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## The Moderating Effect of Self-Esteem on Servant Leadership and Job Outcomes in the Hospitality Industry

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# Walden University

College of Social and Behavioral Sciences

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Marylouise Fitzgibbon

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Walden University  
2021

Abstract

The Moderating Effect of Self-Esteem on Servant Leadership and Job Outcomes in the  
Hospitality Industry

by

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MS, University of Phoenix, 2000

BS, University of Central Florida, 1994

Dissertation Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Doctor of Philosophy  
Industrial/Organizational Psychology

Walden University

August 2021

## Abstract

The hospitality industry has the highest level of turnover of any sector in the United States. Turnover intentions are impacted by an employee's level of job satisfaction and their self-esteem. Research consistently shows that servant leadership is a highly effective leadership style in the hospitality industry, as it focuses on serving others and placing their needs first. However, it is unknown how the relationship between servant leadership, job satisfaction, and turnover intention is moderated by employee self-esteem in the hospitality industry. This quantitative study was aimed at answering that research question. Servant leadership theory and social exchange theory served as the primary foundations for this study. A cross-sectional, nonexperimental research design was used to explore the relationship between the variables. The target population for this study was employees currently working in the hospitality industry in the United States. Data collected from 180 participant surveys were analyzed using multiple regression techniques. Findings indicated that the relationship between servant leadership and job satisfaction and the relationship between servant leadership and turnover intention are both moderated by employee self-esteem. The results of this research may positively impact social change by providing valuable insights to leaders in the hospitality industry, as they seek to find ways to improve the work experiences of the employees in this sector.

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## Dedication

When I was five years old, I met my best friend Michelle. Through the next 42 years, we remained best friends and saw each other through everything: grade school, high school, college roommates, careers, meeting our husbands, maids of honor, pregnancies, and raising our kids. When I began this PhD journey, Michelle encouraged me every step of the way. She has quite simply always been there for me during every stage of my life. Halfway through this program, Michelle was called to Heaven after a long battle with breast cancer. Throughout the remainder of this PhD program, I could feel her presence, still encouraging me to finish. This dissertation, with a fitting topic of servant leadership, is dedicated to the most faithful servant I have ever known. She lived a beautiful life filled with kindness and love, and in the end, I am confident she heard “well done, good and faithful servant.” Michelle Baggett, I love you and miss you every day.

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To my entire family: Always remember how much I love you all. Everything I do, is for you. It is my hope that this work will inspire you to *Lead Like Jesus*, the greatest servant leader of all.

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## Chapter 1: Introduction to the Study

The hospitality industry is one of the largest economic sectors in the United States, and it has the highest level of turnover of any industry (Bureau of Labor Statistics, 2020). Research has shown that employee turnover intentions are impacted by employees' level of job satisfaction (Tett & Meyer, 1993). Further, employee job satisfaction can be impacted by an individual's self-esteem (Al-Asadi, 2019). High turnover creates a financial burden for organizations related to the recruitment and training of new employees (Abbasi et al., 2008; Lambert et al., 2001; Zhao et al., 2016).

Research in the hospitality industry has consistently shown servant leadership as a highly effective leadership style (Bavik, 2020; Brownell, 2010). Servant leadership is a leadership approach that focuses on serving others and placing their needs above the needs of the organization and the leader (Greenleaf, 1977). Servant leaders can have a positive effect on employee job performance and employee attitudes (Kiker et al., 2019). However, how the relationship between servant leadership, job satisfaction, and turnover intention is moderated by employee self-esteem remains unknown.

This study contributes and adds insight to the understanding of this topic by addressing a gap in the scholarly literature. By examining the moderating effects of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention, I sought to provide valuable insights to leaders in the hospitality industry. In addition, the results of this study may positively impact social change by helping develop an understanding about how these variables interact, which could improve the work experiences of hospitality employees.

This chapter begins with a summary of the research literature on servant leadership and the variables examined in this study: job satisfaction, turnover intentions, and self-esteem. Based on the identified gap in the existing research, in the next section, I review the problem being studied followed by the problem statement and the purpose of the study. Next, I describe the specific research questions and hypotheses that guided this study and the theoretical framework that grounded the study. The following section includes the nature of the study and the rationale for the research design and methodology. The chapter concludes with an overview of definitions, assumptions, the scope of the research, limitations of the study, and the significance of how this research advances knowledge in the field of servant leadership and hospitality.

### **Background**

Servant leadership is a holistic leadership approach that focuses on serving others and ensuring their highest priority needs are being met (Greenleaf, 1977). This leadership style has consistently been shown to be the most effective approach in the hospitality industry (Bavik, 2020; Brownell, 2010). This effectiveness is due to the positive connections found between servant leadership in hospitality and various employee outcomes (Ghosh & Khatri, 2018; Huertas-Valdivia et al., 2019).

Other authors, such as Kiker et al. (2019) looked at the direct impacts of servant leadership on organizationally relevant outcomes, who found that servant leadership had a positive effect on both job performance and job-related employee attitudes. Amah (2018) sought to find servant leadership antecedents and found that job satisfaction is either a direct or indirect outcome of servant leadership. Donia et al. (2016) and Zargar et

al. (2019) examined servant leadership and found that servant leadership was positively associated with employees' job satisfaction.

In the quest to understand why employees leave the hospitality industry, authors have conducted research to understand the specifics around hospitality turnover (Brown et al., 2015; Kim et al., 2016). Kashyap and Rangnekar (2016) studied the impact of servant leadership on employee turnover intentions, with a focus on the mediating effects of the employer brand perception and trust in leadership. A servant leadership approach was negatively associated with employee turnover intentions (Kashyap & Rangnekar, 2016). Turgut et al. (2017) and Zhao et al. (2016) sought to understand how a servant leadership style would impact turnover intention. Results indicated a negative relationship between servant leadership and turnover intention (Turgut et al. 2017; Zhao et al., 2016).

Researchers have found a significant relationship between self-esteem and job satisfaction (Alavi & Askaripur, 2003; Dust et al., 2018). Other authors have found a significant relationship between self-esteem and turnover intentions (Lin et al., 2018; Masters & Liu, 2016). The present study is needed because it remains unknown how employee self-esteem moderates the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. This study was conducted to address that research gap.

### **Problem Statement**

The hospitality industry supports 7.8 million jobs (Travel, Tourism & Hospitality Spotlight, 2020). Employee turnover is a constant challenge in the hospitality industry

(Brown et al., 2015; Kim et al., 2010; Lee & Way, 2010). A primary factor impacting employee turnover intentions is their level of job satisfaction. Low levels of job satisfaction have been linked to higher turnover, decreases in customer satisfaction, and organizational performance (Huang et al., 2015; Schleicher et al., 2011), and those links are even stronger in the hospitality industry (Yee et al., 2010).

Placing the needs of others above the self and ensuring others' highest priority needs are being met is the focus of servant leadership (Greenleaf, 1977). Servant leadership is the leadership approach found most effective in hospitality (Bavik, 2020; Brownell, 2010). Self-esteem is a fundamental construct that plays a role in many important life outcomes (Zeigler-Hill, 2013). Employees with high self-esteem have lower turnover intentions (Park & Gursoy, 2012) and higher levels of job satisfaction (Dust et al., 2018). However, how employee self-esteem moderates the relationship between servant leadership and those two variables in the hospitality industry.

### **Purpose**

The purpose of this quantitative study was to determine the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. Servant leadership was the predictor variable. The criterion variables were job satisfaction and turnover intentions. The moderator variable was self-esteem. Authors have called for further servant leadership research in the hospitality industry (Bavik, 2020; Ghosh & Khatri, 2018) and examinations of moderators in the relationship between servant leadership and follower outcomes (Heyler & Martin, 2018; Neubert et al., 2016). Other authors have called for further servant



leadership research examining the roles of moderator variables in the relationship between servant leadership and job satisfaction (Curukovic, 2019; Zargar et al., 2019). The moderating role of employee self-esteem is an important variable that has not been examined. Amah (2018) and Donia et al. (2016) called for future research to focus on examining the self-esteem of subordinates as a moderator in the relationship between servant leadership and employee outcomes. This study addressed this gap in the scholarly literature.

### **Research Questions and Hypotheses**

The following research questions and associated hypotheses were used to address the identified gap in the literature.

RQ1: What is the relationship between servant leadership and employee self-esteem?

*H*<sub>0</sub>1: There is no relationship between servant leadership and employee self-esteem.

*H*<sub>a</sub>1: There is a significant relationship between servant leadership and employee self-esteem.

RQ2: What is the relationship between servant leadership and job satisfaction?

*H*<sub>0</sub>2: There is no relationship between servant leadership and job satisfaction.

*H*<sub>a</sub>2: There is a significant relationship between servant leadership and job satisfaction.

RQ3: What is the relationship between servant leadership and turnover intention?

*H*<sub>0</sub>3: There is no relationship between servant leadership and turnover intention.

*H<sub>a3</sub>*: There is a significant relationship between servant leadership and turnover intention.

RQ4: What is the relationship between self-esteem and job satisfaction?

*H<sub>04</sub>*: There is no relationship between self-esteem and job satisfaction.

*H<sub>a4</sub>*: There is a significant relationship between self-esteem and job satisfaction.

RQ5: What is the relationship between self-esteem and turnover intention?

*H<sub>05</sub>*: There is no relationship between self-esteem and turnover intention.

*H<sub>a5</sub>*: There is a significant relationship between self-esteem and turnover intention.

RQ6: Is the relationship between servant leadership and job satisfaction moderated by employee self-esteem?

*H<sub>06</sub>*: The relationship between servant leadership and job satisfaction is not moderated by employee self-esteem.

*H<sub>a6</sub>*: The relationship between servant leadership and job satisfaction is moderated by employee self-esteem.

RQ7: Is the relationship between servant leadership and turnover intention moderated by employee self-esteem?

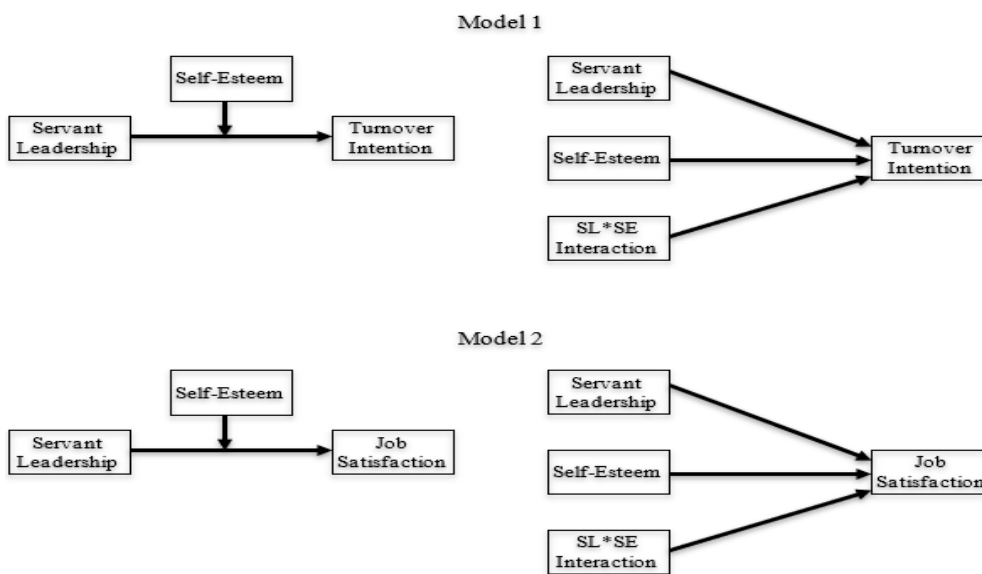
*H<sub>07</sub>*: The relationship between servant leadership and turnover intention is not moderated by employee self-esteem.

*H<sub>a7</sub>*: The relationship between servant leadership and turnover intention is moderated by employee self-esteem.

RQ1–RQ5 are simple correlations, while RQ6 and RQ7 relate to the conceptual and statistical moderation models shown in Figure 1. For each model, self-esteem is conceived as moderating the relationship between servant leadership and turnover intention (Model 1) and job satisfaction (Model 2).

**Figure 1**

*Conceptual and Statistical Research Models*



### Theoretical Framework

Servant leadership theory served as the primary foundation for this study.

Greenleaf (1977) developed this theory with the basic tenets being that an individual has a strong desire to serve others first, followed by then aspiring to lead. Servant leadership is distinct from other leadership approaches due to the focus on serving others (Sendjaya et al., 2019; van Dierendonck, 2011). Servant leadership theory is based on the idea that leaders who focus on serving others can build stronger organizations and communities, which according to Greenleaf (1977), can then create a better world. Many researchers

have used servant leadership theory as the foundation of their research (Liden et al., 2014b; Setiawan et al., 2020) with similar findings that this theory could be used to predict positive employee outcomes.

In this study, I also pulled from social exchange theory, which has been shown to be influential in explaining how servant leadership influences follower behavior (Eva et al., 2019). Blau (1964) first introduced social exchange theory and described how the leader–employee relationship involves an ongoing exchange of resources. Many servant leadership researchers have used this theoretical approach to explain how servant leaders show genuine concern for their followers, who in turn reciprocate those behaviors (Chan & Mak, 2014; Hunter et al., 2013; Ling et al., 2016; Paesen et al., 2019).

Grounding this research in servant leadership theory and social exchange theory provided a foundation to understand the role that an employee’s self-esteem plays in the relationship between how the servant leader guides the employee and what positive outcomes come as a result of that relationship. These two theoretical foundations are particularly beneficial in studies focused on hospitality, as they help to explain how a servant leader who is focused on the needs of the employees would then lead to employees who reciprocate by producing the desired organizational outcomes (Chan & Mak, 2014). A more detailed description of the theoretical framework of this study is provided in Chapter 2.

### **Nature of the Study**

The nature of this study was quantitative. A quantitative method was appropriate for this study because the aim was to examine the relationships between servant

leadership, self-esteem, job satisfaction, and turnover intentions. The data were collected from surveys to answer the research questions and hypotheses of this study. The results were statistically analyzed through multiple regression, including performing a moderated regression analysis.

The predictor variable in this study was servant leadership. Liden et al.'s (2015) Servant Leader Scale (SL-7) was used to gather data in a reliable and valid manner. Internal consistency has been found to be above .80 for a variety of studies using the scale (Liden et al., 2015). The SL-7 instrument follows a 7-point Likert-type scale of 1 = *strongly disagree* to 7 = *strongly agree* response format. A sample item is "My leader makes my career development a priority."

