.738		
SL4	<---	Servant Leadership	0.760		
SL5	<---	Servant Leadership	0.760		
SL6	<---	Servant Leadership	0.773		
SL7	<---	Servant Leadership	0.727		

Chi-square=25.755 df=14
 Chi-square/df=1.840 p=.028
 GFI=.990 AGFI=.979
 CFI=.995 RMSEA=.036

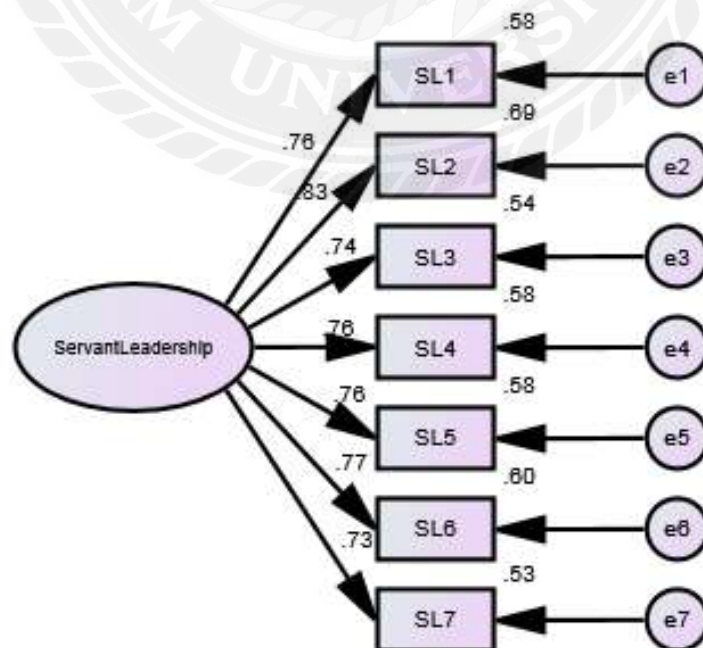


Figure 4.1 Primary Confirmatory Factor Analysis of Servant Leadership

2. Job Characteristics

According to Table 4.15 and Figure 4.2, the model fitness index test results show that the Chi-square/df is 0.953, which is less than 3, and the test results of the GFI, AGFI, CFI, and TLI are all above 0.9, indicating that the requirements are met, while the RMSEA is 0.000, which is less than 0.08. As a result, the overall findings of this study indicate that the Job Characteristics Scale Confirmatory Factor Analysis Model fits well. It also suggests that the scale utilized in the study has strong structural validity.

Table 4.15 Job Characteristics Model Fit

Indicators	Chi-square	df	Chi-square/df	GFI	AGFI	CFI	TLI	RMSEA
Results	160.981	169	0.953	0.977	0.971	0.999	0.999	0.000

According to the study, job characteristics are divided into two dimensions: job requirements and job resources. Job requirements have nine measurement items, while job resources have eleven measurement items. The standardized path coefficient value for each item in the Job requirement dimension spans from 0.717 to 0.748, and all path coefficient values are more than 0.5, indicating that the requirement is met. The path coefficient values for each item in the Job requirement dimension vary from 0.717 to 0.748, with each value greater than 0.5, meeting the requirement.

The standardized path coefficients for each item in the Job resources dimension vary from 0.665 to 0.752, with each path coefficient value more than 0.5, satisfying the criteria. According to the AVE and CR calculation, the Job requirement dimension has an AVE of 0.541, which is larger than 0.5, and a CR of 0.914, which is greater than 0.7, indicating that the data is consistent. The AVE for the Job resources dimension is 0.511, which is better than 0.5, and the CR is 0.920, which is greater than 0.7, indicating good data consistency.

According to Correlation analysis, the correlation coefficient of Job requirement and Job resources is 0.571 and is significantly correlated at the 99% level, and the

square root of AVE is 0.736,0.715, respectively, which are greater than the correlation coefficients of Job requirement and Job resources, which is 0.571, indicating the existence of good discriminant validity between the two. The results suggest that the job characteristics indicators meet the requirements and are appropriate for structural equation modeling.

Table 4.16 AVE and CR of Job Characteristics

Path relationship			Estimate	AVE	CR
JC1	<---	Job Requirement	0.717	0.541	0.914
JC2	<---	Job Requirement	0.738		
JC3	<---	Job Requirement	0.718		
JC4	<---	Job Requirement	0.746		
JC5	<---	Job Requirement	0.748		
JC6	<---	Job Requirement	0.742		
JC7	<---	Job Requirement	0.744		
JC8	<---	Job Requirement	0.745		
JC9	<---	Job Requirement	0.723		
JC10	<---	Job Resources	0.699	0.511	0.920
JC11	<---	Job Resources	0.665		
JC12	<---	Job Resources	0.711		
JC13	<---	Job Resources	0.712		
JC14	<---	Job Resources	0.701		
JC15	<---	Job Resources	0.715		
JC16	<---	Job Resources	0.716		
JC17	<---	Job Resources	0.737		
JC18	<---	Job Resources	0.717		
JC19	<---	Job Resources	0.752		
JC20	<---	Job Resources	0.736		

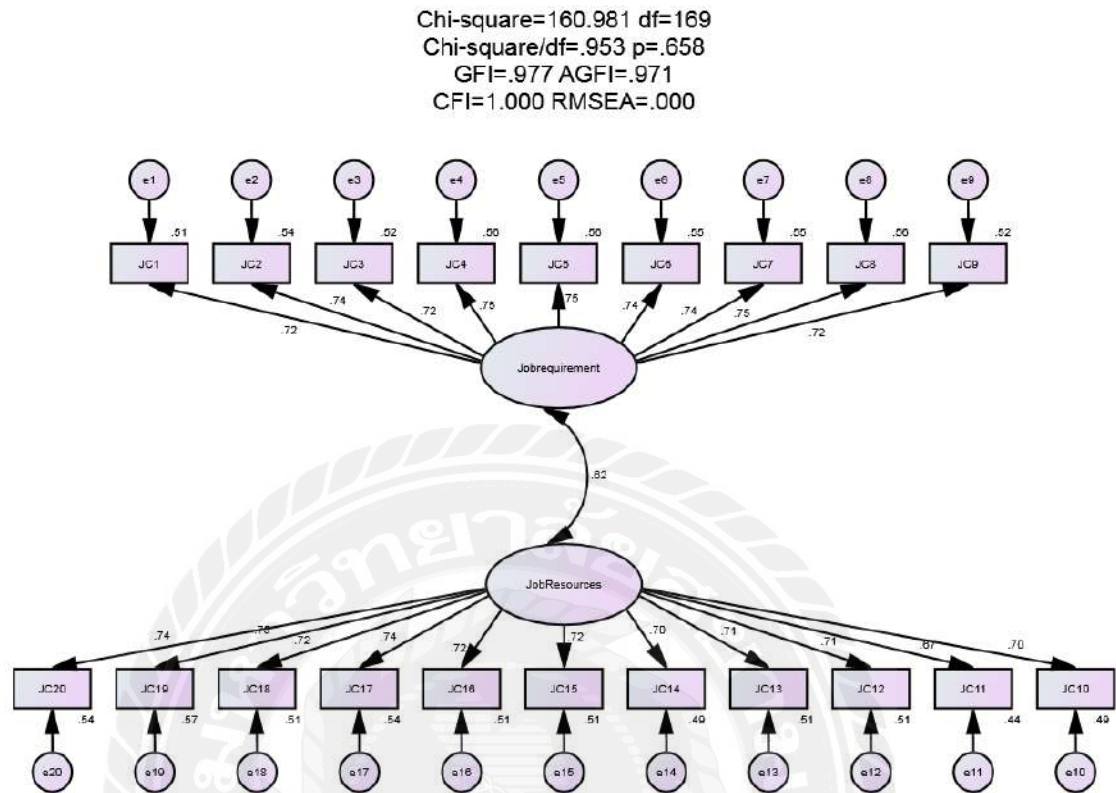


Figure 4.2 Primary Confirmatory Factor Analysis of Job Characteristics

3. Job Satisfaction

According to Table 4.17 and Figure 4.3, the model fitness index test results show that Chi-square/df is 2.150, which is less than 3, and the test results of GFI, AGFI, CFI, and TLI are all above 0.9 to meet the requirements, while the RMSEA is 0.042, which is less than 0.08. As a result, the combined results of this analysis show that the Job Satisfaction Scale-Confirmatory Factor Analysis model fits well. It also suggests that the scale utilized in the study has high construct validity.

Table 4.17 Job Satisfaction Model Fit

Indicators	Chi-square	df	Chi-square/df	GFI	AGFI	CFI	TLI	RMSEA
Results	19.346	9	2.150	0.990	0.978	0.995	0.992	0.042

According to the results in Table 4.18, the standardized path coefficient values in Job Satisfaction vary from 0.729 to 0.846, with each path coefficient value more than

0.5, meeting the criteria. According to the formula for calculating AVE and CR, job satisfaction has an AVE of 0.593, which is better than 0.5, and a CR of 0.897, which exceeds above 0.7, indicating excellent data consistency. The findings indicate that Job Satisfaction measures match the criteria and are appropriate for structural equation modeling.

