

# The Effects of Authentic Leadership on Service-Oriented Organizational Citizenship Behaviors: The Role of Goal Commitment as a Mediator - A Case of Five Star Deluxe Hotel Employees -

Yong-Joo Kwon<sup>1</sup> and Ji-Eun Kim<sup>2,\*</sup>

<sup>1</sup>Dept. of Hotel Management, Kyung Hee University

<sup>2,\*</sup>Dept. of Hotel and Tourism Management, Catholic University of Daegu

**ABSTRACT:** The hotel industry needs to make the competitive advantage difficult to be imitated in order to remain sustainable in competitive business circumstances. Front-line employees' service-oriented citizenship behaviors(OCBs) can be such a strength from the perspective of organizational system. With an aim of investigating the antecedents of the hotel front-line employees' service-oriented OCBs, this study proposed a theoretical framework linking authentic leadership to service-oriented OCBs with goal commitment as a mediator. A total of 260 cases without missing values have been used for the final analysis and structural equation modeling (SEM) is employed using the SPSS and AMOS 7. It was first found that self-awareness and relational transparency of authentic leadership made a significant impact on their goal commitment while balanced processing and moral perspective failed to influence them. Second, goal commitment influenced all sub-factors of service-oriented OCBs. Third, moral perspective and relational transparency of authentic leadership significantly influenced service-oriented OCBs while self-awareness and relational transparency failed to make it. Finally, goal commitment significantly makes an intervening effect for the relationship between self-awareness & service-oriented OCBs and relational transparency & service-oriented OCBs but failed to intervene the other relationships. The results provide theoretical and practical implications regarding directions of leadership styles and HR management in the hotel industry and suggestions for the further extended studies.

**Keywords:** authentic leadership, service-oriented organizational citizenship behaviors, goal commitment

## INTRODUCTION

Recently, the leading five star deluxe hotel organizations including Lotte, Shilla and Chosun have built more hotels and extend hotel areas over the provinces to fulfill the demand of Chinese and any other inbound travellers[1]. Increasing demand could be an opportunity for the hotel business while the increasing supply could be a threat against it. Therefore, the hotel industry, where imitation is easier

than any other industry, need to develop something difficult or impossible to copy in order to survive in competitive circumstances. One of the hardest items to be copied in the hospitality business is software such as service quality because service quality associates with multiple systems and human resources management and these are not as easy as hardware copies[2]. Specifically, the front-line employees, who mainly contact customers, are the most important asset in the hotel organizations[3] and their beha-

\* Corresponding Author: Ji-Eun Kim, Dept. of Hotel and Tourism Management, Catholic University of Daegu, 13-13, Hayang-Ro, GumRak-Li, Hayang 38430, South Korea, Tel. +82-53-850-3425, Fax. +82-53-359-7160, E-mail: prettyjkim@cu.ac.kr

aviors influence the customers' total experiences in hotels and their intention of revisit[2].

Therefore, the front-line employees' customer oriented behaviors are important in providing competitive advantages which cannot be imitated. The customer-contact employees' extra efforts to develop better services are service-oriented citizenship behaviors and include loyalty, service-delivery, and participation OCBs[4]. Service-oriented OCBs are derived from organizational citizenship behaviors, the employees' discretionary behaviors beyond their job descriptions regardless of reward or other types of compensations[5] and specifically applied to the hospitality industry. In this study, the fundamental factors to increase the employees' service-oriented behaviors are questioned.

The driving force of the employees' behaviors in the hotel industry is the managers' leadership[6]. The leadership in the hospitality industry has been the researchers' interest and since then the positively influential leadership styles have been found. For example, there are transformational leadership[7], transactional leadership[9] and emotional leadership[10], etc. Further, the common base for all the positive leadership styles has been developed and Avolio and Gardner[11] proposed authentic leadership which is a leader's behavioral pattern to make a harmonious relationship with subordinates on the basis of positive psychology and morality as such a common denominator. Although there is a need to develop a study model to explain authentic leadership and the employees' organizational behaviors in the hospitality industry little study is available. Therefore this study intends to develop a study model to explain such a relationship. At the same time, organizational commitment has been found as an antecedent of OCBs[12]. Specifically, the mediating effect of organizational commitment between the employees' perception on the organizational variables and organizational outcomes have been an increasingly involved field of study because previous studies have proved its significance to the organization, e.g.[8]. This study selects goal commitment as a mediator to investigate the mediation effect on authentic leadership and service-oriented OCBs because the goals of the hotel organizations are inter-related with service orientations.