The criterion variable, job satisfaction, was measured using the Minnesota Satisfaction Questionnaire Short Form (MSQ-SF; Weiss et al., 1967). The short form of this scale consists of 20 items that address intrinsic satisfaction, extrinsic satisfaction, and general satisfaction (Weiss et al., 1967). This scale has been used to measure job satisfaction in a variety of studies. An internal consistency reliability estimate of .90 and test-retest reliability estimate of .89 have been reported (Weiss et al., 1967).

The criterion variable, turnover intention, was measured by the Turnover Intention Scale (TIS-6) scale created by Bothma and Roodt (2013). The TIS-6 assesses an employee's intent to leave an organization by measuring six items on a 5-point Likert scale. The scale measures turnover intentions reliably at 0.90 and can distinguish between employees who leave and stay, which has confirmed its criterion-predictive validity

(Bothma & Roodt, 2013). A sample item is “How often have you considered leaving your job?”

The moderator variable of self-esteem was measured by the Rosenberg Self-Esteem (RSE) scale created by Rosenberg (1965). The selection of this widely used scale was based on its ability to provide a well-researched self-esteem assessment. According to Tinakon and Nahathai (2012), the RSE scale is a short, easy to administer Likert-scale type test, with 10 items answered on a 4-point scale. Construct validity has been supported by Robins et al. (2001) and Tinakon and Nahathai (2012) at .86. A sample item is “On the whole, I am satisfied with myself.”

### **Definitions**

*Hospitality industry:* A broad category including hotels, restaurants, bars, event venues, and theme parks.

*Job satisfaction:* An indication of an overall positive attitude that an employee has toward their job (Kong et al., 2018).

*Self-esteem:* The overall self-evaluation a person has of themselves (Rosenberg, 1965).

*Servant leadership:* A leadership approach that focuses on serving others and placing the needs of others above the needs of the organization and the leader (Greenleaf, 1977).

*Turnover intention:* An employee’s desire to leave their organization in the near future (Mowday et al., 1982).

### **Assumptions**

This study's main assumption was that the participants would answer truthfully to each survey question and would be unbiased in their responses. Many steps were taken to ensure that all respondents understood the qualifications for taking the survey before they began. It was also assumed that there would be enough variability in the responses to allow for proper statistical analysis and comparison. This was of particular importance related to the data gathered on whether someone works for a servant leader. The final assumption was that the instruments used to collect the data were valid and reliable. A psychometric analysis was performed on each of the instruments to check for validity and reliability.

### **Scope and Delimitations**

This study's scope includes understanding how the relationship between servant leadership, job satisfaction, and turnover intention is moderated by employee self-esteem in the hospitality industry. I chose this industry because research on hospitality consistently shows that servant leadership produces positive employee behaviors (Bavik, 2020). Although recent researchers have studied various aspects of servant leadership and the hospitality industry, to date, there have been no studies conducted to examine the role that employee self-esteem plays in the effectiveness of this leadership style. The scope includes any employee who currently works in the U.S. hospitality industry. Demographic data such as gender and age were collected for the purposes of descriptive statistical analysis only.

### **Limitations**

A limitation of this study was the applicability of the results to other populations outside of hospitality. Another limitation was focusing on the moderator of self-esteem and how accurate a person was in rating themselves in this area. A challenge could have occurred in receiving the appropriate number of responses. To ensure sufficient variability in responses, a power analysis was conducted to determine the appropriate sample size. An additional challenge could have been navigating through the MTurk survey system and ensuring participants are aware of the study. Fortunately, none of these limitations surfaced during the data collection process.

### **Significance**

This study could make an original contribution to the scholarly literature on servant leadership by determining how employee self-esteem moderates the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. This project is unique because the role of self-esteem is an underresearched area in the servant leadership literature. The study results may assist leaders in the hospitality industry in understanding how the level of an employee's self-esteem might impact the way that servant leadership behaviors are received by the employee. Self-esteem is one of the most commonly searched concepts in social psychology, primarily because of the connection between high self-esteem and various positive outcomes for both the person and society (Cast & Burke, 2002). Implications for positive social change resulting from this study may be that the implementation of servant leader strategies that improve job



satisfaction and lower turnover intention while focusing on employee self-esteem can create positive interactions with families, communities, and organizations.

### **Summary**

In this chapter, I provided an overview of the research literature on servant leadership and the variables under study. The gap in the existing scholarly research was identified, which led to the purpose of the study: to determine the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. This chapter provided an overview of the study research questions, hypotheses, theoretical framework, and the overall research design. Chapter 2 will provide a comprehensive literature review, which will give a deeper understanding of servant leadership, job satisfaction, turnover intention, and self-esteem.

## Chapter 2: Literature Review

The purpose of this quantitative study was to determine the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. This research is vital as the hospitality industry is one of the largest economic sectors in the United States, supporting 7.8 million jobs (Travel, Tourism & Hospitality Spotlight, 2020). Employee turnover is a constant challenge in the hospitality industry (Brown et al., 2015; Kim et al., 2016; Lee & Way, 2010), and this industry has the highest level of turnover of any sector (Bureau of Labor Statistics, 2020). A primary factor impacting employee turnover intentions is job satisfaction. Low job satisfaction levels have been linked to higher turnover, decreases in customer satisfaction, and declines in organizational performance (Huang et al., 2015; Schleicher et al., 2011). Those links are even stronger in the hospitality industry (Yee et al., 2010).

Researchers have shown a servant leadership approach to be effective in the hospitality industry (Bavik, 2020; Brownell, 2010). This is due to the focus of this leadership approach on serving others as the main priority of a leader. Self-esteem is a fundamental construct that plays a role in many important life outcomes (Zeigler-Hill, 2013). Employees with high self-esteem have higher job satisfaction levels (Dust et al., 2018) and lower turnover intentions (Park & Gursoy, 2012). However, how employee self-esteem moderates the relationship between servant leadership, job satisfaction, and turnover intention remains unknown. Amah (2018) and Donia et al. (2016) called for future researchers to focus on examining the self-esteem of subordinates as a moderator

in the relationship between servant leadership and various employee outcomes. This study was conducted to address this gap in the scholarly literature.

In this chapter's major sections, I focus on the literature search strategy, theoretical foundation, and the literature review. The literature review will include an evolution of leadership theory, an overview of servant leadership, the connection between servant leadership and hospitality, and an overview of the specific variables under study: turnover intentions, job satisfaction, and self-esteem.

### **Literature Search Strategy**

Several databases from the Walden University library were used for this literature review. In addition, Google Scholar was used to locate articles and books that were not found in the library search. Federal government websites were used to inform various data points on employment and turnover in the hospitality industry. The initial library search began with a broad review of all databases. The majority of the articles on the research topics were located in PsycInfo, Business Source Complete, Science Direct, and Social Sciences Citation Index. The focus of the search was on peer-reviewed journal articles published in the last 5 years. Additional sources of information included various books authored by researchers focused on servant leadership. Seminal research from the introduction of servant leadership to the present day was included as groundwork. Keywords included *servant leadership OR servant leaders, job satisfaction, turnover intention OR intention to leave OR intention to quit, self-esteem, and hospitality OR tourism.*

## **Theoretical Foundation**

Theories help researchers to explain, predict, and understand their subject. Basing research on a theoretical framework is essential as this becomes the structure that holds the study together (Abend, 2008). In general terms, a theory is an explanation to help us understand how and why something that is observed occurs (Hall, 2013). In this study, I used two theories to connect this research to existing knowledge on the subject: servant leadership theory and social exchange theory.

### **Servant Leadership Theory**

Leadership has been a topic of research for decades, with a variety of theoretical perspectives used to explain how leadership works. This study was grounded in servant leadership theory. The central tenet of servant leadership theory is that a leader's primary role is to serve others (Heyler & Martin, 2018). Robert K. Greenleaf first coined the theory to explain how leaders could enrich others' lives while working to build a successful organization. According to Greenleaf (1970), the most effective leaders have a strong desire to serve others and not to attain more power.

As many organizations have shifted their focus from profit at all costs to social responsibility, a growing interest has occurred in exploring the topic of servant leadership from various theoretical perspectives. In doing so, researchers have created frameworks and measurement tools to understand the characteristics of servant leadership that distinguish it from other leadership styles (Eva et al., 2019; van Dierendonck, 2011). Servant leadership theory is unique in that the approach is entirely based on serving

others, not on how to influence or motivate them to perform. This core idea of serving makes the theory markedly different from other leadership theories.

### **Social Exchange Theory**

Leadership theories tend to work well with social theories as their foundation. Therefore, I pulled from social exchange theory to provide an understanding and explanation as to why people respond to servant leadership. Blau (1964) first introduced social exchange theory and described how the leader–employee relationship involves an ongoing exchange of resources. For example, in an organization, leaders’ positive actions toward their employees are reciprocated back through improved work by the employees (Blau, 1964). The theory claims that if a significant amount of unreciprocated effort is put into a relationship, the bond may be broken.

Social exchange theory provides a theoretical base for servant leadership research, as it has been shown to be influential in explaining how servant leadership influences follower behavior (Eva et al., 2019). Many servant leadership researchers have used this theoretical approach to explain how servant leaders show genuine concern for their followers, who in turn reciprocate those behaviors (Chan & Mak, 2014; Hunter et al., 2013; Ling et al., 2016; Paesen et al., 2019). This theoretical foundation is particularly beneficial in studies focused on hospitality, as it explains how a servant leader who is focused on the needs of their employees would then lead to an employee who reciprocates by producing the desired organizational outcomes (Chan & Mak, 2014).

## Literature Review

### Evolution of Leadership Research

Great leadership is often considered the primary factor driving performance in organizations. Leadership is part process and part art form that influence followers to perform tasks effectively (Vasilescu, 2019). It is no surprise then that leadership research is the topic of numerous studies. Most leadership research has been conducted to attempt to answer the question, What makes an effective leader? Various leadership theories have been proposed to provide an answer. Leadership theories are focused on enhancing the understanding of how and why certain people are perceived as effective leaders. Research has progressed in aiding overall knowledge, and numerous significant leadership theories have been proposed.

#### *Great Man Theory*

The early theories of leadership were focused exclusively on understanding the personal characteristics that made someone a great leader. In the 19th century, the most prominent leadership theory was known as the *great man theory*. This theory suggested that leadership traits were inherited, not learned, and as was the norm then, suggested that leaders were always men and not women (Comstock, 2019). In this era, leadership researchers believed the world's history could be considered a collection of biographies of great men of the day. This theory was eventually abandoned by researchers, as the desire to find more trait-based qualities in leaders emerged instead.

### ***Trait Theory***

The next theory that emerged was focused on determining the specific attributes and personality types that would differentiate leaders from followers. Trait theory was based on the assumption that a standard, best way existed to lead others and was used to uncover what those leadership characteristics were. Researchers focused on this theory in the 1930s attempted to understand the physical traits and personality aspects that could predict successful leadership (Comstock, 2019). Researchers often found flaws in this theory, as there were relatively few universal leadership traits that distinguished leaders from followers.

### ***Behavioral Theory***

In the 1940s, scholarly researchers focused on understanding the role that behavior plays in leadership. Scholars attempted to understand how people might learn to become effective leaders with proper training. According to Hall (2013), behavioral leadership research was focused on understanding what leaders actually do that makes them effective. Studies based on behavioral theory indicated that while some traits appeared to be consistent across a variety of situations, other factors showed that individuals who excel at leadership in one situation may not have the same results in other situations. The studies based on this theory were a response to criticism of the earlier trait approach and were focused the specific behaviors exhibited by successful leaders.

The most prominent research conducted during the era of behavioral theory studies were the Ohio State leadership studies in the 1940s. The focus of this research

was aimed at shifting from a universal trait approach to one that was based more on situational factors (Schriesheim & Bird, 1979). In these studies, researchers found two characteristics of effective leaders that could function independently of one another. The first was the notion that leaders make it clear what is expected, establish clear communication, and determine how the tasks of a job will occur (Stogdill, 1950). The second finding on the behavior of great leaders was their ability to create a supportive and warm climate for their subordinates (Stogdill, 1950).

### ***Situational and Contingency Theories***

Situational theory and contingency theory are closely related and became the focus of leadership research in the 1960s and 1970s. These theories were based on the idea that different people could be effective leaders depending on the situation (Comstock, 2019). A fundamental concept of both theories is that no single style of leadership is superior in all situations. Situational theory emphasizes the importance of the relationship and task motivation of leaders, while contingency theory states that situations are contingent on particular variables in the environment. Both theories state that the success of a leader depends on a variety of factors. For example, personality plays a key role for the specific tasks that need to be completed. Researchers focused on situational and contingency theories introduced the idea that there is no single right way to lead (Hall, 2013).

### ***Transactional Leadership***

As leadership research continued into the 1970s and 1980s, a new group of leadership approaches emerged. Transactional leadership is based on a system of rewards



and punishments provided to employees to motivate or reprimand. This style of leadership was often shown to be effective in crisis or emergency situations (Odumeru & Ifeanyi, 2013). The basic concept of the theory is that employees only do things if there is a reward involved. Research in this area found that punishments can decrease employee morale and can often lead to an overall decline in performance.

### ***Transformational Leadership***

In the early 1970s, scholars and practitioners sought to further understand the differences between management and leadership. Burns (1978) formalized this new way of thinking, referring to it as *transformational leadership*. This theory posits that transformational leaders influence their subordinates by inspiring them to perform beyond their perceived capabilities. Transformational leaders give their teams autonomy and empowerment, while showing up as a positive role model. Transformational leaders create an inspiring vision and are highly visible to their teams, thereby showing everyone the expected behavior (Hall, 2013). This leadership style requires a high level of integrity and honesty (Comstock, 2019) and is often accompanied by a charismatic personality. Bass (1985) wrote that one of the primary ways transformational leaders motivate their followers is through self-sacrifice.

### ***Charismatic Leadership***

In the 1940s, German sociologist Max Weber first introduced the idea of charismatic leadership. This leadership theory includes a focus on leaders who inspire others through a shared vision. According to Eatwell (2006), Weber believed that leadership authority stemmed from the charisma of the leader. This theory was then

formalized in the 1970s by Robert House. Charismatic leadership theory highlights the visionary ability of the leader and how that creates an environment of increased performance by the followers (House, 1977). According to Hall (2013), charismatic leaders use their personality and charm, not power or authority, to gather followers. These leaders can articulate a highly desirable future to their subordinates, who then want to join the leader in the quest to achieve that future state (Anderson & Sun, 2017).

### ***Authentic Leadership***

This approach focuses on the leader's honest and straightforward manner with their subordinates. Fox et al. (2020) described this as a positive leadership style where leaders guide their teams through inclusion and a drive for a strong purpose. This theory has grown in popularity in both academic research and in organizations as it is based on creating an ethical climate (Anderson & Sun, 2017) and an emphasis on people over profits. According to Lemoine et al. (2019), authentic leaders have great self-awareness and can communicate what they believe in as they react with others with transparency.