Table 4.18 AVE and CR of Job Satisfaction

Path relationship			Estimate	AVE	CR
JS1	<---	Job Satisfaction	0.729	0.593	0.897
JS2	<---	Job Satisfaction	0.846		
JS3	<---	Job Satisfaction	0.759		
JS4	<---	Job Satisfaction	0.738		
JS5	<---	Job Satisfaction	0.769		
JS6	<---	Job Satisfaction	0.774		

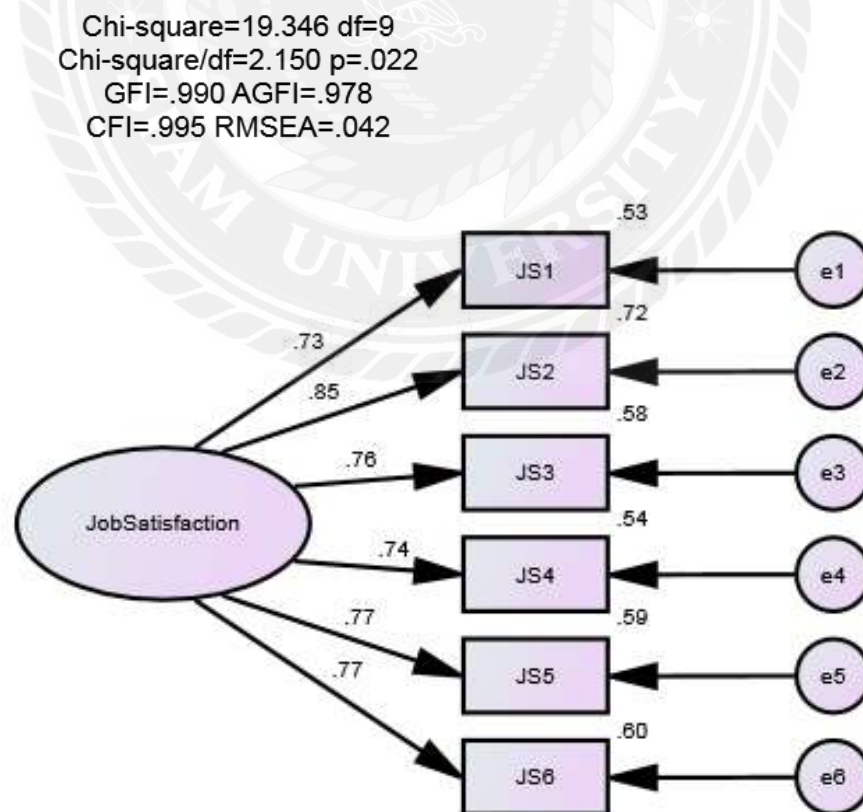


Figure 4.3 Primary Confirmatory Factor Analysis of Job Satisfaction

4. Organizational Justice

According to Table 4.19 and Figure 4.4, the model fitness index test results reveal a Chi-square/df of 4.485, which is less than 5 but larger than 3, suggesting that it meets the requirements. The test results for GFI, AGFI, CFI, and TLI are all greater than 0.9, exceeding the standards, and the RMSEA is 0.073, which is below 0.08. As a result, the current analysis's comprehensive results indicate that the confirmatory factor analysis model for the Organizational Justice Scale is well-suited. It also suggests that the scale utilized in the study has strong structural validity.

Table 4.19 Organizational Justice Model Fit

Indicators	Chi-square	df	Chi-square/df	GFI	AGFI	CFI	TLI	RMSEA
Results	278.056	62	4.485	0.942	0.915	0.958	0.947	0.073

The study categorized organizational justice into three dimensions: distributive justice, procedural justice, and interactive justice. There were 13 items in Organizational Justice. The standardized path coefficients for each item in the distributive justice dimension vary from 0.751 to 0.825, and each path coefficient value exceeds 0.5, meeting the requirements. The standardized path coefficients for each item in the Procedural justice dimension range from 0.676 to 0.863, and each path coefficient value above 0.5, meeting the standards. The standardized path coefficient values for each item in the Interactive justice dimension range from 0.776 to 0.843, with each value more than 0.5, meeting the criteria. According to the AVE and CR formulas, the distributive justice dimension has an AVE of 0.620, which is greater than 0.5, and a CR of 0.867, which is greater than 0.7, indicating good data consistency. The AVE for the Procedural Justice dimension is 0.641, which is better than 0.5, and the CR is 0.899, which is greater than 0.7, indicating excellent data consistency. The AVE for the Interactive Justice dimension is 0.646, which is better than 0.5, and the CR is 0.880, which is greater than 0.7, indicating solid information consistency. The findings show that organizational justice indicators fit the criteria and are appropriate for structural equation modeling.

Table 4.20 AVE and CR of Organizational Justice

Path Relationship			Estimate	AVE	CR
OJ1	<---	Distributive Justice	0.772	0.620	0.867
OJ2	<---	Distributive Justice	0.751		
OJ3	<---	Distributive Justice	0.825		
OJ4	<---	Distributive Justice	0.801		
OJ5	<---	Procedural Justice	0.782	0.641	0.899
OJ6	<---	Procedural Justice	0.796		
OJ7	<---	Procedural Justice	0.863		
OJ8	<---	Procedural Justice	0.794		
OJ9	<---	Procedural Justice	0.767		
OJ10	<---	Interactive Justice	0.819	0.646	0.880
OJ11	<---	Interactive Justice	0.843		
OJ12	<---	Interactive Justice	0.776		
OJ13	<---	Interactive Justice	0.776		

Table 4.21 shows that the correlation coefficient for distributive and procedural justice is 0.509, which is less than the square root of AVE of 0.787. The correlation coefficient for distributive and interactive justice is 0.519, which is less than the square root of the average value of 0.787. The correlation coefficient for procedural and interactive justice is 0.496, which is smaller than the square root of AVE (0.801). This means that each dimension is distinct from the others, and the discriminant validity is satisfied.

Table 4.21 Discriminant Validity of Organizational Justice

	Distributive justice	Procedural justice	Interactive justice
Distributive justice	0.787		
Procedural justice	0.509**	0.801	
Interactive justice	0.519**	0.496**	0.804

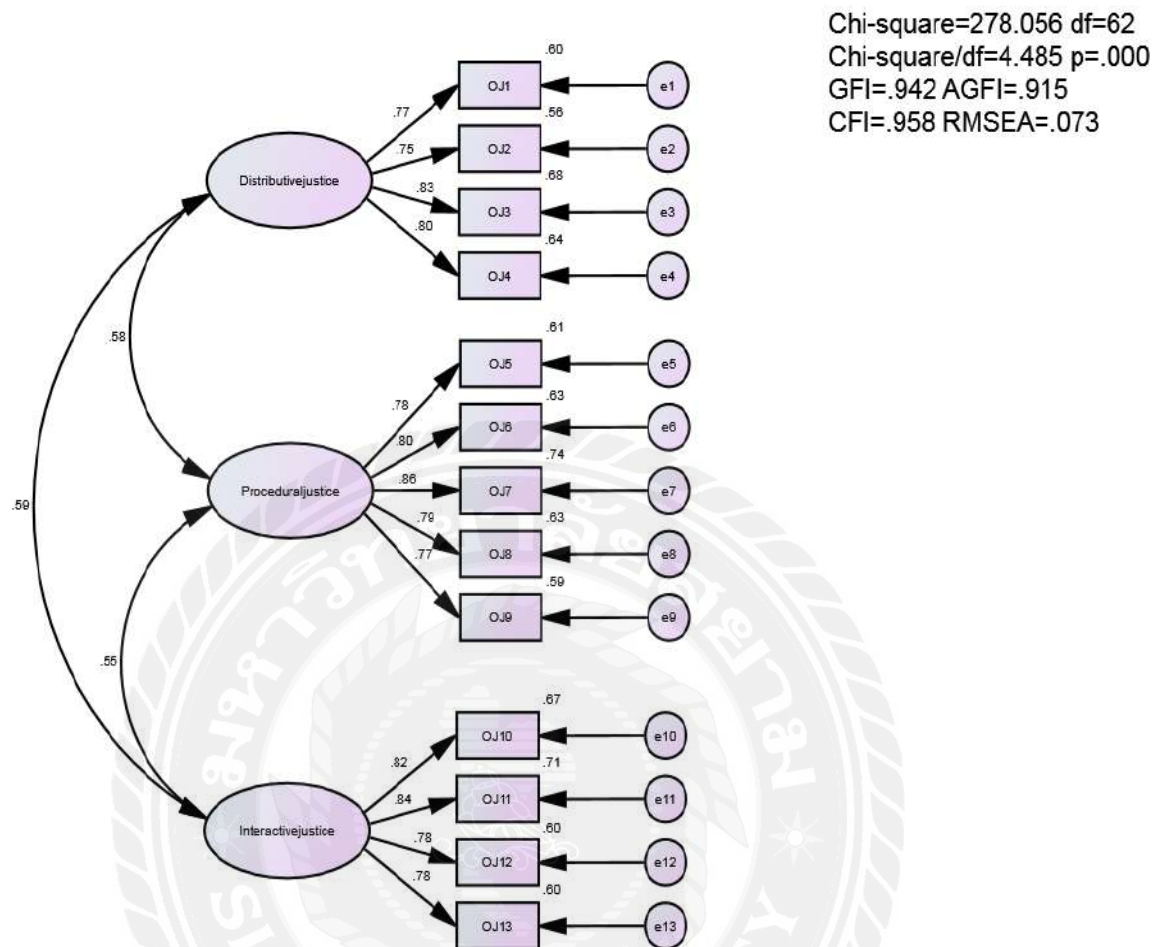


Figure 4.4 Primary Confirmatory Factor Analysis of Organizational Justice

5. Job Performance

According to Table 4.22 and Figure 4.5, the model fitness index test results show that the Chi-square/df value is 5.061, which is close to 5 but greater than 3, suggesting that it meets the requirements. The GFI, AGFI, CFI, and TLI test scores are all greater than 0.9, which meets the standards, although the RMSEA is 0.078, less than 0.08. As a result, the current analysis's comprehensive findings indicate that the Job performance scale confirmatory factor analysis model fits well. It also suggests that the scale utilized in the study has high construct validity.

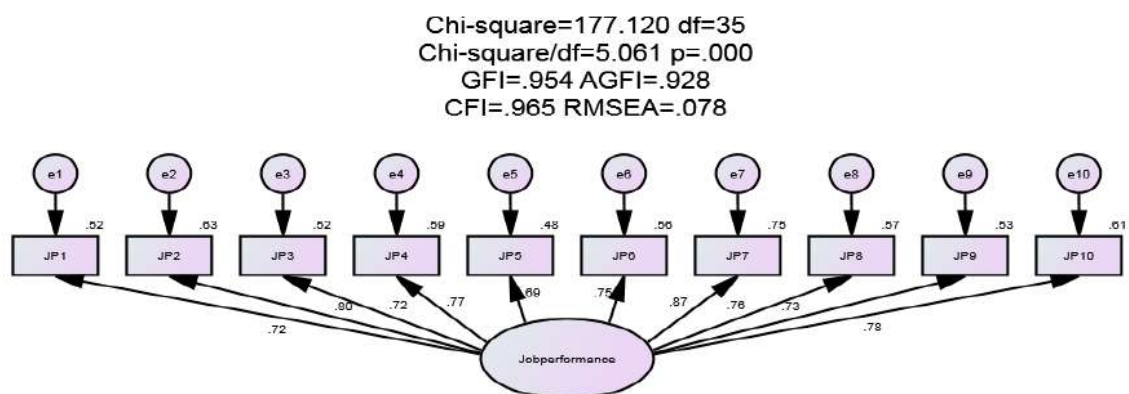
Table 4.22 Job Performance Model Fit

Indicators	Chi-square	df	Chi-square/df	GFI	AGFI	CFI	TLI	RMSEA
Results	177.120	35	5.061	0.954	0.928	0.965	0.956	0.078

According to the results in Table 4.23, the standardized path coefficient values for job performance vary from 0.689 to 0.869, with each path coefficient value more than 0.5, meeting the standards. According to the formula for calculating AVE and CR, the AVE of job performance is 0.576, which is better than 0.5, and the CR is 0.931, which is greater than 0.7, indicating excellent data reliability. The findings indicate that job performance indicators match the requirements and are appropriate for structural equation modeling.