Based on above discussions, the purpose of this study is to present a study model on the relationship between authentic leadership and service-oriented OCBs mediated through goal commitment focused on the front-line hotel employees. First, this study aims to study whether authentic leadership significantly influence the front-line hotel employees' goal commitment. Second, this study aims to identify whether goal commitment has a positive effect on the front-line hotel employees' service-oriented OCBs. Third, the relationship between authentic leadership and service-oriented OCBs are going to be identified. Finally, this study investigates whether goal commitment mediates the relationship between authentic leadership and service-oriented OCBs. The study results can provide practical implications for human resources management in the hotel industry.

## LITERATURE REVIEW

### *Authentic Leadership in the Hotel Industry*

Authentic leadership has been found as a common denominator to support leadership styles such as ethical leadership and transformational leadership motivating the peoples' positive behaviors[13-16].

Authentic leadership is a leader's behavioral pattern driven by his or her positive psychology and morality[4]. Such a behavioral pattern is explained by clear expression of the leaders' values, acceptance of the others' opinions, and information sharing for decision-making process. Further, authentic leaders develop themselves toward positive directions with their behavioral patterns and keep harmonious relationship with their subordinates.

According to the studies on authentic leadership, e.g.[4], Four types of behaviors explain authentic leadership. These behaviors are balanced processing, internalized moral perspective, relational transparency, and self-awareness. Balanced processing associates with the behaviors objectively concerning all relevant information ahead of a decision making. Leaders who practice balanced processing take various opinions from others although they challenge their existing positions. Internalized moral perspective means that leaders make decisions and behave based on internal moral standards and values,

rather than being pressured by others such as peers, organizational, and societal pressures[14]. Leaders who are perceived to exhibit relational transparency openly share information and express their own thoughts and feelings. In other words, they make personal disclosures without hesitation because they pursue true relationships. Finally, self-awareness requires the extent leaders understand their own strengths, weaknesses, and desires, as well as recognizing how others judge their leadership. Therefore, self-awareness consists of self-knowledge of their abilities and self-image reflected over others. When leadership have high self-awareness, they enhance their leadership effectiveness using self-knowledge and reflected self-image. Leaders thus have room for development because they truly know their weakness.

#### *Goal Commitment in the Hotel Industry*

Goal commitment refers to individuals' determinative commitment to reach a specific goal[17]. It implies individuals' motives to make an effort to accomplish a goal and the consistent concentration on that goal over time and an unwillingness to give it up. In order to accomplish organizational goals, the organizational members need to be committed to them and make their own efforts because high goal setup itself never automatically leads to goal accomplishment[18]. In goal theories, it has been proven that the level of goals predict the members' performance. The studies suggest the difficult goals make them reach high performance[17]. To accomplish such difficult goals, the employees' commitment to goals is a primary condition to make them submit extra efforts beyond their capabilities[18].

The hotel organizations also present higher goals than ever reached every year based on their mission statement and try to motivate their employees to work on their duties beyond their expectations. From this perspective, hotel practitioners need to be concerned with how to motivate employees. Leadership decides the employees' behaviors as well as attitudes to a large extent. This study sees the relationship between authentic leadership and goal commitment.

#### *Service-Oriented OCBs in the Hotel Industry*

Organizational citizenship behaviors(OCBs) were originally suggested by[19]. He or she explained the term as a voluntary cooperation. Later[20], clearly defined OCBs as the members' extra-role behaviors although they are not rewarded. Since then, the idea has been extended to the organizations as a necessary variable for overall management. For example, Tsai and Su[21] mentioned OCBs could be informal behaviors based on the manual and/or job description but informal behaviors not described as job requirement. This kind of behaviors are associated with trust towards the organizations. In other words, the organizations may be able to take their organizational goals to higher level than expectation when the employees' voluntary attitudes exist.