### **Servant Leadership**

The previous history of leadership leads to the focus of this research paper, servant leadership. The interest in servant leadership has grown as organizations search for leaders who will put the needs of others first. Unlike other contemporary leadership styles, servant leadership focuses on others' growth and well-being, even before the needs of the organization (Bavik, 2020). Although the idea of helping others is mentioned in other leadership theories, it is the primary focus of servant leadership theory. It is important to recognize that with each passing decade, each leadership theory has

contributed to the understanding of what makes an effective leader (Brownell, 2010). The one consistent theme throughout all the research thus far is that leadership matters (Drucker, 1998).

### *Jesus Christ*

Many authors have concluded that Jesus Christ is the definitive example of servant leadership (Ebener & O'Connell, 2010; Hamilton & Bean, 2005). Regardless of one's religious affiliations, it is well documented that Jesus was an excellent leader (Blanchard, 1998). Jesus gathered a group of 12 men who were unqualified for the work that he was asking them to do and rallied them around a vision and purpose that continues today.

Jesus often spoke to his disciples about serving others. The most powerful of his servant leader teachings are found in the Gospel of Mark. In these teachings, Jesus states: "If anyone wants to be first, he shall be last of all and servant of all" (Holy Bible, New American Standard Translation, 1971/1995, Mark 9:35). In the following chapter, Jesus continues teaching with: "But it shall not be so among you. Rather, whoever wishes to be great among you will be your servant" (Holy Bible, New American Standard Translation, 1971/1995, Mark 10:43). To demonstrate that the power of a leader can only be measured by their complete commitment to serving others, Jesus washed the feet of his disciples (Sendjaya & Sarros, 2002). In doing so, he showed them exactly what it meant to serve others as their primary purpose (Blanchard, 1998).

### *Servant Leadership – Seminal Work*

Although the basic premise behind servant leadership is ancient, Robert K. Greenleaf is the individual who first coined the term servant leadership (Greenleaf Center for Servant Leadership, 2020). In his seminal work “The Servant as Leader,” Greenleaf (1970) wrote:

The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions... The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature. The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived? (p. 7)

Greenleaf worked for AT&T between the years 1926 to 1964. He began as a construction laborer and ended his career as the head of management research (Liden et al., 2014a). During his time at AT&T, he introduced many leadership training programs. After his retirement, Greenleaf taught at the university level, became a consultant, and eventually founded the Center for Creative Leadership and the Center for Applied Ethics

(Spears, 2010). The latter continues to operate today as the Greenleaf Center for Servant Leadership (Frick, 2004). Greenleaf was inspired after reading *Journey to the East* by Hesse (1956). Hesse used a fictitious character named Leo to describe a true servant leader. This inspired Greenleaf to begin work on the Servant leadership theory. Greenleaf believed that servant leaders could be distinguished by both the inner motivation to serve and the conscious choice to do so (Greenleaf, 1977).

### ***Servant Leadership Defined***

In their meta-analysis, Eva et al. (2019) examined the servant leadership literature from the previous 20 years. They developed a modern-day definition that describes how servant leaders focus on their subordinates' needs above maximizing the needs of the organization or themselves. Unlike traditional leaders who tend to focus on maximizing the organization's needs or their own power, servant leaders concentrate on their subordinates' needs and development.

Servant leadership has been described by comparison to transformational leadership or self-sacrificial leadership. Statistically significant differences between servant leadership and transformational leadership have been found related to the emphasis that servant leadership puts on the follower's needs first and organization second (Kiker et al., 2019). This contrasts with transformational leadership, which focuses on the needs of the individuals secondary to the organization's goals (Brownell, 2010; Liden et al., 2014b; van Dierendonck, 2011). The comparison to self-sacrificial leadership has been effectively explained by Choi and Mai-Dalton (1998), who wrote that the basis for self-sacrificial leadership, which is focused on leaders who deny their own

self-interests, was rooted in concepts such as servant leadership. At its core, servant leadership is centered on service to others, which is demonstrated by prioritizing their needs first (Eva et al., 2019).

### ***Why Servant Leadership Matters***

The focus of servant leadership on leader selflessness has shown to be a potential resolution to ethical leadership failures of the past (Chacksfield, 2014; Liden et al., 2014a; Russell & Stone, 2002; van Dierendonck, 2011). Servant Leaders tend to view ethical behavior as a critically important factor and work to create an ethical environment within their organizations (McCune-Stein et al., 2020). Servant leadership seeks first to develop leaders on the basis of an ethical and altruistic viewpoint (Greenleaf, 1977). Traditional performance-based leadership approaches are known for putting the profit and growth of the organization above the employees. In contrast, servant leaders tend to focus on sustainable performance over the long term (Sendjaya, 2015).

Because of this focus on ethical behavior, many organizations have implemented servant leadership practices throughout their teams. Companies such as Starbucks, Southwest Airlines, Ritz Carlton, Service Master, TD Industries, SAS, Zappos.com, Container Store, Intel, and Marriott have all adopted servant leadership practices (Eva et al., 2019; McGee-Cooper & Looper, 2001). For businesses that are heavily focused on customer service, servant leadership is the link that translates how an employee is treated (served) with how the employee then treats (serves) the customer. When the desire to serve others permeates an organization, the benefits can reach everyone that the organization serves, especially customers.

While traditional leadership models tend to view the leader at the *top of the pyramid*, servant leadership focuses on a hierarchy with an *upside-down pyramid* (Blanchard, 1998; Russell, 2001). The leader's primary goal is to help people develop themselves to reach their potential. By placing the employees at the top of the theoretical pyramid, they become the primary focus. The belief is that when followers' growth and needs become a priority, they become more engaged and effective (Eva et al., 2019).

### ***The Current State of Servant Leadership Research***

Following Greenleaf's death in 1990, his protégé, Larry Spears, continued the work on servant leadership and continues to do so to this day. Similar to Greenleaf, Spears is a practitioner, and the majority of his writings are non-empirical. Spears spent 17 years as the head of the Greenleaf Servant Leadership Center, and to date, has authored more than 15 books on servant leadership (Greenleaf Center for Servant Leadership, 2020). Spears served a prominent role in advancing servant leadership theory as he was the first to translate Greenleaf's ideas into a model of characteristics of servant leaders (van Dierendonck, 2011). Spears (1995) identified ten characteristics that then became the essential elements of servant leadership. Those characteristics, pulled from Greenleaf's work, are: listening, empathy, healing, awareness, persuasion, philosophy, conceptualization, foresight, stewardship, commitment to the growth of people, and building community (Spears, 1995).

Empirical research on servant leadership began with Ehrhart (2004), who examined the connection between servant leadership and organizational citizenship behavior. The current researcher cited the most for his writings on servant leadership is

Dirk van Dierendonck. He is the associate editor of the International Journal of Servant leadership and has researched the topic for the past decade. One of his most cited works on servant leadership is a comprehensive synthesis of the literature, which also narrowed down Spear's (1995) list of ten characteristics to six items (van Dierendonck, 2011). Van Dierendonck identified those six critical characteristics as follows: empower and develop others, humble, authentic, accepting of others for who they are, provide direction, and stewards focused on the good of the whole (van Dierendonck, 2011).

Due to the continual finding that followers respond positively to servant leadership, and it results in performance improvements (Chen et al., 2015; Chiniara & Bentein, 2016; van Dierendonck et al., 2014), research into servant leadership has gained significant popularity in recent years. For example, Eva et al. (2019) found that out of 285 articles on servant leadership between 1998-2018, 100 of them had been authored in just the last four years. Studies on various aspects of servant leadership have recently begun in all fields (Liden et al., 2014a), as researchers attempt to understand the antecedents and moderators of this leadership approach. As the call from organizations becomes louder to find leaders who are driven to serve the people they lead (Barbuto & Wheeler, 2006), servant leadership is finding a stronger place in research.

### **Servant Leadership and Hospitality**

This study focused on the relationship between servant leadership, job satisfaction, turnover intention, and self-esteem in the hospitality industry. The U.S. hospitality industry is one of the country's largest employers and often provides opportunities for employees who may have difficulty finding employment (World Travel



& Tourism Council, 2019). The hospitality industry was chosen for this study based on the positive social change impact that could be made by conducting new research that may help these hardworking individuals enhance their work experience.

Some studies have shown that servant leadership has incremental validity over other leadership approaches (Banks et al., 2018; Hoch et al., 2018; Lee et al., 2019). However, in studies focused on the hospitality industry, it consistently has been shown to be the most effective leadership style (Brownell, 2010). The strength of servant leadership in this industry may be connected to the higher levels of follower need satisfaction (van Dierendonck et al., 2014) that are typically associated with the hospitality sector.

Several researchers have focused on understanding the connections between servant leadership in the hospitality industry and various employee outcomes. Servant leadership has continually been shown to be effective in hospitality in achieving overall positive employee outcomes (Brownell, 2010). Ghosh and Khatri (2018) examined the influence of a servant leadership style on improvements in an employee's customer service orientation. They found a direct connection between a servant leadership style and improvements in the quality of service provided by an employee. Huertas-Valdivia et al. (2019) investigated a variety of leadership styles to understand how to maximize the potential of employees in the hospitality industry. They found that a servant leadership style is particularly effective in service organizations because servant leaders model the behavior expected by placing others' interests ahead of their own. Liden et al. (2014b) wanted to understand how servant leaders create positive outcomes in the hospitality

industry. They found that the creation of a ‘serving culture’ was positively related to the financial performance of the organization as well as employee job performance and customer service behaviors. They also found that a servant leadership style was negatively related to turnover intentions.

As it relates to the specific variables of the present study, servant leadership has continuously been shown to drive employee job satisfaction. Chon and Zoltan (2019) synthesized the servant leadership literature related to the hospitality industry and found that a variety of studies pointed to the strong connection between servant leadership and job satisfaction. Zargar et al. (2019) examined the relationship between servant leadership, job satisfaction, and trust in the hospitality industry. The results of the study showed a significant positive relationship between the three variables. Zhao (2016) studied the impact of servant leadership on the employee outcomes of organizational citizenship behavior and turnover intention in the hospitality industry. The results of that study indicated that servant leadership does reduce subordinate turnover intention in the hospitality industry.

There is a strong link between the quality of service provided to customers and the leaders’ servant leadership orientation in those organizations (Ghosh & Khatri, 2018). As more hospitality organizations move towards service excellence, servant leadership can be the engine that assists them in getting there (Berry et al., 1994). The attitudes and behaviors of hospitality leaders towards their employees are often mirrored in how those employees then treat the customers they serve (Brownell, 2010; Slåtten & Mehmetoglu, 2011).

Because of this connection from leader-to-employee to employee-to-guest, implementing servant leadership practices in hospitality can also lead to positive guest outcomes (Brownell, 2010; Chon et al., 2019). As employees experience the serving culture and role modeling of servant behaviors by their leaders, they are inspired to provide that same level of service to their guests (Liden et al., 2014b). Therefore, the opportunity to create positive social change by impacting the lives of so many through servant leadership is significant.

### **Variables Examined in this Study**

Research has connected a servant leadership approach to a variety of positive individual and organizational outcomes (Claar et al., 2014; Hurt & Heath, 2015). Many authors have studied the impact of servant leadership on a wide range of outcomes (Feng et al., 2015; Hoch et al., 2018; Kiker et al., 2019; Lee et al., 2019; Liden et al., 2014a; van Dierendonck, 2011; Wang et al., 2018) and have all consistently found that this leadership style leads to positive employee outcomes. This study specifically focused on employee job satisfaction and turnover intention. The purpose of this quantitative study was to determine the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry.

### ***Job Satisfaction***

One of the most commonly researched topics in I/O psychology is job satisfaction (Schleicher et al., 2011). It is well known that job satisfaction influences a variety of behaviors that are important to organizations (James, 2020; Schyns et al., 2009). Because the hospitality industry's core product is the actual service provided by the employees,

organizations must focus on meeting and exceeding employee expectations. (Kong et al., 2018).

Job satisfaction was the first variable to be examined in this study. It is known that a servant leadership approach positively influences job satisfaction (Amah, 2018; Chiniara & Bentein, 2016; Donia et al., 2016; Kiker et al., 2019; Neubert et al., 2016). Job satisfaction is also connected to a reduction in turnover intention (Bavik, 2020), which will be the next variable examined in this study.

### ***Turnover Intention***

In the current decade, CEOs often note turnover as the number one challenge for organizations (Society for Human Resource Management, 2016). High turnover can negatively impact an organization's performance due to the financial burden of termination, advertising, recruitment, and training (Abbasi et al., 2008; Lambert et al., 2001; Zhao et al., 2016). Employees in the hospitality industry have the highest turnover level above all other sectors (Bureau of Labor Statistics, 2020), and it is often noted as the most significant issue in hospitality (Goh & Lee, 2018; Hinkin et al., 2000). The quest to understand why employees leave at high rates in the hospitality industry is essential, and therefore several authors have conducted research to understand the specifics around hospitality turnover (Babakus et al., 2011; Brown et al., 2015; Deery & Shaw, 1999; Kim et al., 2016).

This study specifically examined the variable of turnover intention. Turnover intention is considered the strongest predictor of actual turnover (Joo & Park, 2010; Tett & Meyer, 1993). Turnover intention is defined as an employee's desire to leave their

organization in the near future (Mowday et al., 1982; Porter et al., 1974). It is known that good leadership can play a fundamental role in reducing turnover intentions (Davidson et al., 2011; Jaramillo et al., 2009). Due to the proliferation of studies that have found a positive connection between a servant leadership approach and lower employee turnover intentions (Banks et al. 2018; Brohi et al., 2018; DeConinck & DeConinck, 2017; Dutta & Khatri, 2017; Feng et al., 2015), this variable is a critical component to include in the present research.

Turnover intention is related to the aforementioned variable of job satisfaction. Employees who are more satisfied with their jobs have lower turnover intentions (Hunter et al., 2013; Lambert, 2001). Both variables are also closely related to servant leadership. It has been shown that a servant leadership approach leads to higher job satisfaction, which then leads to a reduction in turnover intentions (Hunter et al., 2013; Turgut et al., 2017).

### ***Self-Esteem***

The final variable that was examined in this research is self-esteem. This study was focused on understanding the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. Self-esteem is an important variable to study as it has a wide range of important implications for how people function (Campbell et al., 1991; Robins et al., 2013). Few topics have received as much attention in modern psychology as understanding self-esteem constructs (Rentzsch et al., 2016; Zeigler-Hill, 2013).