Table 4.23 AVE and CR of Job Performance

Path relationship			Estimate	AVE	CR
JP1	<---	Job Performance	0.719	0.576	0.931
JP2	<---	Job Performance	0.796		
JP3	<---	Job Performance	0.719		
JP4	<---	Job Performance	0.770		
JP5	<---	Job Performance	0.689		
JP6	<---	Job Performance	0.746		
JP7	<---	Job Performance	0.869		
JP8	<---	Job Performance	0.758		
JP9	<---	Job Performance	0.725		
JP10	<---	Job Performance	0.781		

**Figure 4.5** Primary Confirmatory Factor Analysis of Job Performance

4.3.3 Correlation Analysis

In this study, the dimensions of the variables were associated using correlation analysis. The structure of the dimensions and the related questions were determined using validity and reliability, and the average of the scores of the dimensions' questions was computed to be the dimension's score, followed by correlation analysis. Correlation analysis investigates the correlation between variables, with correlation coefficients ranging from -1 to 1. The higher the absolute value, the greater the correlation between variables. The analysis in Table 4.24 revealed that there is a substantial association between the dimensional factors. The correlation coefficients for servant leadership, job characteristics, job satisfaction, organizational justice, and job performance are all at least 99%. Furthermore, the exponential coefficient of the correlation coefficient reveals that the absolute value of the correlation coefficients between dimensions is greater than zero and positively associated.

The purpose of variance validity analysis is to determine whether there is a statistical difference between the correlations of two separate constructs, and the items in the different constructs should not be highly linked, implying that they measure the same thing and do not overlap. Based on the findings of the preceding analysis, it is clear that there is a significant positive correlation between servant leadership, job characteristics, job satisfaction, organizational justice, and job performance, with a correlation coefficient of no more than 0.9 and no covariance, meeting the requirements. Structural equation modeling can be employed in future research.

Table 4.24 Results of Correlation Analysis for Each Dimension

Variables	Average	Sd.	SL	JCB	JOST	ORJ	JP
SL	4.625	1.039	0.764				
JCB	5.128	0.692	0.420***	0.791			
JOST	4.864	1.010	0.410***	0.271***	0.770		
ORJ	4.759	0.811	0.463***	0.294***	0.185***	0.759	
JP	4.599	1.016	0.593***	0.526***	0.475***	0.499***	0.758
AVE	-	-	0.584	0.626	0.593	0.576	0.575

NOTE: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$, SL is Servant Leadership. JCB is Job Characteristics. JOST is Job Satisfaction. ORJ is Organizational Justice. JP is Job Performance.

4.4 The Structural Equation Models and Hypothesis Testing

The focus of the study was to validate the effect of servant leadership on employee performance. The relationship between the variables was explained through structural equation modeling. The data was determined to meet the requirements of structural equation modeling through reliability analysis, validity analysis (AVE, CR) and correlation analysis. The study utilized AMOS and applied maximum likelihood fit modeling to analyze the hypotheses.

Structural equation modeling was required to test the fit of the model and chi-square/df needed to be less than 3 to meet the criteria. Also, GFI, AGIF, CFI and TLI need to be greater than 0.9, and RMSEA needs to be less than 0.08 to meet the model fit metrics as shown in Table 4.25. The results show that the Chi-square of is 1860.57 and df is 1418, Chi-square/df is 1.312 less than 3, which is in line with the criterion. GFI, AGFI, CFI and TLI are all greater than 0.9, and RMSEA is 0.022 less than 0.08. Therefore, the model fit meet the requirements.

Table 4.25 Model Fit Intercept (N=662)

Model fit indicators	Threshold Range	Observed Values
Chi-square	-	1860.570
df	-	1418
Chi-square/df	Below 5, best below 3	1.312
GFI	Above 0.9	0.911
AGFI	Above 0.9	0.903
CFI	Above 0.9	0.979
TLI	Above 0.9	0.978
RMSEA	Below 0.08	0.022

Based on AMOS's structural equation modeling output (see Table 4.26 and Figure 4.5), the route coefficient of Servant Leadership's influence on Organizational Justice is 0.496. When Servant Leadership increases by 1, Organizational Justice increases by 0.496. The regression weight estimate of 0.496 has a S.E. of around 0.047. Dividing the regression weight estimate by the standard error estimate yields $z = .496/.047 = 10.458$. In other words, the regression weight estimate is 10.458 (CR)

standard errors above zero. Servant Leadership's regression weight predicts organizational justice strongly ($p < 0.001$) (two-tailed). Standardized regression weight estimates (0.558) indicate that for every one standard deviation increase in Servant Leadership, Organizational Justice increases by 0.558. These claims are roughly correct for large samples if appropriate assumptions are used.

The path coefficient for the impact of servant leadership on job characteristics is 0.533. The regression weight estimate has a S.E. of around 0.052. The regression weight estimate is 10.195 (C.R.) standard errors above zero, with $p < 0.001$. The estimated standardized regression weights are 0.457.

The path coefficient for the impact of servant leadership on work satisfaction is 0.341. The regression weight estimate has a standard error (S.E.) of around 0.036. The regression weight estimate is 9.339 (C.R.) standard errors above zero, with $p < 0.001$. The estimated standardized regression weights are 0.528.

The path coefficient between organizational justice and job performance is 0.352. The regression weight estimate has a standard error of around 0.053. The regression weight estimate is 6.599 (C.R.) standard errors above zero, with $p < 0.001$. The estimated standardized regression weights are 0.300.

The path coefficient between work satisfaction and job performance is 0.232. The regression weight estimate has a standard error of around 0.032. The regression weight estimate is 7.231 (C.R.) standard errors above zero, with $p < 0.001$. The estimated standardized regression weights are 0.260.

The path coefficient for the impact of servant leadership on job performance is 0.191. The regression weight estimate has a standard error (S.E.) of around 0.05. The regression weight estimate is 3.794 (C.R.) standard errors above zero, with $p < 0.001$. The estimated standardized regression weights are 0.183.

The path coefficient between work attributes and job performance is 0.569. The regression weight estimate has a standard error (S.E.) of around 0.079. The regression weight estimate is 7.217 (C.R.) standard errors above zero, with $p < 0.001$. The estimated standardized regression weights are 0.352.

The data analysis for the servant leadership paradigm demonstrates the relationships between the variables. The investigation supports the hypotheses H1, H2, H3, H4, H5, H6, and H7.

Table 4.26 Results of Structural Equation Modeling

Path Relationship			Estimate	S.E.	C.R.	P	Estimates of standardized regression weights
ORJ	<---	SVL	0.496	0.047	10.458	***	0.558
JOST	<---	SVL	0.533	0.052	10.195	***	0.457
JBC	<---	SVL	0.341	0.036	9.339	***	0.528
JP	<---	ORJ	0.352	0.053	6.599	***	0.300
JP	<---	JOST	0.232	0.032	7.231	***	0.260
JP	<---	SVL	0.191	0.050	3.794	***	0.183
JP	<---	JBC	0.569	0.079	7.217	***	0.352

NOTE: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$, SL is Servant Leadership. JCB is Job Characteristics. JOST is Job Satisfaction. ORJ is Organizational Justice. JP is Job Performance.

The study's findings demonstrate the association between Servant Leadership, Job Characteristics, Job Satisfaction, Organizational Justice, and Job Performance. The causal relationship between the variables is obvious. Figure 4.5 shows that the coefficient path responds directly to the variables' connection. The study's findings reveal that Servant Leadership in the tourist and hospitality industries improves job characteristics (H1), job satisfaction (H2), organizational justice (H3), and job performance (H7). Job qualities in the tourism and hospitality industries are positively related to job performance (H4). Job satisfaction in tourism and hospitality improves job performance (H5). Organizational justice in tourism and hospitality improves work performance (H6).