Further, Katz and Kahn[22] presented three organizational behaviors to reach organizational efficiency such as the employees' system observance, flexibility at work, and innovative activities beyond job roles. Specifically, innovative activities beyond job control are related to OCBs because these include voluntary extra-role behaviors. Like this, OCBs are considered as one of the focal organizational behaviors together with in-role behaviors such as system observance and flexibility.

The importance of OCBs are not exceptional in the hospitality industry; thus it has been applied to the related studies. However, business traits in the hospitality industry are somewhat different from those of other industries. For example, front-line employees interact with external customers and they confront a variety of situations, which are not noted in the manual. At this point, service-oriented OCBs were suggested by Podsakoff and MacKenzie[23] Service-oriented OCBs include sub-factors such as loyalty OCBs, participation OCBs, and service delivery OCBs.

First, loyalty OCBs mean the employees' extra-role behaviors to keep good words about their organizations and the organizational products[24]. For example, loyal employees would recommend their organizations as a good place to work and describe their products and services as something valuable to experience.

Second, participation OCBs refer to the employees' proactive behaviors to present their ideas and suggestions to develop quality service and pro-

ducts[24]. For example, the employees in participation OCBs may not hesitate to suggest ideas to provide better customers services and encourage others to exchange their ideas as well.

Third, service-delivery OCBs include the employees' extra efforts to serve their customers based on the service manual and honesty. For example, they may display reliable and courteous manners towards their customers as observing manuals on various services. Although the service manual is part of in-role behaviors, it involves the employees' personal efforts such as consciences and self-management such as emotional control.

To synthesize, these frontline employees in the hospitality industry constitute an important image in relation to services and products. Therefore their extra-role behaviors as well as extra efforts may influence overall organizational performance. Likewise, service-oriented OCBs can be granted important meaning in the hospitality industry because they include primary efforts that should be conducted by the front-line employees: loyalty, participation, and service-delivery OCBs. They devote themselves to provide quality service and organizational performance. As a result, it is likely to be valued to investigate the antecedents of service-oriented OCBs focused on the hospitality industries so as to provide some insight of human resources management.

#### *The Relationship between Authentic Leadership and Goal Commitment*

The existing studies on the relationship between authentic leadership and the employees' commitment mostly use organizational commitment as the commitment variable. For example[25], verified that authentic leadership makes a significantly positive impact on the employees' organizational commitment. Further, Emuwa[26] depicted that the subordinates' perception on authentic leadership positively influenced their commitment to the leaders.

In addition, if the subordinates perceive their superiors' authenticity, they display affective commitment to their organizations[27]. In other words, authentic leadership is the antecedent of the employees' commitment to their leaders and organizations. Hassan and Ahmed[28] also suggested that employees are committed to their roles at work and per-

form well when they perceive their leaders' authenticity. Han[29] added that authentic leadership significantly influenced the members' organizational commitment mediated through psychological capital and LMX(leader member exchange).

Based on the previous studies, authentic leadership is likely to influence subordinates' goal commitment in hotel organizations as well. This study suggests the following hypotheses regarding the relationship between authentic leadership and goal commitment in the hotel industry.

H1: Superiors' authentic leadership has a significantly positive impact on the subordinates' goal commitment in the hotel industry.

H1a: Superiors' self-awareness has a significantly positive impact on the subordinates' goal commitment in the hotel industry.

H1b: Superiors' internal moral perspective has a significantly positive impact on the subordinates' goal commitment in the hotel industry.

H1c: Superiors' balanced processing has a significantly positive impact on the subordinates' goal commitment in the hotel industry.

H1d: Superiors' relational transparency has a significantly positive impact on the subordinates' goal commitment in the hotel industry.

#### *The Relationship between Goal Commitment and Service-Oriented OCBs*

Goal-oriented individuals are likely to extend their capabilities taking various challenges and apply different methods to solve any kinds of problems[30]. Therefore, they use their flexibility when they serve customers as well. Beside, they make extra efforts to obtain more knowledge and experience related to their jobs to develop their careers[31].