Self-esteem is defined as the overall self-evaluation that a person has of themselves (Rosenberg, 1965). It is a personal evaluation process by which individuals view their accomplishments, competencies, and the extent to which they generally like themselves (Tesser, 2000; Zeigler-Hill, 2013). Cameron & Granger (2019) stated that low self-esteem is typically related to the negative way that an individual sees the world, not necessarily actual negative experiences. According to Frixou et al. (2020), self-esteem can appear at both the cognitive and the behavioral level, as a person unconsciously believes they are capable and important. Self-esteem has been shown to have significant consequences in people's lives (Choi et al., 2015; Donnellan et al., 2011; Orth et al., 2018).

It is well researched that relationships can impact self-esteem (Cameron & Granger, 2019; Harris & Orth, 2019). Many studies specifically linked a servant leadership approach to an improvement in employee *well-being* (Barbuto et al., 2014; Newman et al., 2017; Sendjaya & Sarros 2002; Sendjaya et al., 2008; Sendjaya, 2015). However, only Chughtai (2018) has looked at the connection between servant leadership and employee *self-esteem*.

Self-esteem has also been linked to the two other variables that are the subject of the current study: job satisfaction and turnover intention. Many authors have found a significant relationship between self-esteem and job satisfaction (Alavi & Askaripur, 2003; Brockner, 1988; Dust et al., 2018; Judge & Bono, 2001; Judge & Hulin, 1993; Korman, 1966). Other authors have found a significant relationship between self-esteem and turnover intentions (Lin et al., 2018; Masters & Liu, 2016; Pierce & Gardner, 2004).

Although there have been no studies that examine the moderating effect that self-esteem may have on the relationship between servant leadership and employee outcomes in the hospitality industry, a few self-esteem studies have been conducted in hospitality in general. Ro and Chen (2011) found that young hotel employees with high self-esteem had a greater attachment to their jobs than those with low self-esteem. Further, Qiu et al. (2020) and Zhijun et al. (2015) both found that hospitality employees with high confidence perform well in this industry.

### **Summary and Conclusions**

This chapter provided a comprehensive review of relevant literature on the evolution of leadership theories, servant leadership, job satisfaction, turnover intentions, self-esteem, and how all those relate to the hospitality industry. By tracing the origins of servant leadership through the years, the path of the scholarly research to the present day was identified. The various studies included in this chapter highlight the findings on how servant leadership impacts the study variables.

This literature review is evidence that there are a significant number of studies indicating that servant leadership is an effective style in the hospitality industry (Bavik, 2020; Brownell, 2010) and is connected to a variety of positive outcomes (Claar et al., 2014; Hurt & Heath, 2017). Prior research has also concluded that relationships can impact self-esteem (Cameron & Granger, 2019). However, no studies were found that examine how employee self-esteem moderates the relationship between servant leadership and job outcomes.

To address this gap in the scholarly literature, the current research looked at the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. This study contributed and added insight to the understanding of this topic. This study may positively impact social change by seeking to understand how the above variables interact, which could provide valuable insights to improve the work experiences of the hardworking employees in this industry.



### Chapter 3: Research Method

The purpose of this quantitative study was to determine the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. A quantitative approach was appropriate for this study as it allowed me to make predictions and generalizations about these variables based on the sample data collected. Chapter 3 provides a detailed description of the research design and rationale, the target population for this study, sampling and sampling procedures, recruitment and data collection methods, instrumentation, threats to validity, and ethical considerations. In this chapter, I show how the research design aligns with the research question and overall research method.

#### **Research Design and Rationale**

In this study, I used a cross-sectional, non-experimental quantitative research design to explore the relationship between the variables. Quantitative research was an appropriate strategy for this study as it focuses on quantifying the analysis of the data. The predictor variable in this study was servant leadership. The criterion variables were job satisfaction and turnover intention. The moderating variable was self-esteem. Cross-sectional studies are an effective approach when the goal is to look at data from a single point in time to determine if changes in one or more variables are related to changes in other variables. According to Frankfort-Nachmias and Leon-Guerrero (2018), a cross-sectional design is the optimal choice for studies focused on understanding the strength of the relationship between variables.

The following research questions and associated hypotheses were proposed to address the identified gap in the literature:

RQ1: What is the relationship between servant leadership and employee self-esteem?

*H*<sub>01</sub>: There is no relationship between servant leadership and employee self-esteem.

*H*<sub>a1</sub>: There is a significant relationship between servant leadership and employee self-esteem.

RQ2: What is the relationship between servant leadership and job satisfaction?

*H*<sub>02</sub>: There is no relationship between servant leadership and job satisfaction.

*H*<sub>a2</sub>: There is a significant relationship between servant leadership and job satisfaction.

RQ3: What is the relationship between servant leadership and turnover intention?

*H*<sub>03</sub>: There is no relationship between servant leadership and turnover intention.

*H*<sub>a3</sub>: There is a significant relationship between servant leadership and turnover intention.

RQ4: What is the relationship between self-esteem and job satisfaction?

*H*<sub>04</sub>: There is no relationship between self-esteem and job satisfaction.

*H*<sub>a4</sub>: There is a significant relationship between self-esteem and job satisfaction.

RQ5: What is the relationship between self-esteem and turnover intention?

*H*<sub>05</sub>: There is no relationship between self-esteem and turnover intention.

*H<sub>a5</sub>*: There is a significant relationship between self-esteem and turnover intention.

RQ6: Is the relationship between servant leadership and job satisfaction moderated by employee self-esteem?

*H<sub>06</sub>*: The relationship between servant leadership and job satisfaction is not moderated by employee self-esteem.

*H<sub>a6</sub>*: The relationship between servant leadership and job satisfaction is moderated by employee self-esteem.

RQ7: Is the relationship between servant leadership and turnover intention moderated by employee self-esteem?

*H<sub>07</sub>*: The relationship between servant leadership and turnover intention is not moderated by employee self-esteem.

*H<sub>a7</sub>*: The relationship between servant leadership and turnover intention is moderated by employee self-esteem.

## **Methodology**

Data were analyzed using correlation and multiple regression techniques to answer the research questions. The primary goal was to examine the moderating role of self-esteem on the relationship between servant leadership and turnover intention and on the relationship between servant leadership and job satisfaction. In this section, I describe the target population, sampling method, recruiting procedures, and instruments used and conclude with the data analysis plan.

## **Population**

The target population for this study was employees currently working in the hospitality industry in the United States. Only one inclusion criterion was required for this study that a participant must have met to qualify: They must work in the U.S. hospitality industry. No other inclusion criteria were required of potential participants, such as age, race, or gender. Given that the hospitality industry in the United States employs 7.8 million individuals (Travel, Tourism & Hospitality Spotlight, 2020), it was assumed there would be sufficient opportunities to find participants reflective of the overall population. This assumption proved to be correct.

## **Sampling and Sampling Procedures**

In this study, I used purposive volunteer sampling of individuals who met the specified eligibility criteria. Purposive sampling techniques were appropriate for this study, as they are used when limited numbers of individuals can be chosen to represent the broader population being studied. Because the population for this study was specific to hospitality employees, this sampling method allowed for generalizations from the sample back to the general population.

Individuals who had registered as workers through Amazon Mechanical Turk (MTurk) and who met the qualifications for inclusion in the study were invited to participate. Data were collected through an electronic survey on Survey Monkey via the MTurk platform. Through this method, the survey was expected to reach large numbers of qualified individuals.

MTurk has been frequently studied compared to traditional survey methods and has been continually found to be valid and produce a diverse pool of respondents (Buhrmester et al., 2016; Sheehan, 2018). The acceptance of crowdsourcing to source qualified candidates has grown in recent years. Many scholarly journals have published studies with participant data gathered via crowdsourcing methods, such as MTurk (American Psychological Association, 2016). In addition, I followed the advice of Oppenheimer et al. (2009), who suggested that the accuracy of responses could be increased by adding a midsurvey attention-check question to any MTurk survey.

The sample size is an essential determination at the beginning of any study as it can have a negative impact on the results if not chosen with scientific accuracy. The sample size must be appropriate to accurately answer the research question. Power analysis for sample size planning is principally a function of the effect size of interest. In moderation analysis, the effect size of interest is the interaction between an independent variable and a moderating variable that accounts for variance in the dependent variable. In this research, the effect size was the interaction between servant leadership and self-esteem accounting for variance in intent to leave and in job satisfaction. Moderation effects in nonexperimental social science research tend to be small, accounting for only about 1%–3% of the variance in the dependent variable (Frazier et al., 2004; McClelland & Judd, 1993). The amount of variance an interaction can account for is, in part, a function of the magnitude of the multiple  $R^2$  of the full model. To estimate the  $R^2$  for each dependent variable model in my study, correlations of similar constructs were

extracted from prior literature, and weighted correlations were calculated using DeCoster and Iselin's (2005) Excel spreadsheet (Table 1).

**Table 1**

*Weighted Correlations of Study Variables for Power Analysis*

Variable pair	Study	<i>N</i>	<i>R</i>	Weighted <i>r</i>
SL, SE	Amah (2018)	750	.510	.5065
	Chughtai (2018)	160	.490	
SL, TI	Brohi et al. (2018)	255	-.674	-.5660
	Hunter et al. (2013)	425	-.540	
	Turgut et al. (2017)	190	-.453	
SL, JS	Amah (2018)	750	.346	.5913
	Turgut et al. (2017)	190	.404	
	Zargar et al. (2019)	260	.945	
SE, TI	Lin & Jang (2018)	246	-.306	-.3032
	Masters & Liu (2016)	610	-.302	
SE, JS	Alavi & Askaripur (2003)	274	.706	.4087
	Amah (2018)	750	.265	

*Note.* SL = servant leadership; SE = self-esteem; TI = turnover intention; JS = job

satisfaction.

From the weighted *r* values, C. T. Diebold (personal communication, February 10, 2021) estimated model  $R^2$  and sample size. Because moderation effects are small and often require large sample sizes for adequate power, McClelland and Judd (1993) stated that an obvious way to increase power and make sample size realistic was to increase the alpha level. Therefore, for this study, the alpha level was set at .10 instead of the traditional .05, and the sample size was calculated accordingly. For the job satisfaction dependent variable model  $R^2 = .366$ , and  $R^2 = .321$  for the turnover intention model. In a sample size of 126, a moderation effect that accounted for 1.5% of the variance in either

the job satisfaction or turnover intention model would be statistically significant at  $\alpha < .10$ . A sample size of 187 would statistically significantly detect an effect as small as 1.0%. Therefore, the target sample size for my study was determined to be no less than 126 participants with analyzable data, but with a goal to have more to increase the detection of even smaller moderation effects.

I also took guidance from Aguinis (2020), who suggested that in addition to the sample size suggested through a power analysis, researchers using MTurk should collect data from 15%+ more participants to compensate for attrition. This increased the target sample size to between 145 and 215 participants. This sample size allowed the data collected to be better generalized to the larger population while reducing the chances of a false negative (Type II error).

### **Procedures for Recruitment, Participation, and Data Collection**

Participants were recruited from MTurk crowdsourcing marketplace. In this online format, individuals such as researchers can submit human intelligence tasks (HITs), such as surveys to be completed. Each HIT on MTurk is posted along with the pay rate. Workers are then able to choose the micro-jobs they are interested in, complete those tasks, and then submit for payment. This format works well for survey research, as it provides a broad population sample. Potential participants can click on the survey details to learn more about the inclusion criteria and to determine their interest.

For this study, I posted an announcement about my survey on MTurk and created searchable terms to make it easier for potential participants to find the survey. The announcement shared that I was looking for current employees in the hospitality industry

to complete a survey. Potential participants who stated they met the inclusion criterion were then directed to complete the study survey on Survey Monkey via the MTurk platform. Participants were asked to complete the survey within 2 weeks. It was expected that the survey would take approximately 15 minutes to complete. Using an estimate of current pay rates for surveys on MTurk, my survey HIT was posted along with a pay rate of 2 dollars for each qualified individual who completed the survey.

The survey link began with an informed consent form as authorization of participants' agreement to participate in the study. That informed consent form restated the eligibility requirement for completing the survey, which indicated that they certify that they currently work in the U.S. hospitality industry. The informed consent form indicated that their participation was voluntary, and their answers were anonymous. In addition, participants were informed that they could withdraw from the study at any time. No identifying questions were asked of the participants in the survey. Although not the focus of this study, participants were asked for their age and gender, which assisted with a descriptive statistical analysis for the study.

At the end of the study, participants were required to enter their MTurk Worker ID to avoid duplicate responses. They were thanked for their time and informed that their efforts would contribute to this research. They then clicked *submit*, which concluded the participants' involvement in this study.

### **Instrumentation and Operationalization of Constructs**

This study used four published, validated instruments to gather information on the variables. Survey methodology was used to collect data on servant leadership, job



satisfaction, turnover intention, and self-esteem. The survey included 46 total questions, which were comprised of two for demographics, seven for servant leadership, 20 for job satisfaction, six for turnover intention, 10 for self-esteem, and one attention-checker question. All instrument questions are located in the appendix.

### ***Servant Leadership***

Liden et al.'s (2015) SL-7 was used to gather data on the predictor variable, servant leadership. In a comprehensive review of 285 articles on servant leadership, Eva et al. (2019) evaluated 16 servant leadership instruments with regard to scale construction and validation. The Liden et al. (2015) scale ranked in the top three (Eva et al., 2019) because it had gone through a rigorous process of construction and continually showed strong psychometric validity. Internal consistency was found to be above .80 for a variety of studies using the scale (Liden et al., 2015).

The SL-7 was designed to define and validate the dimensions that constitute servant leadership as a construct. The questions are all based on Greenleaf's (1977) seminal works. This instrument is particularly effective in research like this, as indicated by a myriad of similar studies that have used the tool (see Amah, 2018; Brohi et al., 2018; Huertas-Valdivia et al., 2019; Lu et al., 2019). These studies further support the validity of the instrument.

The SL-7 instrument follows a 7-point Likert-type scale of 1 = *strongly disagree* to 7 = *strongly agree*. A sample item is "My leader makes my career development a priority." A mean composite score across the seven items is calculated. A high SL-7 score indicates a higher ranking of a workplace leader as a servant leader. According to

PsycTESTS, the SL-7 can be used for research without written consent, as long as the researcher acknowledges Liden et al. (2015) in the research.

### ***Job Satisfaction***

The MSQ-SF (Weiss et al., 1967) was used to gather data on the criterion variable, job satisfaction. The short form of this scale consists of 20 items that address intrinsic satisfaction, extrinsic satisfaction, and general satisfaction (Weiss et al., 1977). This scale has repeatedly been used to measure job satisfaction. An internal consistency reliability estimate of .90 and test–retest reliability estimate of .89 have been reported (Weiss et al., 1967).