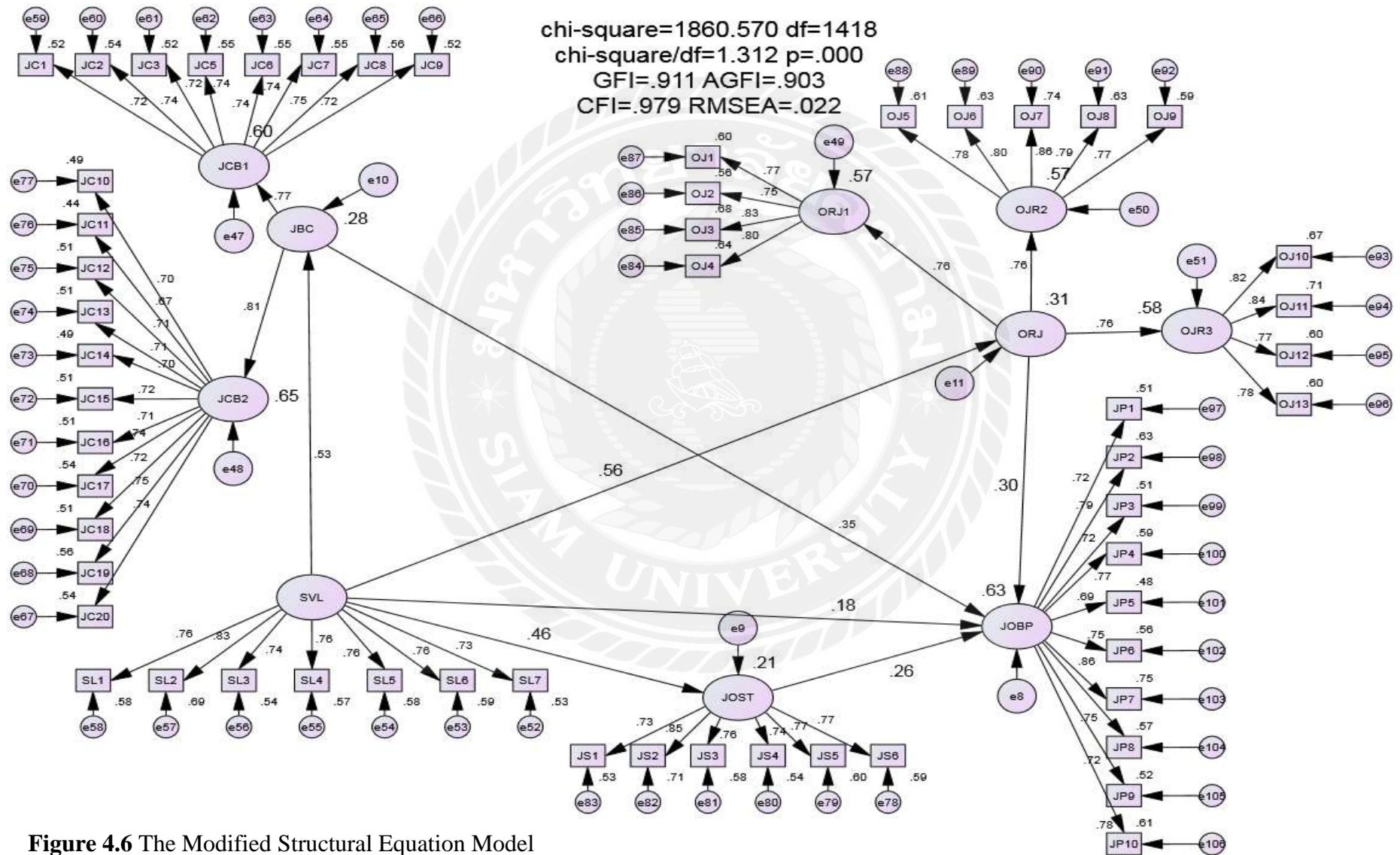


Figure 4.6 The Modified Structural Equation Model

H1: Servant leadership in the tourist and hospitality industries has positive effects on job characteristics. **(Accepted Hypothesis).**

This hypothesis describes how Servant Leadership in the tourist and hospitality industries might effectively affect job characteristics. Servant leadership has a strong impact on work characteristics (see Table 4.26). The paradigm is being used to examine Servant Leadership in the tourist and hospitality industries. The model investigates the function of servant leadership in Shandong province's tourist and hospitality industries, as well as its potential impact on corporate development.

H2: Servant Leadership in the tourism and hospitality business has a positive impact on job satisfaction **(Accepted Hypothesis).**

This hypothesis describes how servant leadership in the tourist and hospitality industries can have a significant impact on job satisfaction. Table 4.26 demonstrates that servant leadership has a considerable impact on job satisfaction. The methodology validates that Servant Leadership improves employee satisfaction. In the tourist and hospitality industry, when business managers embrace a servant leadership strategy, employee happiness increases, which is significant for the development of employees and the organization.

H3: Servant Leadership in the tourism and hospitality business has a positive impact on Organizational Justice **(Accepted Hypothesis).**

Table 4.26 shows that Servant Leadership has a considerable impact on Organizational Justice in the tourist and hospitality industries. Leadership style influences employees' perceptions of justice in organizational management. Servant leadership has a significant positive impact. Validates the impact of servant leadership on employees' perceptions of organizational justice.

H4: Job characteristics in the tourism and hospitality business have a positive impact on job performance **(Accepted Hypothesis).**

This hypothesis explains how work qualities influence employee job performance, as seen in Table 4.26. Job features include Job requirements and Job resources. The model describes the relationship between job characteristics and job

performance. Job requirements, job resources both affect job performance.

H5: Job satisfaction in the tourism and hospitality business has a positive impact on job performance (**Accepted Hypothesis**).

This hypothesis explains the relationship between job satisfaction and job performance, as illustrated in Table 4.26. Job satisfaction improves job performance. When employees are satisfied with employment, perform better. The model describes the relationship between job satisfaction and job performance.

H6: Organizational justice in the tourism and hospitality business has a positive impact on job performance (**Accepted Hypothesis**).

This hypothesis explains the effect of organizational justice on job performance, as illustrated in Table 4.26. Organizational justice has significant impacts on job performance. It implies that organizational justice had significant effects on employees' job performance. The concept emphasizes the importance of organizational justice in business.

H7: Servant Leadership in the tourism and hospitality business has a positive impact on job performance (**Accepted Hypothesis**).

This hypothesis suggests that Servant Leadership had an impact on job performance, as illustrated in Table 4.26. Servant leadership has an obvious effect on job performance. In the tourist and hospitality businesses, Servant Leadership had positive effects on employee job performance. Job performance has a beneficial impact.

Table 4.27 Hypotheses Testing

NO.	Hypothesis	Result
H1	Servant Leadership in the tourism and hospitality business has a positive impact on job characteristics.	supported
H2	Servant Leadership in the tourism and hospitality business has a positive impact on job satisfaction.	supported
H3	Servant Leadership in the tourism and hospitality business has a positive impact on Organizational Justice	supported
H4	Job characteristics in the tourism and hospitality business have a positive impact on job performance.	supported
H5	Job satisfaction in the tourism and hospitality business has a positive impact on job performance	supported
H6	Organizational justice in the tourism and hospitality business has a positive impact on job performance	supported
H7	Servant Leadership in the tourism and hospitality business has a positive impact on job performance	supported

4.5 Conclusion

In this chapter, the acquired data was analyzed quantitatively. In structural equation modeling, confirmatory factor analysis (CFA) was used to compute the average variance extracted (AVE) and combined reliability (CR) for each dimension. Data were evaluated to establish differentiation and reliability. At the same time, the correlation coefficient test was applied to each variable to ensure that the variables in the generated model are correlated and there is no covariance. The data analysis results revealed that the data passed the confirmatory factor analysis (CFA) and met the criteria of normal distribution and absence of covariance, and the structural equation model was constructed using the AMOS software, with the structure's fit indices meeting the requirements to validate the individual hypotheses. The findings demonstrate that Servant Leadership has an effect on job characteristics, job satisfaction, organizational justice, and job performance. Path analysis can provide insight into the model's substantial impact. Servant Leadership has a large direct impact on job characteristics, satisfaction, organizational justice, and performance.

Chapter 5

Research Conclusion, Discussion and Recommendation

This chapter summarizes the research's data and conclusions and recommends strategies. The findings explain the relationships between the studied variables. Finally, it addresses the execution of the investigation results, gives recommendations to the leaders of Shandong Province's tourism and hospitality industries, and proposes future study areas based on the research findings. This chapter is further divided into four sections, as follows:

5.1 Research Conclusion

5.2 Discussion

5.3 Recommendations

5.4 Future Research

5.1 Research Conclusion

According to the analysis and research from Chapter One to Chapter Four, the questionnaire was finalized to investigate the tourism and hospitality business in Shandong province, the total survey samples were collected 662, and the hypotheses were verified through calculations. This research mainly answers three questions respectively:

1. How does servant leadership in the tourism and hospitality business in Shandong Province improve employees' job performance?

It was discovered that servant leadership focuses on the moral development of subordinates, motivation to serve, and the promotion of the common good, and its distinguishing characteristics include humility, relative power, autonomy, moral development of subordinates, and motivation to serve in the same way. Employee job performance in Shandong Province's tourism and hospitality industries is mostly shown by output when participating in job objectives and obligations, which reflect the overall efficiency and performance level of the employee.

The results of structural equation modeling in the present research revealed that servant leadership improves employee job performance. Putting employees' needs first constitutes the distinguishing trait of servant leadership. Providing for the needs of the organization's employees. Provide support and help to personnel in the organization as they complete their tasks. As a result, servant leaders can provide assistance and resources to their organization's personnel. Servant leadership promotes employee performance and improves corporate performance.

2. What is the approach of servant leadership in the tourism and hospitality business in Shandong Province towards employees' job performance?

Structural equation modeling results demonstrate that servant leadership has a direct impact on employee job performance in Shandong Province's tourism and hospitality businesses. Servant leadership has a direct and positive impact on employee job characteristics, job satisfaction, and organizational justice. The primary qualities of servant leadership are empowerment and addressing employees' needs. Servant leadership in tourism and hospitality businesses in Shandong Province prioritizes employee development, respects employee value realization, and gives additional resources to employees. Servant leadership will increase employees' trust and dependence on the organization while also improving their performance. Employees can meet their needs, such as survival, progress, achievement, and self-actualization, by following the leader and accomplishing the organization's objectives.

3. What is the effect of servant leadership through job satisfaction, job characteristics, and organizational justice that impact employees' job performance across the tourism and hospitality business in Shandong Province?

The research presented here clarifies the impact of servant leadership on employee job performance across the tourism and hospitality industries in Shandong Province, using structural equation modeling based on social exchange theory, social identity theory, and organizational justice theory. Structural equation modeling results suggest that servant leadership improves employee performance in Shandong Province's tourism and hospitality industries. Service-oriented leadership improves satisfaction with job, job characteristics, and organizational justice.

The major variables in the study were servant leadership, job characteristics, job satisfaction, and organizational fairness. There are seven items for servant leadership, twenty for work characteristics, six for job happiness, thirteen for organizational justice, and seven for job performance. There are seven items for servant leadership, twenty for work characteristics, six for job satisfaction, thirteen for organizational justice, and ten for job performance. This research has five variables and 56 question questions. Shandong Province has 1,403 hotels and 87,096 employees as of 2021. Yamane (1973) improved the calculation formula, changed the sample formula, and set the sample size at 399. The study collected a total of 662 valid questionnaires, which were calculated and analyzed using structural equation modeling.

The primary research aims of this study are: (1) To investigate how leaders in hospitality and tourism businesses in Shandong Province use servant leadership concepts to improve employee job performance. (2) To investigate the attitudes of leaders in hospitality and tourism businesses in Shandong Province toward employee performance. (3) To describe the path analysis of servant leadership using factors (e.g., job characteristics, job satisfaction, and organizational justice) that affect job performance. During the course of the research, 662 questionnaires were used to construct structural equation modeling, formulate seven hypotheses, and establish the independent variable (servant leadership) to influence the dependent variables (job characteristics, job satisfaction, organizational justice, and job performance). Satisfaction, organizational justice, and job performance) and test its presumptions. The relationship between the variables in the research.