In addition, the people committed to the goals are willing to take extra role activities although they are not acknowledged[32]. In other words, they are more interested in goal accomplishment rather than rewards or recognition from their organizations.

According to LePine et al[33], employees who ha-

ve emotional commitment toward their organizations are more likely to present organizational citizenship behaviors. They are affectionate to their organizations so that they don't hesitate to make extra role behaviors.

Finally, the significant impact of the employees' commitment toward their organizations on their organizational citizenship behaviors are supported in Truckenbrodt's study[34]. Based on the existing literature, this study presents the following hypotheses: the impact of the hotel employees' goal commitment on the sub-factors of service-oriented OCBs.

H2: Hotel employees' goal commitment has a significantly positive impact on their service oriented OCBs.

H2a: Hotel employees' goal commitment has a significantly positive impact on their loyalty OCBs.

H2b: Hotel employees' goal commitment has a significantly positive impact on their service delivery OCBs.

H2c: Hotel employees' goal commitment has a significantly positive impact on their participation OCBs.

### *The Relationship between Authentic Leadership and Service-oriented OCBs*

For decades, the studies on OCBs have identified various predictors of OCBs. For example, there are the employees' personality, the individuals' congruence with their jobs, organizational environment, and their preception of the superiors' leadership styles[35]. Podsakoff et al[35] emphasized the relatively strong impact of job attitude, organizational variables and leadership made on OCBs among the various predictors proved.

This study concerns authentic leadership for the predictor. Leadership is compulsory factor to give ideal direction to employees. Specifically, if leaders support their subordinates, they experience commitment toward their organizations; then they are more likely to show OCBs than those who are not. The significant influence of authentic leadership on the employees' OCBs has been proven throughout several studies.

For example, Luthans and Avolio[36] suggested

that authentic leadership strengthened the organizational members' positive emotions through personal and social identification processes. Their positive emotions also led them to organizational commitment and job satisfaction, which brought out organizational citizenship behaviors.

Further, Yammarino et al[37] reasoned authentic leadership improved the subordinates' optimism, self-efficacy, team efficacy, and organizational efficacy. Yammarino et al[36] added the validity of the direct influence of authentic leadership on organizational performance. Avolio et al Yammarino et al[37] also supported the relationship between authentic leadership and positive organizational behaviors. Walumbwa et al[4]'s study result added a literature of the positive influence of authentic leadership on organizational citizenship behaviors, organizational commitment, and satisfaction with leaders to the literature.

Valsania et al[38] also verified that moral perspective and relational transparency of authentic leadership successfully made a positive impact on the employees' organizational citizenship behaviors. The leaders' relational transparency enhanced the employees' OCBs in Wong and Cummings's study [39]. Walumbwa et al[40] added a study result of a significant relationship between authentic leadership and organizational citizenship behaviors as well.

In addition, the domestic scholars showed their interest in studies on the relationship between authentic leadership and organizational citizenship behaviors. For example, the significant positive impact of authentic leadership on organizational citizenship behaviors have been proven the in the studies of Chun et al[41], Hong[42], Lee[43], Kim and Nam[44]. Specifically, Nam[45] focused on the dining industry, suggesting the leaders' self-awareness in authentic leadership significantly improved the employees' organizational citizenship behaviors.

Based on the existing literature regarding the significant relationship between authentic leadership and OCBs, this study assumed the significant relationship between authentic leadership and service-oriented OCBs. Finally, centered on frontline hotel employees, the following hypotheses have been drawn.