The MSQ-SF was designed to give employees an opportunity to explain their level of satisfaction with their present job (Weiss et al., 1967). This instrument is particularly effective in studies that measure job satisfaction as it relates to an individual's supervisor versus overall satisfaction with the company (Hinkin & Schriesheim, 2008). The MSQ-SF is one of the most common tools used by researchers to measure job satisfaction in the hospitality industry (Glaveli et al., 2019).

In the social sciences, a clear understanding of any phenomenon is established partly by the psychometric quality of the instruments used (Hinkin & Tracey, 1999). There is strong evidence of the reliability and validity of the MSQ-SF tool. Several studies have measured the tool's reliability and have obtained Cronbach's alpha values of .70 and higher (see Fields, 2002; Hinkin & Schriesheim, 2008; Oosthuizen et al., 2016; Zopiatis et al., 2014). The use of the MSQ-SF in servant leadership studies similar to this

one supports the validity of the instrument (see Akdo & Arikboga, 2017; Marmo & Berkman, 2018).

The MSQ-SF instrument follows a 5-point Likert-type scale of 1 = *very satisfied* to 5 = *very dissatisfied*. A sample item is “I am satisfied with the praise I get for doing a good job.” A mean composite score across the 20 items is calculated. A high MSQ-SF score indicates high job satisfaction. According to the University of Minnesota’s Vocational Psychology Research Department (2020), the MSQ-SF instrument can be used for research without written consent, as long as the researcher acknowledges Vocational Psychology Research at the University of Minnesota as the source of the MSQ-SF instrument.

### ***Turnover Intention***

The TIS-6 scale created by Bothma and Roodt (2013) was used to gather data on the criterion variable, turnover intention. The TIS-6 tool has repeatedly been shown to be valid and reliable in assessing an employee’s intent to leave an organization. Bothma and Roodt (2013) found the tool to be a reliable measurement of turnover intention with a Cronbach alpha reliability coefficient at .80. In a study by Ribeiro et al. (2016), the authors found the tool’s internal reliability to be .81. Oosthuizen et al. (2016) found the TIS-6 to have high internal consistency reliability, with a Cronbach alpha coefficient of .88. All these studies indicate that the TIS-6 is a valid instrument for use in this study.

The TIS-6 scale helps researchers to distinguish between employees who leave and stay. The use of this instrument in similar leadership studies as mine supports the validity of the instrument (see Paltu & Brouwers, 2020). The TI-6 instrument follows a 5-

point Likert-type scale with varying response formats, such as 1 = never to 5 = always, and 1 = highly unlikely to 5 = highly likely. A sample item is “How often have you considered leaving your job”? Items worded opposite of turnover intent have response option anchors such that a high score still indicates turnover intent. A mean composite score across the seven items was calculated, with a high composite score indicating higher intent to leave. Approval to use this instrument was received from the author and is included in Appendix E.

### ***Self-Esteem***

The RSE scale was used to gather data on the moderator variable of self-esteem. This test is appropriate for my study, as Rosenberg (1965) shared that this instrument is particularly applicable to studies using self-esteem as a moderator variable. Several studies similar to mine examining employee’s self-esteem have used the RSE scale (see Choi et al., 2015; Dust et al., 2018). The RSE scale has received more psychometric analysis than any other measure of self-esteem (Robins et al., 2001). For example, Tinakon & Nahathai (2012) used the RSE scale and determined it had a Cronbach’s alpha of .86.

The RSE instrument follows a 4-point Likert-type scale with a response format of 1 = strongly agree to 4 = strongly disagree. A sample item is “On the whole, I am satisfied with myself.” The test contains 10 items, with 5 of them worded negatively. After reverse coding of the negatively worded items, a mean composite score was calculated. A high RSE composite score indicates a high level of self-esteem. The RSE

instrument includes a header granting permission for it to be used for non-commercial research and educational purposes without seeking written permission.

### **Data Analysis Plan**

This analysis used the data collected from the surveys to answer the research questions and hypotheses of this study. The moderator variable (self-esteem) was tested to understand how it impacts the strength of the relationship between the predictor variable (servant leadership) and criterion variables (job satisfaction and turnover intention). To perform the statistical analysis, the data was entered into SPSS 25 for Windows.

The data was analyzed in a five-step process, in alignment with the purpose of the study, method, research questions, and hypotheses. First, a thorough cleaning of the data was done to remove any surveys that were substantially incomplete or that incorrectly answered the mid-survey attention-check question. Participant mean substitution was used for missing data on an item that makes up a scale as long as there was about 70% valid data for the scale, which is a simple imputation method shown to be accurate and valid (Downey & King, 1998; Shrive et al., 2006).

Second, each of the scales was assessed to determine reliability, to ensure that each scale had at least an internal consistency of Cronbach's  $\alpha = .70$ . Part and parcel to this step was the examination of univariate normality of scale scores and univariate and multivariate outliers. Univariate normality and outliers can affect scale reliability, and multivariate outliers can affect the regression analyses. Standard practices for data cleaning and screening were followed (e.g., Diebold, 2019; Tabachnick & Fidell, 1989).

Third, descriptive statistics were examined to understand the average age and gender frequencies among the participants. The relationship of age with each dependent variable were first examined. This was followed by looking at gender differences on each dependent variable. If statistically significant, were to be considered for inclusion as covariates in the two regression models.

Fourth, a correlation matrix of relationships between the study variables was reported. This correlation analysis answered the first five research questions. Finally, two separate moderated multiple regression analyses were conducted to measure the moderating effect of self-esteem on the relationship between servant leadership and turnover intention and between servant leadership and job satisfaction. Champoux and Peters (1987) wrote that moderated regression analysis should be used when the relationship between two variables is expected to be moderated by a third variable. This analysis involved mean-centering the variables first to eliminate nonessential collinearity before performing the regression analysis. The data analysis choice is consistent with the methods used in similar organizational psychology studies that have focused on moderators (see Arici, 2018; Puni et al., 2018).

### **Threats to Validity**

#### **External Validity**

External validity is described as the extent to which the results of a study can be generalized and applied to the larger population. When I analyzed my results and then made generalizations to the broader population, there could be external validity concerns.

The following steps were taken to demonstrate my conscious effort as a researcher to connect my findings to the scientific method.

My participants are employees of the hospitality industry in the United States. I must be careful about not making inferences from my data to other industries or to populations outside of the United States. In addition, the sample was all hospitality workers that were active on MTurk, who were willing to share their opinions for a minimal incentive. Therefore, I cannot generalize my findings to others who do not have the same characteristics as these participants. Lavrakas (2008) cautioned researchers to increase external validity in survey research by planning for potentially high attrition rates and low response rates. I avoided these two issues by having a large enough sample size. To accomplish this, I used the power analysis described above to determine the proper number of responses needed based on alpha level, power level, and effect size.

It was assumed that all participants who completed the survey were truthful in answering the survey questions and took the time necessary to thoroughly comprehend and answer each question. If they did not, this could be a potential threat to external validity. Some participants may have responded differently because they were aware they were being studied. This is frequently referred to as the Hawthorne Effect (Merrett, 2006). In particular, the questions related to self-esteem may be biased by the participants if they choose to provide a socially desirable response. To ensure respondents read and comprehended each question, I took the advice of Oppenheimer et al. (2009), who suggested that surveys on MTurk should include an attention-check item somewhere in the survey.

### **Internal Validity**

Internal validity refers to the assurance that the study measured what it was supposed to. Researchers may claim a relationship between variables that does not exist if they do not have a sufficient understanding of internal validity. Focusing on my research design's internal strength increased the validity of the findings with a high degree of confidence. Because my study was a correlational design, no variables were manipulated, and therefore there were the usual risks to internal validity for correlational studies.

This survey design included instruments with acceptable validity and reliability. However, I increased internal validity by confirming each instrument's reliability when I performed my data analysis. I examined each of my variables independently of each other while controlling for the others. By separating the analysis of the variables, I was able to determine other possible explanations for the variances in each of the variables, outside of just their relationship with each other.

### **Ethical Procedures**

Ethical considerations must be taken before beginning any research. I only began my data collection only after obtaining the proper approvals from Walden's IRB. Due to the benign nature of the study topic, there is no expectation of psychological harm to any participants. The surveys were anonymous, and therefore there was no risk of identifying any of the participants. Other than age and gender, the survey did not collect any identifying information about the participants. Once the data was collected, I downloaded it for storage on a password-protected storage drive. I was the only individual with access to the file and the password. I will keep the data for five years, and then it will be deleted.



Participants were given a minimum payout for their participation through MTurk. This small amount of two dollars is justified as an incentive to encourage participation but not significant enough to encourage unqualified responses. Participants were given the option to withdraw from the study at any time. Participants acknowledged their desire to participate in this study via the informed consent at the beginning of the survey. The informed consent included the details regarding the purpose of the study, the low risks of participation, as well as the right to withdraw from the survey at any time.

### **Summary**

Chapter 3 presented a description of research methods for this quantitative, cross-sectional design study to determine the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention. This chapter provided a description of the research design and how that aligns with the overall research question. A description of each of the instruments that were used was provided, with indications as to why each was appropriate for this research. An outline of how the data was analyzed was provided, and an overview of any validity or ethical concerns. Chapter 4 will include the presentation and analysis of the findings of the study.

## Chapter 4: Results

The purpose of this quantitative study was to determine the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. The predictor variable in this study was servant leadership. The criterion variables were job satisfaction and turnover intention. The moderating variable was self-esteem. These variables were assessed via an online survey created on Survey Monkey and posted on MTurk. The survey included a consent form, a short demographic section, and four instruments. Chapter 4 will provide details regarding how the research was conducted, the data collection process, the analysis of the data, and the results.

The study participants were employees of the U.S. hospitality industry. Because this study was conducted during the 2020/2021 worldwide COVID-19 pandemic, an additional note was added to the recruitment marketing indicating that anyone who had been working in the U.S. hospitality industry prior to the pandemic was also welcome to participate.

Correlation and multiple regression analysis were used to address the research questions and hypotheses as follows:

RQ1: What is the relationship between servant leadership and employee self-esteem?

$H_{01}$ : There is no relationship between servant leadership and employee self-esteem.

*H<sub>a</sub>1*: There is a significant relationship between servant leadership and employee self-esteem.

RQ2: What is the relationship between servant leadership and job satisfaction?

*H<sub>0</sub>2*: There is no relationship between servant leadership and job satisfaction.

*H<sub>a</sub>2*: There is a significant relationship between servant leadership and job satisfaction.

RQ3: What is the relationship between servant leadership and turnover intention?

*H<sub>0</sub>3*: There is no relationship between servant leadership and turnover intention.

*H<sub>a</sub>3*: There is a significant relationship between servant leadership and turnover intention.

RQ4: What is the relationship between self-esteem and job satisfaction?

*H<sub>0</sub>4*: There is no relationship between self-esteem and job satisfaction.

*H<sub>a</sub>4*: There is a significant relationship between self-esteem and job satisfaction.

RQ5: What is the relationship between self-esteem and turnover intention?

*H<sub>0</sub>5*: There is no relationship between self-esteem and turnover intention.

*H<sub>a</sub>5*: There is a significant relationship between self-esteem and turnover intention.

RQ6: Is the relationship between servant leadership and job satisfaction moderated by employee self-esteem?

*H<sub>0</sub>6*: The relationship between servant leadership and job satisfaction is not moderated by employee self-esteem.

$H_{a6}$ : The relationship between servant leadership and job satisfaction is moderated by employee self-esteem.

RQ7: Is the relationship between servant leadership and turnover intention moderated by employee self-esteem?

$H_{07}$ : The relationship between servant leadership and turnover intention is not moderated by employee self-esteem.

$H_{a7}$ : The relationship between servant leadership and turnover intention is moderated by employee self-esteem.

### **Data Collection**

The data collection followed the outline approved by the Walden University IRB, (approval #04-08-21-0979520). Data were collected on MTurk via a posting that directed participants to Survey Monkey. One hundred eighty people took the survey on April 13, 2021. A thorough cleaning of the data was done to remove the surveys that were incomplete or that included incorrect answers to the midsurvey attention-check question. Of the 180 responses received, five were removed because the participant began but did not finish the survey. Eight responses were removed due to incorrect answers the midsurvey attention-check question. After receiving and cleaning the data, the remaining 167 scores were uploaded to SPSS Version 25.

Five of the 10 questions in the self-esteem scale were then reverse coded, using the *recode into same variables* section of the transform tab of SPSS. A check for outliers, which is thoroughly described below, revealed seven outlier responses, which were removed. The final data set that was used for analysis contained 160 scores. The target

sample size for this study was previously determined to be no less than 126 participants, so the sample of 160 was large enough to continue with the analysis.

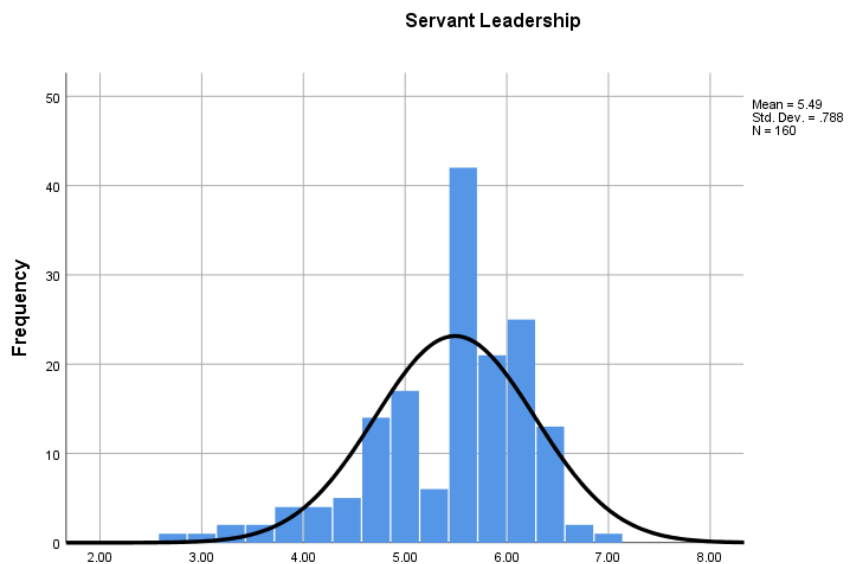
Although reliability of each of the scales used in this study were established in prior studies, I measured Cronbach's Alpha for each of the survey instruments used. This step is done to ensure internal consistency. This analysis indicates how closely related the questions in each scale are. All scales showed at least an internal consistency of Cronbach's  $\alpha = .78$ , as shown in Table 2. These results confirmed the reliability of each scale.