The results of the research on the effect of servant leadership on employee job performance in Shandong Province's hospitality and tourism businesses. The research findings are being used to help promote tourist and hospitality businesses in Shandong Province, as well as to provide managers with support and direction on how to practice servant leadership. The research procedure involved the use of descriptive statistics and structural equation modeling, as well as econometric understanding. The following conclusions were reached from the description of the basic statistical characteristics of the survey sample and the analysis of the data model in the present research:

1) According to demographic data, 53.6% of the poll sample was male and 46.4% was female, with men outnumbering women. The male-to-female ratio is close to 50%, meeting the fundamental statistical standards. The survey sample is divided into four age categories, with 42.3% falling between the ages of 18 and 25, showing that the majority of the survey sample (61.5%) is 35 years old or younger. The education level is separated into four groups, with 56.2% having a bachelor's degree; the total number of respondents polled is 372. Master degree is 21.6%, the number of surveyed persons is 143, greater than master degree is 7.4%, the number of surveyed people is 49, and others is 14.8%, which is consistent with the current situation. In the job questionnaire, 39.6% of the respondents are employees, totaling 262 individuals. Middle managers accounted for 39.3 percent, while senior managers accounted for 21.1%.

2) During the research process, each variable was assessed for correlation, which revealed that servant leadership, job characteristics, job satisfaction, organizational justice, job performance, and so on were all associated. Organizational justice, job performance, and so on have substantial positive correlations with one another, and the correlation coefficient does not exceed 0.9, indicating that there is no problem with covariance, meeting the requirements.

3) The research investigation primarily examines the effect of servant leadership on employee performance. By constructing a structural equation model to describe the relationship between the variables, it was established that the data fits the structural equation modeling criteria. Structural equation modeling requires testing the model's fitness. The research criteria require a chi-square/df value of less than 3. Meanwhile, the model fit index requires GFI, AGIF, CFI, and TLI to be better than 0.9 and RMSEA to be less than 0.08.

The data was analyzed using SPSS and AMOS software. The statistical analysis procedure consists mostly of statistics and descriptions of control variables, as well as data normal distribution analysis. At the same time, the survey results were evaluated for reliability and validity. Cronbach's Alpha and Corrected Item-Total Correlation (CICT) were utilized in the reliability analysis. The validity test was carried out using Confirmatory Factor Analysis, which included path coefficients, Combined Reliability (CR), and Average variance extracted (AVE) values. Given the findings, it was

determined that the survey data were reliable and distinct. Once the data had passed the reliability and validity tests, correlation analysis and structural equation modeling were carried out. By examining the data, the model fit matches the requirements, and path analysis for each variable is used to test the hypothesis and make conclusions. Path analysis is the primary method for assessing independent and dependent variables. Regression relationships in structural equations used for hypothesis testing. The path analysis method generates a causal inference for each variable of interest in order to answer the identified hypothesis. The path analysis method generates a causal inference for each variable of interest in order to answer the hypotheses generated by all five sub-variables. All five sub-variables extracted from the primary variables were meant to address the research questions.

5.2 Discussion

According to the findings in Chapter 4, an analysis of data from a survey of employee satisfaction in the tourism and hospitality industries in Shandong Province revealed that servant leadership influences employee job performance, job characteristics, job satisfaction, and organizational equity. At the same time, job characteristics, satisfaction with work, and organizational equity all influence employee job performance. Therefore, the following questions are explained:

Research Question 1: How does servant leadership in the tourism and hospitality business in Shandong Province improve employees' job performance?

The research being investigated employs the conventional servant leadership scale, which consists of seven questions. Servant leadership influences the following variables: The path coefficient for job performance is 0.191 (S.E. = 0.050, C.R. = 3.794), with standard errors above zero ($p < 0.001$). The estimate of standardized regression weights is 0.183). It demonstrates the positive effect of servant leadership on employee performance in tourism and hospitality businesses in Shandong province. When leaders embrace a servant leadership approach, their employees' job performance improves. Servant leadership has a significant effect on employees' job performance. For scientific and standardized research. The survey results were adjusted, and missing numbers were eliminated.

Research Question 2: What is the approach of servant leadership in the tourism and hospitality business in Shandong Province towards employees' job performance?

Servant leadership correlates directly with employee job performance (Path coefficient = 0.191, S.E. = 0.050, C.R. = 3.794, standard errors above zero, $p < 0.001$). Shandong Province's tourism and hospitality industries have estimated standardized regression weights of 0.183. In Shandong Province's tourism and hospitality business, there is a direct correlation between job satisfaction and performance (Path coefficient = 0.232, S.E. = 0.032, C.R. = 7.231, and standard errors above zero, $p < 0.001$). Errors above zero: $p < 0.001$. Shandong Province's tourism and hospitality industries have estimated standardized regression weights of 0.260. Organizational justice has a direct impact on job performance (Path coefficient = 0.352, S.E. = 0.053, C.R. = 6.599, and standard errors above zero, $p < 0.001$). Standardized regression weights are estimated at 0.300) in Shandong Province's tourism and hospitality businesses. Job Characteristic has a direct impact on job performance. The path coefficient (0.569, S.E. = 0.079, C.R. = 7.2177, and standard errors above zero, $p < 0.001$) shows a direct effect on job performance. The estimated standardized regression weights are 0.352) in Shandong Province's tourism and hospitality businesses.

The investigation reveals that in a service-oriented firm, employees' performance can be successfully increased when the leader demonstrates a service-oriented leadership style. The tourism and hotel industry is service-oriented. Employees produce a product that serves customers, and the leader style is service-oriented leadership, which can better realize role modeling, raise staff motivation, and promote employee loyalty. The study's findings suggest that servant leadership has a significant impact on staff performance.

Furthermore, it was discovered that organizational justice, job satisfaction, and job characteristics had a considerable impact on employee performance in service-oriented businesses. A sense of organizational justice improves employees' recognition of the organization, which leads to improved job performance. Job satisfaction influences employees' perceptions of their occupations and increases their drive to participate in them. Job characteristics have a substantial impact on job performance.

Research Question 3: What is the effect of servant leadership through job satisfaction, job characteristics, and organizational justice that impact employees' job performance across the tourism and hospitality business in Shandong Province?

Organizational justice, job satisfaction, and job characteristics improve employee performance in Shandong Province's tourist and hospitality industries. Business in Shandong Province. Servant leadership has a direct effect on fairness for organizations (the path coefficient is 0.496). Servant leadership affects organizational justice (Path coefficient = 0.496, S. E. = 0.047, C.R. = 10.458, and standard errors above zero, $p < 0.001$). The standardized regression weights are 0.558, and the path coefficient for job satisfaction is 0.533, with S.E. = 0.052, C.R. = 10.195, and standard errors above zero ($p < 0.001$). The standardized regression weights are 0.457, and job attributes (Path satisfaction) have a path coefficient of 0.341, S.E. = 0.036, C.R. = 9.339, and standard errors above zero ($p < 0.001$). The estimated standardized regression weights are 0.528) in Shandong Province's tourism and hospitality businesses.

According to the findings, servant leadership has a direct and indirect effect on work performance in the tourist and hospitality industries in Shandong Province, owing to the effects of job satisfaction, job characteristics, and organizational justice. Tourism and hospitality industry in Shandong Province. After servant leaders offer people some power and autonomy, the organization becomes more dynamic, job motivation rises, and organizational efficiency improves. The empowering behavior of servant leaders will increase the organization's passion and motivation. After the organization is empowered, the level of commitment will skyrocket, and organizational performance will rise, as will employee potential and self-efficacy. Servant leadership can boost employees' morale and increase job performance. Servant leadership can increase employee enthusiasm to serve and improve the organization's job performance.

5.2.1 Discussion on Variable: Servant Leadership

Servant leaders often focus on intrinsic motivation, caring for their employees' needs and development while also offering assistance and appreciation (Greenleaf, 1977). Employees that possess great motivation tend to perform better on the job. Servant leadership encourages constructive teamwork and cooperation. Employees in the travel and hospitality industries frequently work together to provide great service. Servant leaders can increase staff coordination by creating a cooperation culture, which

can lead to higher overall performance levels (Stone et al., 2004). In the tourism and hospitality industries, staff service and performance are inextricably related to the client experience. Employees can improve performance by offering good leadership support, resulting in a service experience that satisfies the consumer. Servant leaders encourage people to engage in decision-making, provide feedback, and display autonomy at work (Wang & Zhang, 2013). This leadership style encourages employees to take responsibility and initiative in their job, allowing them to demonstrate excellent work attributes.

Servant leaders prioritize knowing the needs of their employees and giving support and caring. Servant leaders contribute to employee job satisfaction by caring for their personal and professional growth while also addressing their work needs (Parker, 2021). As a result, the positive correlation between servant leadership and employee performance in the tourism and hospitality industries in Shandong Province can be attributed to leaders' emphasis on customer orientation, employee motivation, teamwork, training and development, and a strong connection to customer experience. These characteristics combine to make servant leadership positively influence employee performance in this firm (Ferch, 2005).

The research's findings are congruent with the conclusions drawn from Ferch (2005). Fundamental elements of servant leadership research include focus, openness, and vision. Servant leadership emphasizes the needs of employees (Russell, 2002). Servant leadership supports and cares for individuals in both their private and professional lives. Servant leadership focuses on employees' professional development. Servant leadership encourages employee responsibility and initiative in these areas of practice. Employees demonstrate positive work characteristics. Employee job satisfaction improves (Ferch, 2005). According to the investigation, servant leadership has positive effects on staff performance, job satisfaction, and responsibility.