- H3: Superiors' authentic leadership has a significantly positive impact on the subordinates' service-oriented organizational citizenship behavior in the hotel industry.
- H3a: Superiors' self-awareness has a significantly positive impact on subordinates' loyalty OCBs in the hotel industry.
- H3b: Superiors' self-awareness has a significantly positive impact on subordinates' service-delivery OCBs in the hotel industry.
- H3c: Superiors' self-awareness has a significantly positive impact on subordinates' participation OCBs in the hotel industry.
- H3d: Superiors' internal moral perspective has a significantly positive impact on subordinates' loyalty OCBs in the hotel industry.
- H3e: Superiors' internal moral perspective has a significantly positive impact on subordinates' service delivery OCBs in the hotel industry.
- H3f: Superiors' internal moral perspective has a significantly positive impact on subordinates' participation in the hotel industry.
- H3g: Superiors' balanced processing has a significantly positive impact on subordinates' loyalty OCBs in the hotel industry.
- H3h: Superiors' balanced processing has a significantly positive impact on subordinates' service delivery OCBs in the hotel industry.
- H3i: Superiors' balanced processing has a significantly positive impact on subordinates' participation OCBs in the hotel industry.
- H3j: Superiors' relational transparency has a significantly positive impact on subordinates' loyalty OCBs in the hotel industry.
- H3k: Superiors' relational transparency has a significantly positive impact on subordinates' service delivery OCBs in the hotel industry.
- H3l: Superiors' relational transparency has a significantly positive impact on subordinates' participation OCBs in the hotel industry.

#### *Goal Commitment as a Mediator*

Leadership plays a critical role to direct the employees towards ideal attitudes for their organizations as well as organizational goal accomplishment[46]. This idea supports the suggested study model of the relationship among authentic leadership, goal commitment, and service-oriented OCBs. However, how the constructs are related to each other is the matter of concern.

The existing literature has been suggesting the people's commitment as an intervening mechanism to explain leadership and organizational performances. For example, Yeh and Hong[47] and Chen[48] verified the intervening effect of organizational commitment for the relationship between leadership behaviors and employees' job performances. Yiing et al[49] also used organizational commitment as an intervening variable for the relationship between leadership style and the employees' job performances and the significant effect as an intervening variable has been proven. Based on the previous studies, this study suggests goal commitment as an intervening variable for the relationship between authentic leadership and service-oriented OCBs.

Most of all, according to Fun[2], organizational commitment mediates the relationship between human resource management practices and the customer-contact employees' service-oriented OCBs. Therefore, the following hypotheses have been proposed and assumed that the effect of servant leadership on front-line employees in the hotel industry would be mediated through their goal commitment.

- H4: Goal commitment positively mediates the relationship between authentic leadership and service-oriented organizational citizenship behaviors in the hotel industry.
- H4a: Goal commitment positively mediates the relationship between authentic leadership and loyalty in the hotel industry.
- H4b: Goal commitment positively mediates the relationship between authentic leadership and service delivery in the hotel industry.
- H4c: Goal commitment positively mediates the relationship between authentic leadership and participation in the hotel industry.

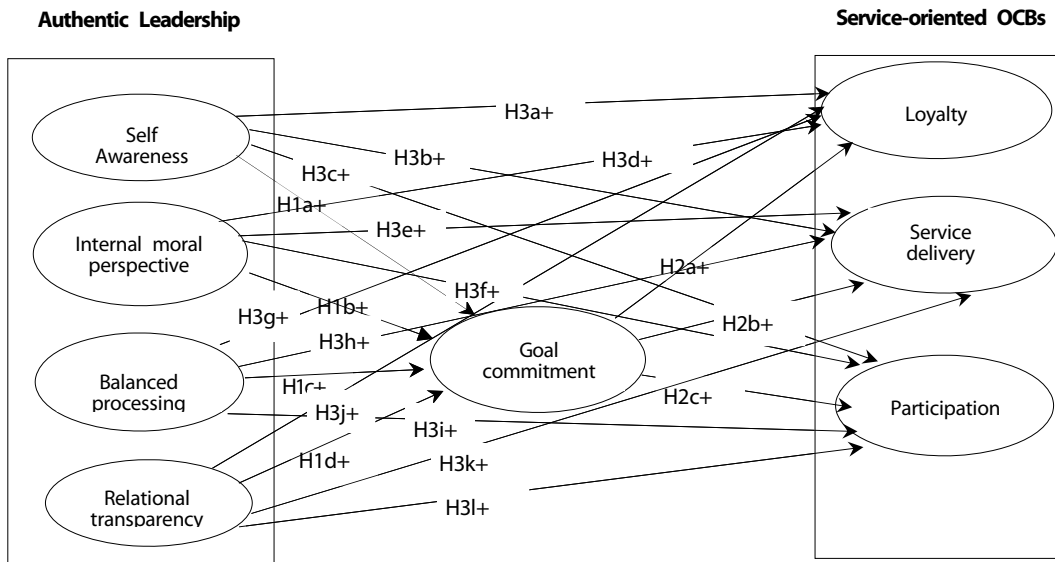


Figure 1. Conceptual model.