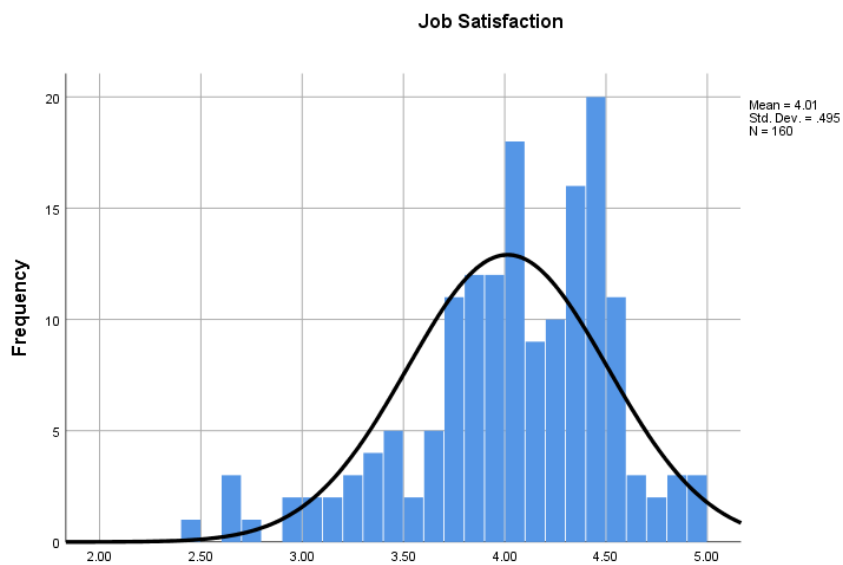
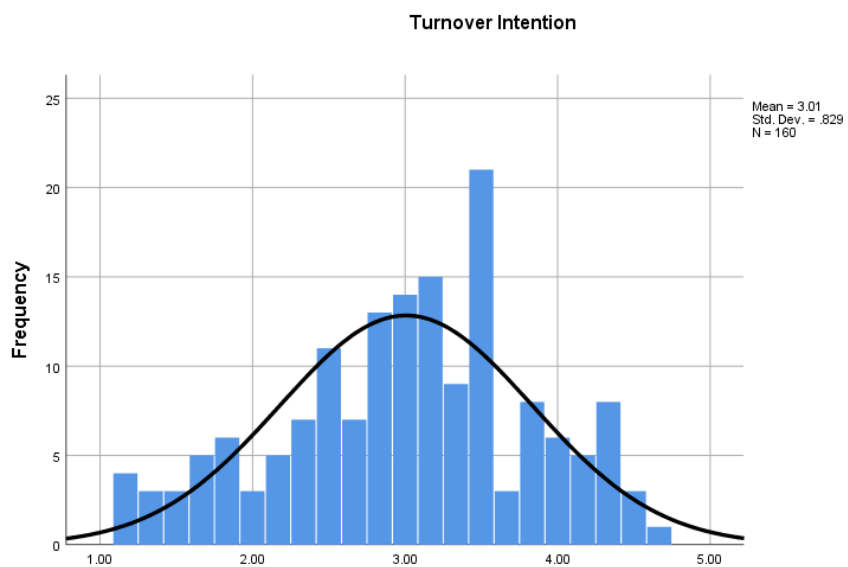
The next step in the data analysis process was an examination of univariate normality of scale scores and univariate and multivariate outliers. This analysis is important as univariate normality and outliers can affect scale reliability, and multivariate outliers can affect the regression analyses. Both outliers can negatively impact the statistical analyses. Most research in psychology begins with the assumption that the data are normally distributed (Cain et al., 2017), so checking for symmetrical distribution was a critical step prior to data analysis.

The univariate analysis was conducted by examining the skewness and kurtosis values for each scale. Skewness refers to the way in which the distribution of the data leans one way or the other. Kurtosis refers to the degree to which the scores cluster in either the tails or the peak of the distribution. As shown in Table 2, skewness and kurtosis for all scales were within a normal distribution range, between  $-2.0$  to  $2.0$ . Normality was also confirmed by a visual check of the data, as seen in Figures 2–5.

**Table 2***Cronbach's Alpha and Descriptive Statistics*

Composite	$\alpha$	Number of items	$M$	$SD$	$Skewness$	$Kurtosis$
Servant leadership	.78	7	5.49	.788	-.938	1.12
Job satisfaction	.91	20	4.01	.495	-.879	.772
Turnover intention	.81	6	3.01	.829	-.286	-.453
Self-esteem	.85	10	2.91	.590	.321	-.464

**Figure 2***Servant Leadership Histogram*

**Figure 3***Job Satisfaction Histogram***Figure 4***Turnover Intention Histogram*

**Figure 5***Self-Esteem Histogram*

To check for multivariate outliers, a calculation of Mahalanobis distance was conducted. This analysis examines the distance that a given score is from all the other scores and assists in detecting extreme outliers. Because these outliers can impact the outcome of the statistical analysis, they should be removed. For this analysis, the Mahalanobis distances were compared to a Chi-square distribution with the same degrees of freedom. The results of this analysis found seven multivariate outliers in the data set, which were removed from the analysis.

## Results

### Descriptive Statistics for Demographic Variables

Participants were asked two demographic questions: age and gender. Descriptive statistics were examined to understand the average age and gender frequencies among the



participants. Two-thirds of the respondents were male and one-third were female.

Participants' ages ranged from 18–64. The majority of the respondents indicated they were between ages 25 and 34. The relationship of age with each dependent variable and gender differences on each dependent variable were examined. None were statistically significant and therefore were not considered further for inclusion in the analysis. Table 3 shows the descriptive statistics of the demographic variables.

**Table 3**

*Descriptive Statistics for Demographic Variables*

Variable	Frequency	Percentage
Gender		
Female	52	32.5
Male	108	67.5
Nonbinary/other	0	0
Age		
Under 18	0	0
18–24	5	3
25–34	89	56
35–44	46	29
45–54	14	9
55–64	6	3
65+	0	0

**Descriptive Statistics for the Predictor and Criterion Variables**

The servant leadership scale allowed for responses ranked from 1 (*strongly disagree*) to 7 (*strongly agree*). The mean response for the servant leadership scale from participants was 5.49. The job satisfaction scale allowed for responses ranked from 1 (*very dissatisfied*) to 5 (*very satisfied*). The mean response for the job satisfaction scale from participants was 4.01. The turnover intention scale allowed for responses ranked from 1 (*never*) to 5 (*always*). The mean response for the turnover intention scale from

participants was 3.01. The self-esteem scale (once several questions were reverse coded) allowed for responses ranked from 1 (*strongly disagree*) to 4 (*strongly agree*). The mean response for the self-esteem scale from participants was 2.91. The descriptive statistics for the study variables are shown on Table 4. The correlations of the study variables are shown in Table 5.

**Table 4**

*Descriptive Statistics for Mean Composite Scales*

Variable	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>SD</i>
Servant leadership	160	2.71	7.00	5.49	.788
Job satisfaction	160	2.45	4.90	4.01	.495
Turnover intention	160	1.17	4.67	3.01	.829
Self-esteem	160	1.20	4.00	2.91	.590

**Table 5**

*Correlations*

		Servant leadership	Job satisfaction	Turnover intention	Self-esteem
Servant leadership	Pearson correlation	1	.634**	-.046	.032
	Significance (2-tailed)	-	.000	.559	.686
	<i>N</i>	160	160	160	160
Job satisfaction	Pearson correlation	.634**	1	-.196*	.249**
	Significance (2-tailed)	.000	-	.013	.001
	<i>N</i>	160	160	160	160
Turnover intention	Pearson correlation	-.046	-.196*	1	-.477**
	Significance (2-tailed)	.559	.013		.000
	<i>N</i>	160	160	160	160
Self-esteem	Pearson correlation	.032	.249**	-.477**	1
	Significance (2-tailed)	.686	.001	.000	-
	<i>N</i>	160	160	160	160

\*\* . Correlation is significant at the 0.01 level (2-tailed); \* . Correlation is significant at the 0.05 level (2-tailed)

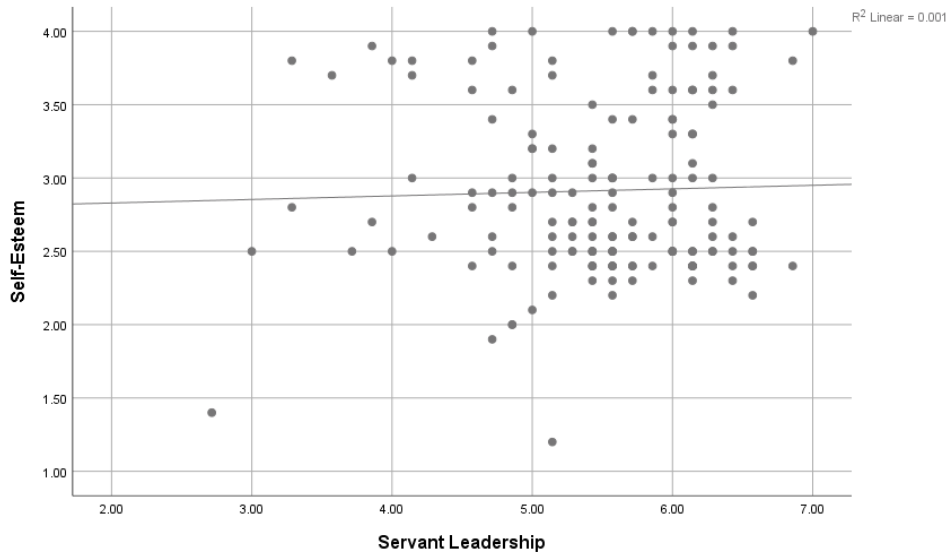
### Research Question 1 Analysis

RQ1: What is the relationship between servant leadership and employee self-esteem?

$H_0$ 1: There is no relationship between servant leadership and employee self-esteem.

$H_a$ 1: There is a significant relationship between servant leadership and employee self-esteem.

To investigate RQ1, a correlation analysis was conducted. The predictor variable was servant leadership, and the criterion variable was self-esteem. A Pearson correlation was conducted comparing servant leadership ( $M = 5.49$ ;  $SD = .788$ ) to self-esteem ( $M = 2.91$ ;  $SD = .590$ ). The result ( $r = .032$ ,  $p = .686$ ) indicates a weak positive relationship between the two variables; however, the relationship was not significant. Therefore, the null hypothesis was not rejected. Figure 6 indicates the lack of a significant relationship between servant leadership and employee self-esteem.

**Figure 6***RQ1 Scatterplot***Research Question 2 Analysis**

RQ2: What is the relationship between servant leadership and job satisfaction?

$H_{02}$ : There is no relationship between servant leadership and job satisfaction.

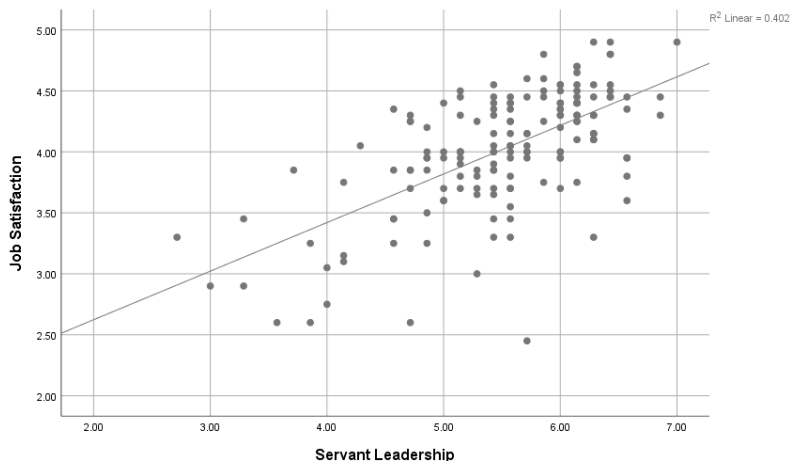
$H_{a2}$ : There is a significant relationship between servant leadership and job satisfaction.

To investigate RQ2, a correlation analysis was conducted. The predictor variable was servant leadership, and the criterion variable was job satisfaction. A Pearson correlation was conducted comparing servant leadership ( $M = 5.49$ ;  $SD = .788$ ) to job satisfaction ( $M = 4.01$ ;  $SD = .495$ ). The result ( $r = .634$ ,  $p = .001$ ) indicates a significant positive relationship between the two variables, and the null hypothesis was rejected. Increases in servant leadership are correlated with increases in job satisfaction. Figure 7

indicates a significant positive relationship between servant leadership and job satisfaction. As servant leadership increases, so does job satisfaction.

**Figure 7**

*RQ2 Scatterplot*



### Research Question 3 Analysis

RQ3: What is the relationship between servant leadership and turnover intention?

$H_{03}$ : There is no relationship between servant leadership and turnover intention.

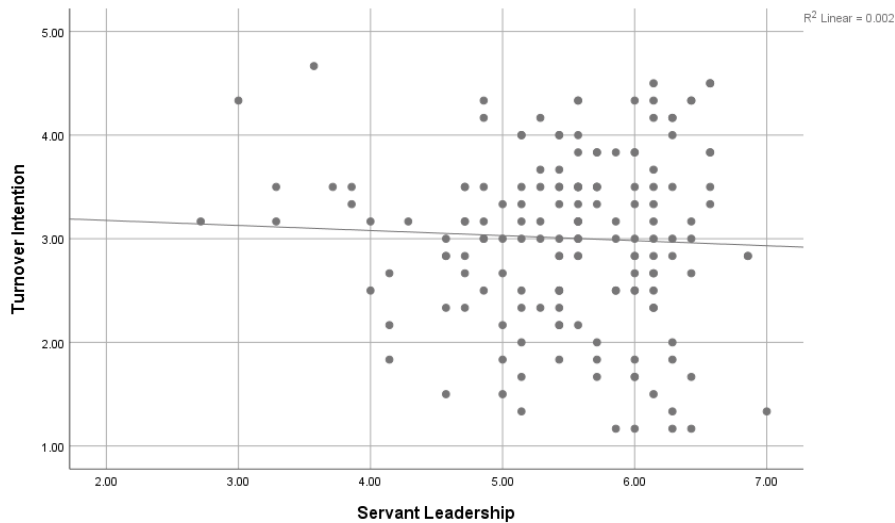
$H_{a3}$ : There is a significant relationship between servant leadership and turnover intention.

To investigate RQ3, a correlation analysis was conducted. The predictor variable was servant leadership, and the criterion variable was turnover intention. A Pearson correlation was conducted comparing servant leadership ( $M = 5.49$ ;  $SD = .788$ ) to turnover intention ( $M = 3.01$ ;  $SD = .829$ ). The result ( $r = -.046$ ,  $p = .559$ ) indicates there is a weak, negative relationship between the two variables; however, the relationship was not significant. Therefore, the null hypothesis was not rejected. Figure 8 visually

indicates the lack of a significant relationship between servant leadership and turnover intention.

**Figure 8**

*RQ3 Scatterplot*



#### **Research Question 4 Analysis**

RQ4: What is the relationship between self-esteem and job satisfaction?