5.2.2 Discussion on Variable: Job Satisfaction

Job satisfaction is primarily measured by employees' satisfaction with job content, work relationships, compensation, work environment, and career advancement (Lacroix et al., 2017). Servant-leaders foster a pleasant work environment that encourages staff satisfaction by caring for, supporting, and inspiring colleagues (Rogers, 2020). In turn, job satisfaction itself is seen as the degree of pleasure and fulfillment that

employees feel at work, so job satisfaction plays an important intermediary role in the process of servant leadership influencing job performance (Santhoshkumar, 2019). Employees are more eager to put in more effort when they are satisfied, which improves total job performance. Servant-leaders increase employees' attention and commitment to their employment by attending to their needs, providing support, and motivating them to do their tasks (Greeshma Menon, 2020). The findings of the research on the factors influencing job satisfaction are congruent with what Gambacorta & Iannario (2013) reported. Servant leaders improve the work environment by channeling their colleagues' attractive feelings. Positive emotions and attitudes are typically related with increased job satisfaction. Servant leaders often focus on their colleagues' personal and professional development. Servant leaders promote personal growth among their staff by providing training and development opportunities and focusing on their professional aspirations. According to Lorber and Skela Savič (2012), providing enough growth chances leads to job satisfaction among employees. Employees benefit from servant leadership because it allows for growth. Servant leadership prioritizes the practical requirements of employees. Servant leadership offers aid to employees. Servant leadership engages employees on a continual basis. Servant leadership exhibits attributes that align with employees' job expectations. Employment satisfaction stems from having employment expectations met. Servant leadership improves employee work satisfaction.

5.2.3 Discussion on Variable: Job Characteristics

The research divides job characteristics into two dimensions: job requirements and job resources (Hackman & Oldham, 1976). Job requirements encompass the skills, knowledge, and responsibilities required for the position. The study's conclusions are consistent with Pierce and Dunham's (1978) report. Employees in the tourist and hospitality industries must be able to handle complicated consumer requests, respond to emergencies, and provide specialized services. Job requirements have a good impact on job satisfaction if employees believe their work is hard and important, and they can apply their professional skills. Employee productivity, work interruptions, work-life balance problems safe and comfortable surroundings, ongoing learning, and flexible roles are all part of the job requires. Servant leadership prioritizes employees' work-family balance. Servant leadership fosters a workplace that is more attentive to the needs

of employees. Servant leadership encourages employees to take on flexible responsibilities. Thus, servant leadership has an effect on job requirements.

Job Resources encompass a variety of resources that help employees in their jobs, such as training, feedback (Nese & Troisi, 2014), and social support. Job resources in the tourist and hospitality industry include leadership-provided training, teamwork, and a positive work environment. Employee job satisfaction increases when employees believe they have adequate resources to complete their tasks (Holman et al., 2009). Servant leaders indirectly affect employee job satisfaction by defining job requirements and offering job resources. Good job requirements encourage employees to be motivated and interested in their work, whereas suitable job resources help employees do their jobs more effectively. These two collaborate to influence employees' total job satisfaction (Altonji & Spletzer, 1991). The two dimensions of job characteristics explain the function of job satisfaction by balancing job requirements and job resources (Demerouti et al., 2001). Servant leaders shape employee job satisfaction and performance to create tough yet productive work environments.

Job resources include coworker relationships, job input, supportive leadership, concern for benefits, high-quality work equipment, training chances, progression options, decisive autonomy, and complete workspace independence. Servant leadership prioritizes the needs of employees (Demerouti et al., 2001). Servant leadership is related with the providing of workplace resources. An abundance of work materials makes it easier for employees to do their jobs. Improved working conditions, advanced equipment, and employment support all contribute to higher job satisfaction.

5.2.4 Discussion on Variable: Organizational Justice

According to the research, there are three components to organizational justice: distributive justice, procedural justice, and interactive justice. Procedural justice refers to the fairness and transparency of the decision-making and implementation processes inside an organization (Kamiong, 2020). In the tourist and hospitality industries, if employees believe that the organization's decision-making process is fair, such as promotion opportunities, task allocations, and so on, this can help to boost employee trust and job satisfaction. Procedural justice can also have an impact on employee motivation and acceptance of work tasks, which in turn affects job performance.

Distributive justice refers to the justice and reasonableness with which resources, incentives, and penalties are distributed. In the tourist and hospitality industries, the equitable distribution of salary, perks, and training opportunities has a substantial impact on employee job satisfaction and performance. Employees' loyalty and sense of commitment to the firm rise when they believe resources are distributed fairly (Panitch, 2013). Interactive justice refers to the fairness and respect with which employees, management, and coworkers interact. Because of the distinctive characteristics of the service, relationships among employees and communication with management are especially vital in hospitality and tourism businesses (Paul MacKay, 2016). If the business promotes active communication and engagement, as well as transparency in decision-making, it can help to create a positive work environment and boost employee satisfaction and performance (Schminke et al., 2002).

The results of the research on the factors impacting organizational justice are congruent with what Cropanzano et al. (2007) reported. Servant leaders create a healthy work environment by caring for others, offering support, and fostering positive feelings. This leadership style may have an indirect effect on employee performance by impacting the three characteristics of organizational justice: procedural justice, distributive justice, and interactional justice (Youngs, 2021). Organizational justice creates an ideal working atmosphere for employees, which leads to improved job performance (Cropanzano et al., 2007). This underlines the importance of servant leadership and organizational justice in enhancing employee performance.

5.2.5 Discussion on Variable: Job Performance

Employee job performance in hospitality and tourism businesses is business-specific. The tourism and hospitality industries are service-oriented, and employee job performance reflects this information. Servant leaders prioritize caring for employees, offering support, and encouraging pleasant feelings (Yoo, 2014). Servant leaders improve team collaboration by engaging closely with individuals to develop goals and strategies (Maroofi & Navidinya, 2011). With suitable job requirements and supportive job resources, individuals are able to utilize the job characteristics, which improves job performance. Employee job satisfaction increases as servant leaders assist and care for their employees' needs. Furthermore, good job characteristics, such as adequate job

requirements and helpful job resources, boosted employee job satisfaction (Seo & Jung, 2021). High job satisfaction is frequently related to higher job performance because employees are more eager to work harder and commit to achieving the organization's goals (Zivkovic & Ivanova, 2016).

Employees' trust and commitment to the organization are increased when they sense fairness and transparency in organizational decision-making, fair resource allocation, and justice in interpersonal interactions. Organizational justice increases employee job satisfaction, which improves job performance (Emmerik, 2008). In this integrated approach, servant leadership, job characteristics, job satisfaction, and organizational justice all work together to improve employee performance and job outcomes (Pritchard & Karasick, 1973). This effective interaction stresses the direct connection between leadership style, work environment, and employee experience, which is critical for increasing job performance in the tourist and hospitality industries.

5.2.6 Discussion on Integrated Variables

The results of the research indicate that servant leadership, job characteristics, organizational justice, and job satisfaction all influence job performance in the hospitality business. Servant leadership might have an effect on job characteristics. Servant leadership improves job performance. Servant-scripted leadership improves job satisfaction. Job characteristics affect job performance. Organizational justice improves job performance (Greeshma Menon, 2020). The findings show that there is some relationship between the variables. Servant leadership characteristics include concern for employees and the provision of resources. At work, servant leadership influences job characteristics. Servant leadership makes work more accessible to employees. Opportunities for employment are more widely available. Employee motivation has grown. Employee expectations are met; therefore, job performance improves (Paul MacKay, 2016). Servant leadership focuses on staff growth and advancement. Employee development and promotion lay the groundwork for employees to achieve organizational equity. The showing of organizational justice will improve job satisfaction and job performance.

Employee job performance is classified into two categories: task performance and organizational citizenship behavior. Task performance is primarily measured in

terms of professional knowledge, job responsibilities, and the achievement of job objectives (Kamiong, 2020). Proactive communication, punctual attendance, and rule-adherence are all examples of organizational citizenship practices. Servant leaders offer resources. Provide employees with specialized knowledge training to help individuals advance as professionals. Emphasize employee career development, among other objectives. Servant leaders motivate employees to participate in organizational citizenship activities.

Organizational justice might be accomplished by demonstrating to employees the benefits of obeying regulations. Employee performance improves when they are satisfied with their jobs (Zivkovic & Ivanova, 2016). Managers in the tourism and hospitality sectors should consider their management style based on the analysis presented above. Managers improve their servant leadership qualities. At the same time, managers should prioritize job performance and worker satisfaction. Resource allocation and position promotion should be based on organizational equity. Employee performance enhancement is a multifaceted process. To create an effective process for improving job performance, numerous parties must collaborate (Emmerik, 2008).

5.3 Recommendations

5.3.1 Recommendations for Servant Leadership Findings

1. Findings:

(1) According to research, servant leadership had positive effects on organizational justice, job satisfaction, job characteristics, and performance in Shandong province's tourist and hospitality businesses.

(2) Servant leadership is defined by basic characteristics such as caring for colleagues, offering help, and instilling positive feelings.

(3) This leadership style promotes a favorable work atmosphere in the tourist and hospitality businesses, thereby increasing employee loyalty, job satisfaction, and performance in general.

2. Recommendations:

According to the research findings, managers in Shandong Province's hospitality

and tourism businesses should emphasize on the function of servant leadership in influencing employees.

- Servant leaders must guarantee that the organization's decision-making process is fair and transparent and that resources are distributed justly and reasonably.

- Building employee trust, increasing employee loyalty, and improving performance in a fair environment are all crucial.

- Establish open and transparent communication systems to encourage effective communication between employees and management (Fourie & Mysteries, 2020). Employees have a comprehensive knowledge of the business's vision, goals, and decision-making process, which helps them identify with the organization.

- Servant leadership can be created and enhanced through training, workshops, and incentive programs. It allows individuals to continually develop their abilities and expertise.

- Servant leadership encourages staff development, which increases loyalty and dedication to the organization.

- Meeting employees' needs and expectations fosters a healthy work environment and enhances job satisfaction by offering support, recognition, and rewards.

- Managers provide employees with a challenging yet supportive work environment. Managers can help employees feel that their work has value and that there is potential for progress by distributing duties appropriately and offering equal possibilities for advancement. Managers foster a supportive environment, stimulate creativity, and share information to increase team cohesion and overall performance.

- Managers in Shandong Province's hospitality and tourism businesses should be better prepared to face difficulties, support staff development, and increase job satisfaction in order to drive organizational success.

5.3.2 Recommendations for Job Satisfaction Findings

1. Findings:

(1) According to the research, servant leadership greatly improves job satisfaction in Shandong Province's tourism and hospitality businesses by stressing staff care, support, and positive emotions.