## METHODS

### *Settlement of Proposed Model*

As illustrated in Figure 1, based on the propositions developed from the literature review, a conceptual model is proposed to describe the relationship among authentic leadership, goal commitment, and service-oriented OCBs.

### *Measurement*

#### *Authentic Leadership*

Authentic leadership in the hotel industry refers to driving hotel employees toward positive directions, hence the organizational goal accomplishment based on a leader's positive psychology and morality. This definition infers from Walumbwa et al[4] and May et al[50]. Measurement items are employed from Walumbwa et al[4]. The subfactors of authentic leadership include self-awareness, internal moral perspective, balanced processing, and relational transparency and each factor consists of four items. Total number of 16 items were rated on a Likert five-point scale from "strongly disagree" to "strongly agree".

#### *Goal Commitment*

Goal commitment in the hotel industry means the hotel employees' willingness not to abandon the or-

ganizational goals and consistent attitudes towards the goal accomplishment. This is based on Freund [18]. This study employs the measurement items of Hollenbeck et al[51] and Klein et al[52]. The five items were answered using a Likert five-point scale (1=strongly disagree, 5=strongly agree).

#### *Service-oriented Organizational Citizenship Behaviors(OCBs)*

Service oriented OCBs in the hotel industry are the hotel employees' willingness to provide extra efforts for more advanced service quality and better image of their hotels. This is based on Bettencourt et al[24], from which the measurement items were employed. The measurement items include 16 items explaining three sub-factors: service-delivery OCBs, loyalty OCBs, and participation OCBs. These have been rated using a Likert five-point scale from 1-5 points (for strongly disagree to strongly agree, respectively).

#### *Data Collection and Sampling Frame*

This study targets front-line employees in the hotel industry, hence front-line employees in five-star deluxe hotels in Korea. The front-line employees of JW Marriot and Hyatt in Seoul were asked to be surveyed to conduct a preliminary study. They were

asked to mark whether any items are difficult to understand and respond to each item over the period from May 10<sup>th</sup> to May 25<sup>th</sup> in 2016. The 50 cases were collected and it was investigated whether the suggested model is a reasonable fit.

The convenience sampling was adopted for the main survey, which included JW Marriot, Grand Hyatt, Westin Chosun, and Shilla hotels in Seoul. Sheraton hotel in Incheon, Paradise hotel in Pusan, and Haevichi resort in Jeju. The employees in the managers' levels in each hotel have been asked to survey their front-line employees after the study purposes were explained. To fulfill the needs of research ethic recently issued, the employees' survey confidentiality was provided and the respondents are willingly allowed to refuse the survey or to terminate it even in the middle of the survey process. About 300 cases had been distributed to the hotels and conducted from June 1<sup>st</sup> to June 20<sup>th</sup>. The total number of 285 cases were collected and 260 cases have been used for the study after the cases with missing values had been subsequently dropped.

### *Data Analysis*

The collected data were analyzed using SPSS 19.0 and AMOS 7 software program. Through these programs, descriptive statistics, multi-variate analysis of variance, and structural equation modeling (SEM) were utilized. Frequency analysis, reliability analysis after using Cronbach's alpha, and confirmatory analysis were operated. Furthermore, in order to understand different relationship between variables, a correlation analysis was conducted. To verify the hypotheses and model of the study, confirmatory factor analysis was used to examine conformity of the causal relationship among each factor and covariance structure analysis was used to investigate each path coefficient. Further, the intervening effect of goal commitment between authentic leadership and service-oriented OCBs have been verified using Bootstrapping.