$H_{04}$ : There is no relationship between self-esteem and job satisfaction.

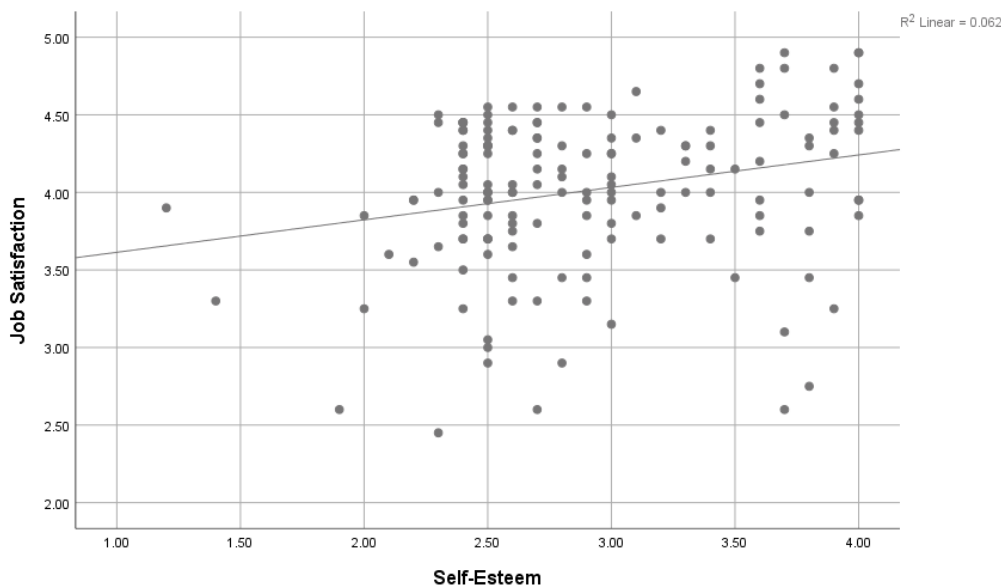
$H_{a4}$ : There is a significant relationship between self-esteem and job satisfaction.

To investigate RQ4, a correlation analysis was conducted. A Pearson correlation was conducted comparing self-esteem ( $M = 2.91$ ;  $SD = .590$ ) to job satisfaction ( $M = 4.01$ ;  $SD = .495$ ). The result ( $r = .249$ ,  $p = .001$ ) indicates there is a significant positive relationship between the two variables, and the null hypothesis is rejected. Increases in self-esteem are correlated with increases in job satisfaction. Figure 9 visually indicates that there is a

significant positive relationship between self-esteem and job satisfaction. As self-esteem increases, so does job satisfaction.

**Figure 9**

*RQ4 Scatterplot*



### Research Question 5 Analysis

RQ5: What is the relationship between self-esteem and turnover intention?

$H_{05}$ : There is no relationship between self-esteem and turnover intention.

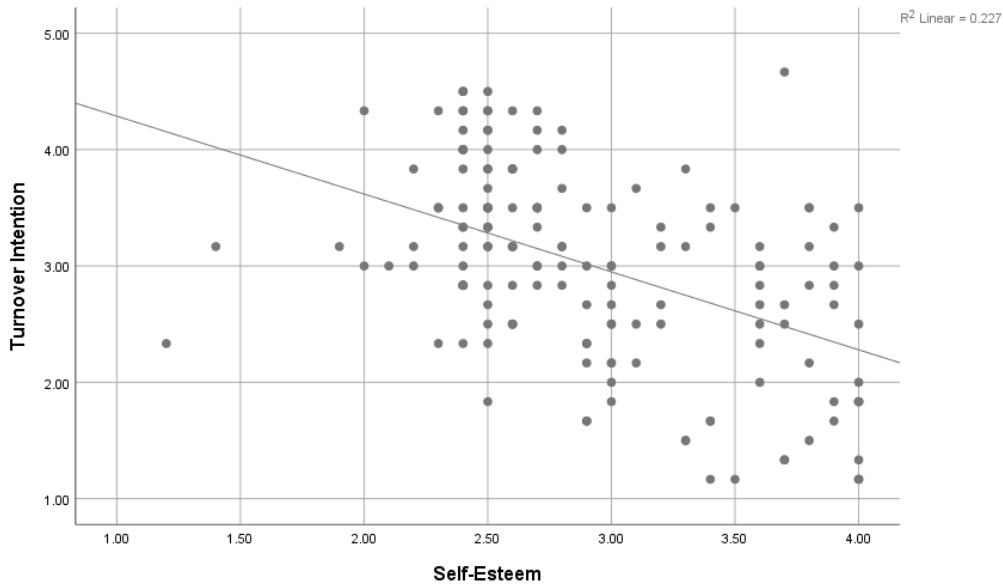
$H_{a5}$ : There is a significant relationship between self-esteem and turnover intention.

To investigate RQ5, a correlation analysis was conducted. A Pearson correlation was conducted comparing self-esteem ( $M = 2.91$ ;  $SD = .590$ ) to turnover intention ( $M = 3.01$ ;  $SD = .829$ ). The result ( $r = -.477$ ,  $p = .001$ ) indicates there is a significant negative relationship between the two variables, and the null hypothesis is rejected. Increases in self-esteem were correlated with decreases in turnover intention. Figure 10 visually

indicates that there is a significant negative relationship between self-esteem and turnover intention. As self-esteem increases, turnover intention decreases.

**Figure 10**

*RQ5 Scatterplot*



### Research Question 6 Analysis

RQ6: How is the relationship between servant leadership and job satisfaction moderated by employee self-esteem?

$H_{06}$ : The relationship between servant leadership and job satisfaction is not moderated by employee self-esteem.

$H_{a6}$ : The relationship between servant leadership and job satisfaction is moderated by employee self-esteem

The predictor variable was servant leadership, the criterion variable was job satisfaction, and the moderator variable was self-esteem. To investigate RQ6, a



moderated multiple regression analysis was conducted to measure the moderating effect of self-esteem on the relationship between servant leadership and job satisfaction.

This analysis involved mean-centering self-esteem and servant leadership first to eliminate nonessential collinearity before performing the regression analysis. An interaction term between servant leadership and self-esteem was then created. A multiple regression was run to predict job satisfaction from the three variables; servant leadership, employee self-esteem, and the new interaction variable: servant leadership\*self-esteem. These variables statistically significantly predicted job satisfaction,  $F(3, 156) = 46.05$ ,  $p < .001$ ,  $R^2 = .47$ . All variables added statistically significantly to the prediction model, with the interaction effect accounting for 1.5% additional variance in job satisfaction (see Table 6). Therefore, the null hypothesis was rejected as the relationship between servant leadership and job satisfaction was moderated by employee self-esteem.

**Table 6**

*Moderated Regression Results for Job Satisfaction*

Variable	<i>b</i>	95% CI	<i>T</i>	<i>p</i>	<i>sr</i> <sup>2</sup>
Constant	4.013	[3.96, 4.07]			
Servant leadership	0.393	[0.32, 0.47]	10.72	< .001	.424
Self-esteem	0.204	[0.11, 0.30]	4.14	< .001	.059
Interaction	0.104	[0.01, 0.20]	2.09	.039	.015
Servant leadership at:					
-1 <i>SD</i> Self-esteem	0.332	[0.24, 0.43]	7.02	< .001	
+1 <i>SD</i> Self-esteem	0.454	[0.36, 0.55]	9.71	< .001	

*Note.*  $sr^2$  = squared semipartial correlation.

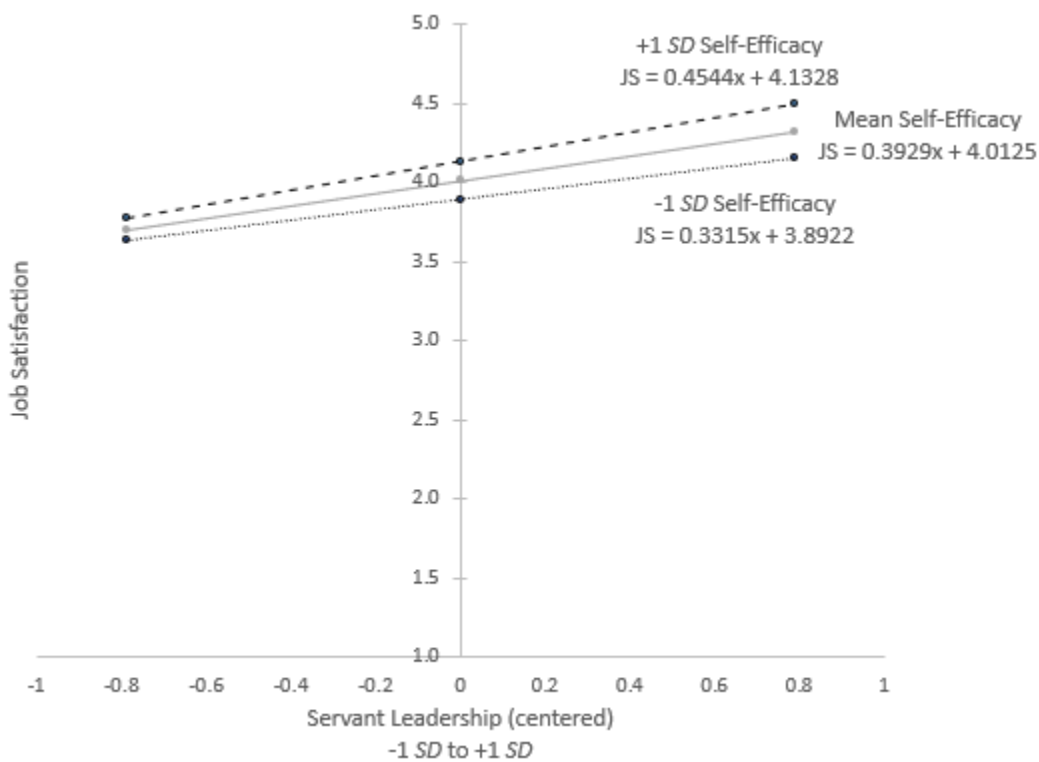
The next step was to interpret the moderation effect. This is important so that the influence of servant leadership on job satisfaction can be understood depending on the level of self-esteem. Figure 11 shows that as servant leadership ratings increased, so did

job satisfaction, but at a faster rate as self-esteem increased (see also Table 6).

Specifically, as servant leadership rating increased one unit, job satisfaction increased .332 units for those with low self-esteem scores (-1 SD), .393 for those with average self-esteem, and .454 for those with high self-esteem scores (+1 SD).

**Figure 11**

*Conditional Effects of Servant Leadership on Job Satisfaction at Values of Self-Esteem*



**Research Question 7 Analysis**

RQ7: How is the relationship between servant leadership and turnover intention moderated by employee self-esteem?

*H<sub>0</sub>7:* The relationship between servant leadership and turnover intention is not moderated by employee self-esteem.

$H_{a7}$ : The relationship between servant leadership and turnover intention is moderated by employee self-esteem.

The predictor variable was servant leadership, the criterion variable was turnover intention, and the moderator variable was self-esteem. To investigate RQ7, a moderated multiple regression analysis was conducted to measure the moderating effect of self-esteem on the relationship between servant leadership and turnover intention.

As with RQ6, this analysis involved mean-centering self-esteem and servant leadership first to eliminate nonessential collinearity before performing the regression analysis, and the interaction term between servant leadership and self-esteem was again used. A multiple regression was run to predict turnover intention from the three variables; servant leadership, employee self-esteem, and the interaction variable: servant leadership\*self-esteem. Together, these variables statistically significantly predicted turnover intention,  $F(3, 156) = 23.62, p < .001, R^2 = .31$ . Self-esteem added statistically significantly to the prediction, whereas servant leadership did not (see Table 7), though the interaction effect was significant, accounting for an additional 8.4% of the variance in turnover intention. Therefore, the null hypothesis was rejected as the relationship between servant leadership and turnover intention was moderated by employee self-esteem.

**Table 7**

*Moderated Regression Results for Turnover Intention*

Variable	<i>b</i>	95% CI	<i>t</i>	<i>p</i>	<i>sr</i> <sup>2</sup>
Constant	3.012	[2.90, 3.12]			
Servant leadership	-0.030	[-0.17, 0.11]	-0.42	.672	< .001
Self-esteem	-0.715	[-0.90, -0.53]	-7.61	< .001	.255
Interaction	-0.416	[-0.61, -0.23]	-4.37	< .001	.084

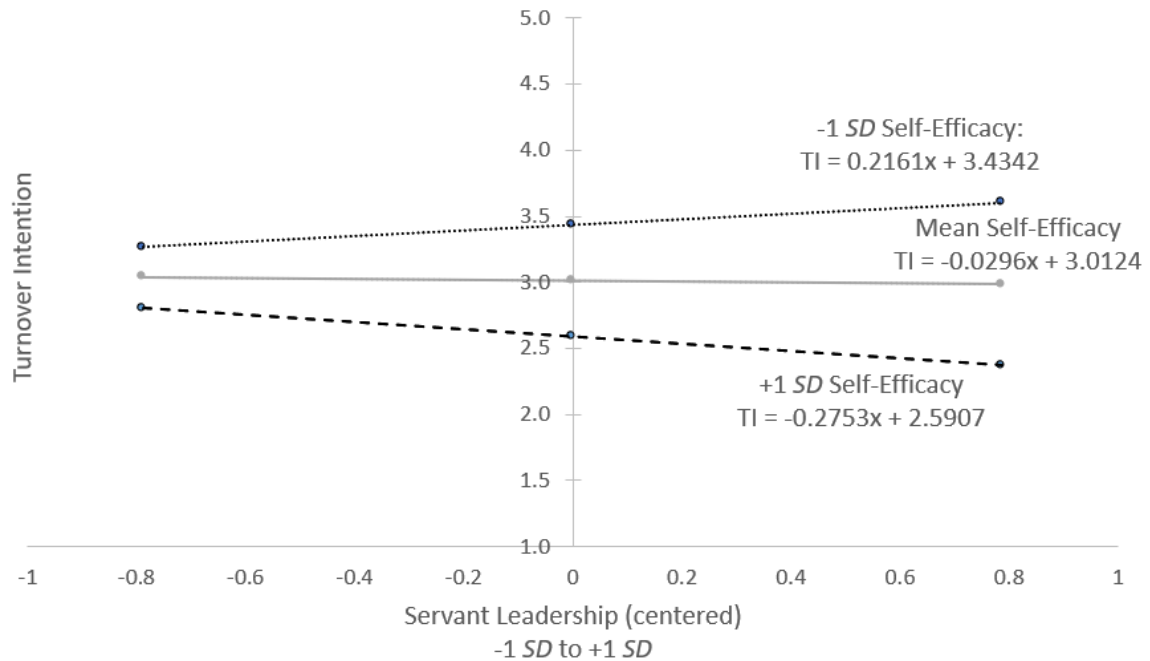
Servant leadership at:				
-1 <i>SD</i> Self-esteem	0.216	[0.04, 0.39]	7.02	< .001
+1 <i>SD</i> Self-esteem	-0.275	[-0.45, -0.10]	9.71	< .001

*Note.*  $sr^2$  = squared semipartial correlation.