(2) Job satisfaction had positive effects on employee performance because high levels of satisfaction lead to higher engagement, positive attitudes, and performance.

2. Recommendations:

- According to the research's findings, managers in hospitality and tourism businesses in Shandong Province must develop team and business-appropriate leadership strategies to improve overall performance and employee satisfaction, taking into account the organization's realities and incorporating insights from servant leadership and job satisfaction.

- Create a positive work environment and develop it through teamwork and employee activities. Positive working conditions contribute to increased job satisfaction among employees.

- Promoting employee engagement in decision-making and including employees in the establishment and implementation of team goals increases employees' sense of responsibility and belonging to their jobs, which leads to higher job satisfaction.

- While servant leadership emphasizes emotional intelligence and employee care, in tourism and hospitality, managers must also focus on task orientation and performance to ensure that the team is working toward clear business objectives.

- Servant leadership prioritizes personal employee care, whereas job satisfaction research stresses employee career development and skill enhancement.

- Managers must strike a balance between caring and development so that individuals can remain satisfied with their jobs.

- Servant leadership necessitates the creation of clear incentives to encourage employees to perform better and boost employee satisfaction. While servant leadership focuses on developing harmonious team relationships, job satisfaction research highlights the importance of a positive work environment.

- Managers must aim to create a favorable work environment.

5.3.3 Recommendations for Job Characteristics Findings

1. Findings:

(1) The study revealed that servant leadership had a favorable impact on job

attributes, meaning that a servant-oriented leadership style encourages individuals to acquire job characteristics.

(2) Job characteristics have a favorable effect on employee job performance, implying that employees can perform better when they have positive job characteristics.

2. Recommendations:

- Managers should prioritize creating a service-oriented leadership style to enhance work quality. Leaders should develop strong caring, helpful, and motivating attributes to encourage people to exhibit excellent job characteristics.

- Managers should analyze how job characteristics interact when establishing strategies and management methods to create healthier and more positive work environments. Servant leaders help employees overcome challenges on the job by providing them with job resources.

- Job requirements are an important tool for servant leaders to increase staff performance, and they should be used to the greatest potential. Meeting employee demands while presenting specific work requirements will help the firm achieve its objectives. Servant leadership attributes will have profound effects on job requirements. The job requirements will be transformed into the leader's demonstration by virtue of the servant leadership-oriented characteristics.

- Managers should focus on and encourage favorable job characteristics in employees. This could involve fostering teamwork, giving development opportunities, and emphasizing employee job satisfaction. Job characteristics appear in both job resources and job requirements. Diversification of job resources allows individuals to complete tasks and display brilliance. Job resources are significant aspects of enabling employees to execute tasks and improve employee performance. Job requirements govern how employees behave.

- Employees carry out duties and activities in accordance with job requirements and demonstrate excellent performance. Consequentially, servant leadership must focus on the content of employees' work during the daily management process and provide employees with assistance and support, such as knowledge support, skill support, and humanistic care.

- Servant leadership does not imply the absence of severe job standards. On the contrary, servant leaders place higher labor obligations on the staff through role modeling. Servant leadership improves employee job performance.

5.3.4 Recommendations for Organizational Justice Findings

1. Findings:

(1) According to the research, servant leadership had positive effects on organizational justice by instilling a feeling of justice.

(2) Perceived justice in business decisions and resource allocation improves employee performance by increasing motivation and engagement with job responsibilities.

2. Recommendations:

- Managers in Shandong Province's tourism and hospitality businesses ought to concentrate on developing and improving servant leadership by encouraging leaders to pay attention to employee requirements, listen to feedback, and display justice in decision-making and resource allocation.

- Create a healthy organizational culture to foster a feeling of fairness within the organization. Focus on and assess the sense of justice within the organization, which can be accomplished through frequent surveys, employee feedback, and other means to better understand employees' opinions of organizational justice.

- Organizational justice can be improved by targeted reforms in decision-making processes, reward mechanisms, and so on. Managers can prioritize openness and open communication. Ensuring that employees understand the organization's decision-making process and resource allocation principles can help to decrease perceptions of injustice.

- Managers in Shandong Province's hospitality and tourism businesses should be aware of the positive impact that organizational justice has on employee performance. Employees' excellent job performance can be strengthened further by offering rewards, training, and development opportunities and focusing on their professional development. To achieve long-term organizational development, managers must engage in continuous learning and be adaptable to new management methods.

5.3.5 Recommendations for Job Performance Findings

1. Findings:

(1) The research findings stress the importance of numerous elements in job effectiveness. Servant leadership, positive job characteristics, organizational justice, and job satisfaction all have positive effects on employee job performance.

(2) At various levels, providing a comprehensive view that aids in understanding the drivers of job performance in the tourism and hospitality industries. Managers can use these characteristics to create better management strategies and improve employee performance.

2. Recommendations :

- Servant leaders prioritize the needs of their staff. Employees have challenges in their jobs, and the servant leader will provide resources and aid to tackle the problems depending on the job characteristics. Employees have enormous workloads and high job pressure, and servant leaders can focus on their employees' job qualities. Servant leaders offer job support and help to their staff, which improves their job performance.

- Servant leaders prioritize the needs of their staff. Servant leaders give attention to their employees and help them address challenges. Servant leaders improve staff job satisfaction. Servant leadership is characterized as a leader's care for the needs and interests of their subordinates. Subordinates' career development is viewed as an important aspect of servant leadership. The leader's primary responsibility is to the subordinates. Increase subordinates' loyalty and contentment by focusing on how individuals work. The servant leadership traits will aid employees in integrating themselves into the entire organization, and a sense of belonging to the organization will become more apparent, increasing employee job satisfaction.

- Servant leadership encourages employees to engage in decision-making processes. Opportunities for employees to participate in the organization's overall decision-making will significantly increase employee trust in the organization. Increased trust will provide employees with a better sense of corporate justice. Employees see organizational decision-making as more transparent and fair. Employees will be able to completely express themselves through decision-making, resulting in a

strong sense of organizational fairness. Employees regard organizations that completely consider their opinions in decision-making as impartial and fair. Job qualities facilitate employee performance. Job autonomy meets employees' desire for autonomy, while job feedback meets the requirement for job relationships.

- Servant leadership necessitates innovative job designs that are congruent with servant leaders' leadership characteristics. Give employees greater power, let them recognize their own worth, and boost their motivation. Servant leadership performance in the actual job is in line with the job characteristics of autonomy, focus on relationships, and enhanced competence in the three major requirements. Job characteristics by meeting the psychological needs of employees to stimulate the internal motivation of employees and improve employee performance.

- Servant leadership can let employees feel the recognition of the enterprise's efforts and the enterprise's concern for the interests of employees. Organizational recognition is an important influencing factor for employees to enhance motivation. Organizational acknowledgment boosts employees' self-esteem. Increased self-perceived value leads to increased job satisfaction. When employees are satisfied, their willingness to contribute to the enterprise grows, and they exhibit the organizational behaviors expected of them in their positions, such as inventive behavior, better job effectiveness, and improved job performance. Organizational justice creates a competitive atmosphere for the organization and motivates individuals to work and enhance performance by giving them autonomy and encouraging them to innovate. Organizational justice decreases employee fear in the workplace, gives employees a sense of self-worth from servant leaders, and helps them focus on their jobs to improve performance.

- The servant leader not only meets the needs of the employees (including job and life needs), but also focuses on improving the employees' sense of organizational justice, providing employees with a good work environment, and ensuring that employees remain loyal to the organization and continue to use their full potential. Servant leaders can provide staff with assistance and resources in a timely manner. Servant leadership increases organizational performance.

5.4 Future Research

All factors cannot be analyzed due to limitations in the researcher's ability and time. A future study could enhance the findings. Future study paths could include looking into the various features of servant leadership, such as trust, caring, and service orientation, as well as learning more about how these traits influence employee behavior and organizational effectiveness. This research could look into the bidirectional effects of factors, specifically how employee feedback on servant leadership style influences leader conduct and how this interaction shapes organizational culture and climate. Finally, the impact of culture and context on employee understanding and acceptance of servant leadership is investigated, with particular emphasis on the leadership style's effectiveness and adaptability across cultures and situations.

Examining the long-term effects of servant leadership styles, including the persistence of employee satisfaction, the evolution of corporate culture, and the leader's continuance in the organization. These specific research directions will help to generate a deeper awareness of the influence of servant leadership styles on businesses and individuals, allowing for improved guidance and practice tactics. These directions support driving future research in the field of servant leadership while also providing deeper theoretical and practical support for organizational management and leader development.

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Questionnaire
The Effects of Servant Leadership Style on the Performance of
Employees of Tourism and Hospitality Business in Shandong
Province, China

To: Questionnaire Respondent

Thank you for your participation. This questionnaire is divided into two parts. The first part is demographic information. The second part is about the influence factors of service-oriented leadership on work performance. The information obtained from this research is for academic purposes only. All your personal information will be kept confidential. Thank you again for your participation. If you need further information or need our help, please contact us.

In order to ensure the objectivity and accuracy of the research results, please give objective answers.

Mr. Han Deng, Ph.D. Student
Siam University

Part 1 Demographic Information

Remark: Please choose by using ✓ in or fill information in the blank.