In assessing model fit, the following indices were employed: GFI (Goodness-of-fit index: desirable at  $\geq 0.90$ ), AGFI (Adjusted Goodness of fit Index: desirable at  $\geq 0.90$ ), RMR (Root Mean Square Residual: desirable at  $\leq 0.05$ ), NFI (Normed fit index: desirable at  $\geq 0.90$ ), CFI (Comparative fit index: desirable at  $\geq$

0.90),  $\chi^2$  (chi-square: desirable at  $>0.05$ ), TLI (Tucker-Lewis Index: desirable at  $\geq 0.90$ ), RMSEA (Root Mean Square Error of Approximation: desirable at  $<0.05$ ).

Further, in terms of reliability of the measurement. Cronbach's  $\alpha$  was adequate at higher than 0.60[53]. If construct reliability reached above 0.7, convergent validity or internal consistency was secured[54]. In addition, construct validity was fulfilled if each value of factor loading was above 0.5 and convergent validity was guaranteed as long as AVE reaches above 0.5[54].

## **RESULTS**

### *Demographics*

Table 1 describes the respondents' demographic characteristics. They consist of 53.1 % of males and 46.8% of females. The majority of them (20~29: 35.0%. 30~39:38.8%) are in the age groups of 20~39. Moreover, the majority of the respondents (60.0 %) have a degree of four-year university. The departments are limited to room division and food and beverage department because front line employees in hotel organizations are targeted. As a result, room division includes 59.6% of the respondents and food and beverage include 40.4% of them. In addition, full time employees consist of 56.1% and employees in temporary contract consist of 43.8%. The current positions are divided into three categories including clerk, caption, and manager because the levels of subordinates are focused in this study (clerk or staff: 63.0%; caption or supervisor: 21.5%; manager:15.4%). Also, the number of 86 people (33.1%) have 1~3 year(s) of work experience and 76 people (29.2%) have 4~6 years. The last of the respondents have work experience of seven years or more.

The confirmatory measurement model was assessed to evaluate the construct validity of the measurement used in this study. As noted by Noar [55](2003), confirmatory factor analysis (CFA) procedures can provide confirmation that psychometric properties at scale are satisfactory in extending beyond exploratory analytic technique.

### *Measurement Model*

It was noted that CFA can add further information about dimensionality of scale by testing a variety of

Table 1. Descriptive statistics of sample (N=260)

Characteristics	Category	N(%)	Characteristics	Category	N(%)
Gender	Male	138(53.1)	Employment status	Full time	146(56.1)
	Female	122(46.8)		Temporary contract	114(43.8)
Age	20~29	91(35.0)	Current position	Clerk or staff	164(63.0)
	30~39	101(38.8)		Caption or supervisor	56(21.5)
	40~49	56(21.5)		Manager	40(15.4)
	50~	12( 4.6)			
Education	2-year collage	49(18.8)	Work experience in hotel	1~3 year(s)	86(33.1)
	4-year university	156(60.0)		4~6 years	76(29.2)
	Master or more	49(18.8)		7~9 years	54(20.8)
	Others	6( 2.3)		10 years~	44(16.9)
Department	Room division	155(59.6)			
	Food & beverage	105(40.4)			
The total		260(100.0)	The total		260(100.0)

models against one another[55]. In this study, the confirmatory factor analysis was completed with maximum likelihood estimation.

CFA was applied to all the items and chi-square of 825.746, degree of freedom of 563, and  $p$ -value of 0.000( $p < 0.001$ ). Further, the value in chi-square/df should be less than three to secure overall goodness of fit[54]. The value of chisquare/df shows 1.467 so that overall goodness of fit is identified.

As presented in Table 2, GFI(0.858), NFI(0.895) and AGFI(0.832) indicate unfulfilled indices, however, RMR(0.030), CFI(0.964), TLI(0.959), and RMSEA(0.042) indicate the reasonable fit of the data. The relatively small sample sizes limit the possibility of reaching the 0.9 cutoff value for some fit indices and they are not dependable as "a stand alone index "[56, p. 54]. Further, a strict adherence to suggested cutoff values can result in the improper rejection of an acceptable model[57]. Therefore, the relationship among the latent variables can be presumed with the reasonable fit of the data.