As with RQ6, the next step in this analysis was to interpret the moderation effect. Figure 12 visually displays the interaction based on three levels of self-esteem. The three levels were determined based on 1 *SD* below, the mean, and 1 *SD* above. As seen in the slopes in Figure 12, for those with average self-esteem, servant leadership did not predict turnover intention. For those with low self-esteem (-1 *SD*), servant leadership ratings predicted an increase in turnover intention, and for those with high self-esteem (+1 *SD*), servant leadership ratings predicted a decrease in turnover intention. Results of Johnson-Neyman regions of significance indicated that for those with self-esteem scores  $\geq -0.466$  standard deviations below the mean (21.25% of participants), servant leadership rating statistically significantly predicted an increase in turnover intention, while for those with self-esteem scores  $\geq 0.283$  standard deviations above the mean (31.25% of participants), servant leadership rating statistically significantly predicted a decrease in turnover intention. For those with self-esteem values between -0.466 and 0.283 standard deviations from the mean (47.5% of participants), servant leadership ratings were not statistically significantly related to turnover intention.

**Figure 12**

*Conditional Effects of Servant Leadership on Turnover Intention at Values of Self-Esteem*



### Summary

The survey results for this study indicated a normal distribution for all variables. The correlation analyses indicated that significant correlations exist between servant leadership and job satisfaction, self-esteem and job satisfaction, and self-esteem and turnover intention. The moderated multiple regression analyses indicated that self-esteem significantly moderates the relationship between servant leadership and job satisfaction and significantly moderates the relationship between servant leadership and turnover intention.

## Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this quantitative study was to determine the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. The nature of this study was quantitative. The data were collected from 180 anonymous online surveys to answer the research questions of this study. The survey consisted of four instruments that measured servant leadership, job satisfaction, turnover intention, and self-esteem. The results were statistically analyzed through a series of correlation analyses as well as several moderated regression analyses.

The results of the data analysis indicated that significant correlations exist between servant leadership and job satisfaction, self-esteem and job satisfaction, and self-esteem and turnover intention. In addition, the moderated multiple regression analyses indicated that self-esteem significantly moderates the relationship between servant leadership and job satisfaction and significantly moderates the relationship between servant leadership and turnover intention. This chapter will cover the interpretation of the findings, limitations of the study, recommendations for further research, and the implications of this research toward positive social change.

### **Interpretation of the Findings**

Research on hospitality consistently indicates that servant leadership is a highly effective leadership style in this industry (Bavik, 2020; Brownell, 2010). Further, a servant leadership style has been positively associated with employee job satisfaction (Donia et al., 2016; Zargar et al., 2019) and negatively associated with employee turnover intentions (Turgut et al., 2017; Zhao et al., 2016). Additionally, job satisfaction can be

impacted by an individual's self-esteem (Al-Asadi, 2019; Dust et al., 2018). Until this study, there was a gap in the research in the understanding of how employee self-esteem moderates the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. This study addressed that research gap.

The present study extended the understanding of servant leadership in the hospitality industry. The results of a correlation analysis confirmed what has been found in previous studies: that there is a significant positive relationship between servant leadership and job satisfaction. Similar to previous studies, the present study also showed that servant leadership and turnover intentions were negatively correlated. However, the strength of the relationship in this study was not significant. The study's results also showed that servant leadership and employee self-esteem do not have a correlation.

The results of the present study also extended the understanding of self-esteem. A correlation analysis between self-esteem and job satisfaction was run, as well as between self-esteem and turnover intention. Those analyses confirmed what has been found in previous studies: that increases in employee self-esteem are correlated with increases in job satisfaction, as well as decreases in turnover intention. The results of this study indicate that as a hospitality employee's self-esteem increases, their job satisfaction increases. As their self-esteem increases, their turnover intention decreases.

The present study addressed a gap in the scholarly literature. To date, no studies have been conducted to examine how employee self-esteem moderates the relationship between servant leadership, job satisfaction, and turnover intention. This study's results indicate that the relationship between servant leadership and job satisfaction and the

relationship between servant leadership and turnover intention are both moderated by employee self-esteem.

### **Limitations of the Study**

The results of this study are not without limitations. As it relates to generalizability, validity, and reliability, there are several considerations. The sample size for this study was 180 participants; a larger sample size may allow for results more broadly generalized across a larger population. Although, the reliability of the scales used indicated a high level of consistency, there could be a limitation in future researchers finding the same level of reliability in similar research. There could be an additional limitation of external validity if the results of the study might be explained due to other factors that were not a part of the study.

Other limitations of this study could be addressed by modifying the research design in future studies. For example, the results of this research are specific to the hospitality industry and cannot be applied to other industries. In this research, I used self-esteem as the moderator variable, which was based on a self-rating. There is a limitation in that some participants may not have been accurate in their self-rating in this area. A final limitation of the study is that the data gathered only came from the employees' points of view. The leader of the employees could have had a different perception of the employees' self-esteem, job satisfaction, or turnover intention.

### **Recommendations**

While this study addressed a gap in the literature, the results indicate further areas for scientific research. Employee turnover is a constant challenge in the hospitality



industry (Brown et al., 2015; Kim et al., 2016). Future research could use similar study variables but focus on industries that also have high levels of turnover, such as health services. This study confirmed the findings of previous research that employees with high self-esteem have higher job satisfaction levels (Dust et al., 2018) and lower turnover intentions (Park & Gursoy, 2012). Future research could examine the impact of other leadership styles (e.g., transformational, authentic, charismatic) to understand how those styles impact the relationship between self-esteem and employee outcomes.

Future research might also benefit from modifying the research design. This study used survey methodology and a quantitative research design. By instead using qualitative methods to explore the moderating effect of self-esteem on the relationship between servant leadership and job outcomes, a better understanding can be had as to why and how servant leaders are able to drive performance results. Through in-depth interviews with both servant leaders and employees, more insight could be gathered in the understanding of how self-esteem plays such an important role in the job satisfaction and turnover intention of an employee.

### **Implications**

This study could make an original contribution to the scholarly literature on servant leadership. Previous studies focused on hospitality consistently indicate that servant leadership is the most effective leadership style in this industry (Brownell, 2010). The present study enhanced the understanding of servant leadership by showing that there is a significant positive relationship between servant leadership and job satisfaction. As servant leadership increases, so does job satisfaction. This study produced different

results than previous research on the connection between servant leadership and turnover intention. Although a weak, negative relationship between the two variables was found, the relationship was not significant.

This study could make an original contribution to the scholarly literature on self-esteem. Although self-esteem is one of the most commonly searched concepts in social psychology (Cast & Burke, 2002), the role of self-esteem is an under-researched area in the servant leadership literature. This study used self-esteem as a moderator to further the understanding of how servant leadership impacts the outcomes of job satisfaction and turnover intention. Prior research confirms that an individual's self-esteem has significant consequences on their lives (Choi et al., 2015; Donnellan et al., 2011; Orth et al., 2018). The implications of the present study on self-esteem research contribute to the understanding of the role that self-esteem plays in a variety of outcomes. This study found that as self-esteem increases, job satisfaction increases, and turnover intention decreases. This study also found that self-esteem moderates the relationship between servant leadership and job satisfaction and the relationship between servant leadership and turnover intention.

This study has the potential to make an impact on positive social change on a variety of levels. At the individual level, hospitality employees could benefit from more servant leaders in this industry. The study results confirmed that servant leadership is a very effective style in hospitality and drives employee job satisfaction. At the leadership level, knowing that the self-esteem of the employee is a moderating factor in the relationship between servant leadership and job satisfaction, leaders can lean in to help to

raise the self-esteem of their employees, thereby producing higher levels of job satisfaction for them. At the organizational level, companies could create training programs that focus not just on the importance of servant leadership but on understanding ways to increase the self-esteem of their employees. And finally, hospitality organizations could focus their hiring selection assessments on understanding the self-esteem of the candidates, understanding that the higher the self-esteem of the individual, the greater the impact of servant leadership on job satisfaction and turnover intention.

### **Conclusion**

The purpose of this quantitative study was to determine the moderating effect of self-esteem on the relationship between servant leadership, job satisfaction, and turnover intention in the hospitality industry. This study both confirmed the results of previous studies and addressed a gap in the scholarly literature by finding new relationships between the study variables. Results that were confirmed include the positive correlation between servant leadership and job satisfaction, the positive correlation between self-esteem and job satisfaction, and the negative correlation between self-esteem and turnover intention. New findings that addressed the research gap included the discovery that the relationship between servant leadership and job satisfaction and the relationship between servant leadership and turnover intention are both moderated by employee self-esteem.

The present research provided greater insight and understanding into the importance of servant leadership in the hospitality industry, as well as the powerful impact that the self-esteem of an employee has on their job satisfaction and turnover

intention. It will be important to continue to explore how a servant leadership approach can increase employee outcomes in the hospitality industry and to understand additional factors that moderate those relationships.

Leaders in hospitality should examine the findings of this study and use that learning to further build a servant leadership culture within their organizations. Because servant leadership focuses on others' growth and well-being, this new link to employee self-esteem is a natural fit for the evolution of servant leadership training within organizations. As individuals work to build more servant leaders in the hospitality industry and train those leaders on the importance of employee self-esteem, they then create positive outcomes for not just those individuals but also the guests they serve and the communities they live in.

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Appendix A: Servant Leadership Short Form Questionnaire

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.*

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## Appendix B: The Minnesota Satisfaction Questionnaire Short Form

Ask yourself: How **satisfied** am I with this aspect of my job?

**Very Sat.** means I am very satisfied with this aspect of my job.

**Sat.** means I am satisfied with this aspect of my job.

**N** means I can't decide whether I am satisfied or not with this aspect of my job.

**Dissat.** means I am dissatisfied with this aspect of my job.

**Very Dissat.** means I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about . . .	Very Dissat.	Dissat.	N	Sat.	Very Sat.
1. Being able to keep busy all the time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The chance to work alone on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The chance to do different things from time to time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The chance to be "somebody" in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The way my boss handles his/her workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The competence of my supervisor in making decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Being able to do things that don't go against my conscience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The way my job provides for steady employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The chance to do things for other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The chance to tell people what to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The chance to do something that makes use of my abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The way company policies are put into practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. My pay and the amount of work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The chances for advancement on this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The freedom to use my own judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The chance to try my own methods of doing the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The way my co-workers get along with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The praise I get for doing a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The feeling of accomplishment I get from the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Very Dissat.	Dissat.	N	Sat.	Very Sat.

## Appendix C: The Turnover Intention Scale Short Form

1	How often have you considered leaving your job?	Never	1-----2-----3-----4-----5	Always
3	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1-----2-----3-----4-----5	Totally dissatisfying
4	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-----2-----3-----4-----5	Always
6	How often do you dream about getting another job that will better suit your personal needs?	Never	1-----2-----3-----4-----5	Always
7	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-----2-----3-----4-----5	Highly likely
8	How often do you look forward to another day at work?	Always	1-----2-----3-----4-----5	Never

## Appendix D: The Rosenberg Self-Esteem Scale

Rate the items using the following scale:

1 = strongly agree 2 = agree 3 = disagree 4 = strongly disagree

\_\_\_\_\_ 1. I feel that I am a person of worth, at least on an equal basis with others.

\_\_\_\_\_ 2. I feel that I have a number of good qualities.

\_\_\_\_\_ 3. All in all, I am inclined to feel that I am a failure.\*

\_\_\_\_\_ 4. I am able to do things as well as most other people.

\_\_\_\_\_ 5. I feel I do not have much to be proud of.\*

\_\_\_\_\_ 6. I take a positive attitude toward myself.

\_\_\_\_\_ 7. On the whole, I am satisfied with myself.

\_\_\_\_\_ 8. I wish I could have more respect for myself.\*

\_\_\_\_\_ 9. I certainly feel useless at times.\*

\_\_\_\_\_ 10. At times I think I am no good at all.\*

\*reverse-scored

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Rosenberg, M. (1965). Rosenberg Self-Esteem Scale [Database record]. Retrieved from *PsycTESTS*. <https://doi.org/10.1037/t01038-000>



## Appendix E: The Rosenberg Self-Esteem Scale Approval

**From:** xxxxxx@gmail.com  
**Sent:** Saturday, March 13, 2021 12:28 AM  
**To:** Marylouise Fitzgibbon  
**Subject:** RE: Permission requested to use the TIS-6 for student research

Dear Marylouise

You are welcome to use the TIS for your research (please accept this e-mail as the formal permission letter). For this purpose please find the TIS-15 attached for your convenience. This TIS-6 (version 4) consists of the first six items high-lighted in yellow. You may use any one of these two versions. The TIS is based on the Theory of Planned Behaviour.

The only two conditions for using the TIS are that it may not be used for commercial purposes and second that it should be properly referenced as (Roodt, 2004) as in the article by Bothma & Roodt (2013) in the **SA Journal of Human Resource Management** (open access).

It is easy to score the TIS-6. Merely add the item scores to get a total score. The midpoint of the scale is 18 (3 x 6). If the total score is below 18 then the it indicates a desire to stay. If the scores are above 18 it indicates a desire to leave the organisation. The minimum a person can get is 6 (6 x 1) and the maximum is 30 (5 x 6). No item scores need to be reflected (reverse scored).

It is recommended that you conduct a CFA on the item scores to assess the dimensionality of the scale. We found that respondents with a matric (grade 12) tertiary school qualification tend to understand the items better and consequently an uni-dimensional factor structure is obtained.

If you wish to translate the TIS in a local language, you are welcome to do so. It is recommended that a language expert is used in the translate - back translate method.

I wish you all the best with your research!

Best regards

Prof Gert Roodt

**From:** Marylouise Fitzgibbon  
**Sent:** Thursday, 11 March 2021 05:01  
**To:** xxxxx@uj.ac.za  
**Subject:** Permission requested to use the TIS-6 for student research

Hello. My name is Marylouise Fitzgibbon. I am a student at Walden University. I would like to respectfully ask permission to use the Turnover Intentions Scale for my research study. The title of my dissertation is **The Moderating Effect of Self-Esteem on Servant Leadership and Job Outcomes in the Hospitality Industry**. I would be happy to provide any additional information you require.  
 Sincerely, Marylouise Fitzgibbon