- | | | |
|---------------------|---|---|
| 1. Gender | <input type="checkbox"/> Male | <input type="checkbox"/> Female |
| 2. Age | <input type="checkbox"/> 18-25 | <input type="checkbox"/> 26-35 |
| | <input type="checkbox"/> 36-45 | <input type="checkbox"/> above 45 |
| 3. Education | <input type="checkbox"/> 1. Bachelor's degree | <input type="checkbox"/> 2. Master's degree |
| | <input type="checkbox"/> 3. Higher than master's degree | <input type="checkbox"/> 4. Others |
| 4. Position | <input type="checkbox"/> 1. Staff | <input type="checkbox"/> 2. Middle Manager |
| | <input type="checkbox"/> 3. Senior Manager | <input type="checkbox"/> 4. Other..... |

Part 2 Relational Factors

The questionnaire used Likert scale, ranging from 1 to 7 in which 1 indicates strongly disagree (or strongly disagree), 2 indicates relatively disagree (or relatively disagree), 3 indicates generally disagree, 4 indicates neutral, 5 indicates generally agree, 6 indicates relatively agree (or relatively agree), and 7 indicates strongly agree (or strongly agree)

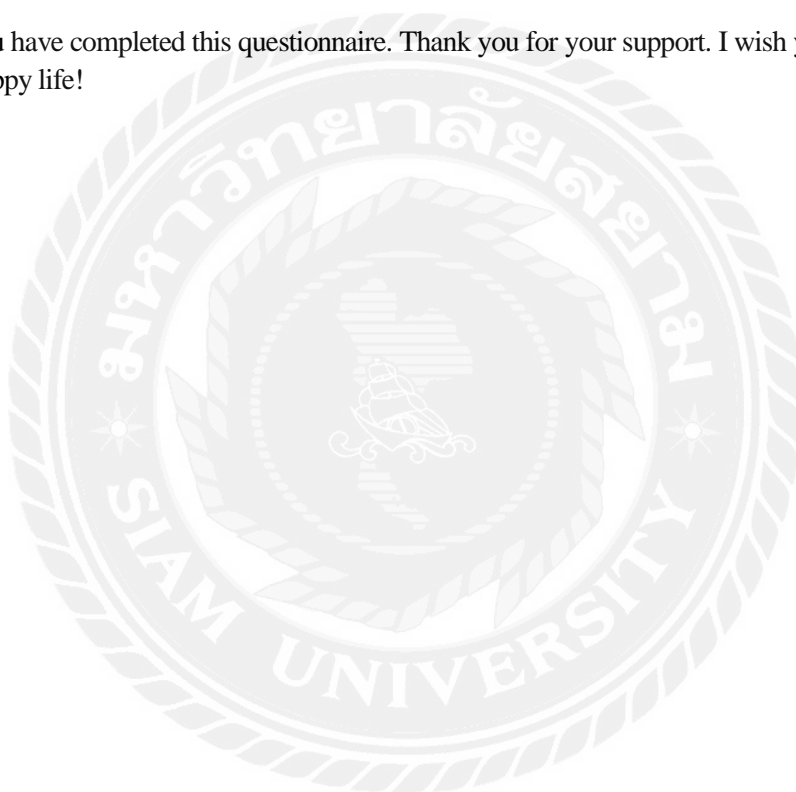
Item	Your Manager/Executive.....	Alternative Answer						
		1	2	3	4	5	6	7
Servant Leadership								
1	My leader can tell if something work-related is going wrong.							
2	My leader makes my career development a priority.							
3	I would seek help from my leader if I had a personal problem.							
4	My leader emphasizes the importance of giving back to the community.							
5	My leader puts my best interests ahead of his/her own.							
6	My leader gives me the freedom to handle difficult situations in the way that I feel is best.							
7	My leader would NOT compromise ethical principles in order to achieve success.							
Job Characteristic								
2.1	Job Requirement							
8	My job requires me to complete the assigned task rapidly with high efficiency.							
9	My job requires that I work very hard.							
10	My job affects my home and family life.							
11	My job make it's hard for me to perform the impact of family responsibility.							
12	The environment of my job is safe and comfortable.							
13	My job is effectively directed by my superiors.							
14	My job requires me to constantly learn new knowledge and skills.							
15	The nature of my job asked me to have flexible should be modified.							
16	My job requires that I have a high level of professional quality and skills.							

Item	Your Manager/Executive.....	Alternative Answer						
		1	2	3	4	5	6	7
2.2	Job Resources							
17	My colleagues are friendly and caring							
18	In solving the problem of work, my colleagues will help each other.							
19	My leadership attaches great importance to my advice for the work.							
20	My leadership has a great help for me to finish the work tasks.							
21	My leadership is very concerned about my interests and happiness							
22	My organization provides me with good working equipment.							
23	My job gives me the possibility of increased income.							
24	My job offers me a job training opportunities.							
25	My job offers me a job opportunity of promotion.							
26	I have plenty of decision-making power in my job, do not need always ask for instructions superior leadership.							
27	My job gives me a lot of space to work freely.							
Job Satisfaction								
28	If I must now do the choice of whether to engage in your current job, of course I will continue to be engaged in the job.							
29	If a friend asked me whether he (she) should look for a job like me, I would strongly suggest that he (she) should.							
30	My job very close to my ideal job.							
31	My job is very much in line with some of the characteristics I gave it when I first came into contact with it.							
32	I'm very pleased with the job now.							
33	On the whole, I like the job I have now very much.							
Organizational Justice								
4.1	Distributive Justice							
34	The amount of pay that I receive is fair.							

Item	Your Manager/Executive.....	Alternative Answer						
		1	2	3	4	5	6	7
35	The opportunities I have for promotion are justice.							
36	The opportunities I have for professional development are justice.							
37	My performance ratings are justice.							
4.2	Procedural Justice							
38	The process by which my pay is decided is justice.							
39	Promotions are decided in a way that is justice.							
40	The procedures for determining who gets professional development opportunities are justice.							
41	The policies for setting my work schedule are justice.							
42	The procedures for doing my performance evaluations are justice.							
4.3	Interactive Justice							
43	The amount of respect I receive is justice.							
44	When my supervisor speaks to me, he or she communicates in a way that is justice.							
45	When decisions are made, the explanations I hear are justice.							
46	When I want to know something the amount of information I get is justice.							
Job Performance								
5.1	Task Performance							
47	As an employee, you demonstrate expertise in all job-related tasks.							
48	As an employee, you manage more responsibility than typically assigned.							
49	As an employee, you fulfill all the requirements of the job.							
50	As an employee, you achieve the objectives of the job.							
51	As an employee, you plan and organize to achieve objectives of the job.							
5.2	Organizational Citizenship Behavior							
52	As an employee, you always come to work on time.							

Item	Your Manager/Executive.....	Alternative Answer						
		1	2	3	4	5	6	7
53	As an employee, you will inform well in advance if he or she is unable to come to work.							
54	As an employee, you will voluntarily take the initiative to help new colleagues with on-the-job training.							
55	As an employee, you stand out due to exceptionally few absences from work.							
56	As an employee, you follow rules and work instructions to the letter.							

You have completed this questionnaire. Thank you for your support. I wish you a smooth work and a happy life!



No. SU 0210.7/176



Graduate School of Management,
Siam University
38 Petkasem Rd., Bang-wa,
Phasi-charoen, Bangkok, 10160.

July 15th, 2023

Subject: Request for Data Collection via Questionnaire Distribution
To Whom It May Concern:

Mr. DENG HAN Student ID # 6319202005, a doctoral student of the Graduate School of Management, Siam University (Mobile Phone No. +6698-605-9768 and email: siamhandeng@gmail.com) is currently working on the Ph.D. Dissertation entitle: "THE EFFECTS OF SERVANT LEADERSHIP STYLE ON THE PERFORMANCE OF EMPLOYEES OF TOURISM AND HOSPITALITY BUSINESS IN SHANDONG PROVINCE CHINA" under the supervision of Professor Dr. Yuwat Vuthimedhi.

In this regard, the Graduate School of Management would like to request for you cooperation by corresponding the attached questionnaire form. The completion of this questionnaire form will allow Mr. DENG HAN to further proceed on her research with data accuracy and overall quality. Your kind assistance is fully appreciated.

Best Regards,

A handwritten signature in blue ink, appearing to read 'Chaiyanant P.'.

(Associate Professor Dr. Chaiyanant Panyasiri)
Dean of the Graduate School of Management

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ใบรับรองจริยธรรมการวิจัยในมนุษย์
สถาบันการจัดการปัญญาภิวัฒน์

หมายเลขใบรับรอง: PIM-REC 025/2566

ข้อเสนอการวิจัยนี้ และเอกสารประกอบของข้อเสนอการวิจัยตามรายการแสดงด้านล่าง ได้รับการพิจารณาจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ สถาบันการจัดการปัญญาภิวัฒน์แล้ว คณะกรรมการฯ มีความเห็นว่าข้อเสนอการวิจัยที่จะดำเนินการมีความสอดคล้องกับหลักจริยธรรมสากล ตลอดจนกฎหมาย ข้อบังคับและข้อกำหนดภายในประเทศ จึงเห็นสมควรให้ดำเนินการตามข้อเสนอการวิจัยนี้ได้

ชื่อข้อเสนอโครงการ: The Effects of Servant Leadership Style on the Performance of Employees of Tourism and Hospitality Business In Shandong Province, China

รหัสข้อเสนอการวิจัย (ถ้ามี): (ไม่มี)

หน่วยงาน: มหาวิทยาลัยสยาม

ผู้วิจัยหลัก: Mr. Han deng

ลงนาม.....

(อาจารย์ ดร.พิเชษฐ์ นุสิทธิ์โปตก)

ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์
สถาบันการจัดการปัญญาภิวัฒน์

วันที่รับรอง: 17 สิงหาคม 2566

วันหมดอายุ: 17 สิงหาคม 2567

เอกสารที่คณะกรรมการรับรอง

1. โครงร่างการวิจัย
2. ข้อมูลสำหรับชี้แจงกลุ่มประชากรหรือผู้มีส่วน่วมในการวิจัย และ ใบแสดงความยินยอมจากกลุ่มประชากรหรือผู้มีส่วน่วมในการวิจัย
3. เครื่องมือที่ใช้ในการวิจัย/เก็บรวบรวมข้อมูล เช่น แบบสอบถาม แบบสัมภาษณ์ ประเด็นในการสนทนากลุ่ม เป็นต้น

เงื่อนไขการรับรอง

1. นักวิจัยดำเนินการวิจัยตามที่ระบุไว้ในโครงร่างการวิจัยอย่างเคร่งครัด
2. นักวิจัยรายงานเหตุการณ์ไม่พึงประสงค์ร้ายแรงที่เกิดขึ้นหรือเปลี่ยนแปลงกิจกรรมวิจัยใดๆ ต่อคณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ภายในกำหนด
3. นักวิจัยรายงานความก้าวหน้าต่อคณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ตามเวลาที่กำหนดหรือเมื่อได้รับการร้องขอจากคณะกรรมการฯ
4. หากการวิจัยไม่สามารถดำเนินการเสร็จสิ้นภายในกำหนด ผู้วิจัยต้องยื่นขออนุมัติใหม่ก่อนอย่างน้อย 1 เดือน
5. หากการวิจัยเสร็จสมบูรณ์ ผู้วิจัยต้องแจ้งปิดโครงการตามแบบฟอร์มที่กำหนด

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