Further, Table 2 presents standard estimates for a measurement model. One of goal commitment items has been dropped due to unfulfillment of the requirement to explain a concept; factor loading should be higher than 0.5 and a few items that do not satisfy the criteria can be dropped[54]. Then, factor loading of all measures was moderate(ranging

from 0.722 to 0.855). The factor loadings demonstrated that relevant measurement items performed moderately well in reflecting the designated underlying construct.

#### *Overall Reliability and Validity*

As the survey items are adapted from different streams of studies, it is important to ensure construct reliability and validity. Cronbach's coefficient alpha was calculated to determine reliability of the measurement.

As indicated in Table 2, Conbach's  $\alpha$  of each construct in measurement model is ranged from 0.860 to 0.919 significantly a scale with high level of reliability and reaches the fulfillment level.

In terms of construct reliability, the values of eight constructs ranged from 0.877 to 0.924 and meet the requirements. Table 2 presents factor loading of each variable is above 0.722, showing a moderate to high construct validity[54]. Further, Table 2 indicates the fulfillment of the criteria of convergent validity since each average variance extracted (AVE) reaches between 0.645 to 0.717.

Discriminant validity was established using the procedures outlined by Fornell and Larcker[58]. Table 3 shows the correlations between the latent variables and Table 2 presents the average variance extracted (AVE) of each construct. According to

Table 2. Confirmatory factor analysis and reliability analysis of items

Factor	Item	Estimate	S.C.	t-value	p-value	Cronbach's $\alpha$	CCR	AVE
Self awareness	Seeks feedback to improve interactions with others.	1.000	.806					
	Accurately describes how others view his or her capabilities.	0.908	.722	12.669	***			
	Knows where he or she stands on controversial issues.	1.087	.835	15.398	***	.881	0.909	0.717
	Understands how his or her specific actions impact others.	1.202	.855	15.097	***			
Internal moral perspective	Demonstrates beliefs that are consistent with actions.	1.000	.744					
	Makes decisions based on his/her core beliefs.	.999	.816	13.105	***			
	Asks you to take positions that support your core values.	.983	.831	13.357	***	.874	0.899	0.69
	Makes difficult decisions based on high standards of ethical conduct.	.936	.806	12.928	***			
Balanced information processing	Solicits views that challenge his or her deeply held positions.	1.000	.829					
	Analyzes the relevant data before reaching a decision.	.984	.824	14.834	***	.860	0.877	0.703
	Listens very carefully to different points of views before coming to conclusions.	.973	.804	14.383	***			
Relational transparency	Says exactly what he or she means.	1.000	.745					
	Willing to admit mistakes when they are made.	1.063	.791	12.850	***			
	Encourage everyone to express his or her opinion.	1.083	.807	13.130	***	.893	0.905	0.657
	Lets others know who he or she truly am as a person.	1.040	.817	13.310	***			
	Openly share feeling with others.	1.019	.800	13.012	***			
Goal commitment	Hard to take our organizational goal seriously(R).	1.000	.756					
	Don't care if I achieve our organizational goal or not(R).	1.083	.750	17.921	***			
	Strongly committed to pursuing our organizational goal.	.947	.769	12.430	***	0.875	0.879	0.645
	Not take much to make me abandon this goal(R).			dropped				
	Organizational goal is a good goal to shoot for.	1.209	.830	13.491	***			

Table 2. Continued

Factor	Item	Estimate	S.C.	t-value	p-value	Cronbach's $\alpha$	CCR	AVE
Loyalty	Tells outsiders this is a good place to work.	1.000	.833					
	Says good this about organization to others.	1.107	.882	17.860	***			
	Generates favorable goodwill for the company.	.998	.843	16.628	***	.919	0.924	0.708
	Actively promotes the firm's products and services.	1.068	.792	15.097	***			
	Encourages friends and family to use firm's products and services.	1.056	.772	14.510	***			
Service delivery	Follows customers service guidelines with extreme care.	1.000	.755		***			
	Consciously follows guidelines for customer promotions.	1.015	.748	15.642	***			
	Follows up in a timely manner to customer requests and preambles.	1.053	.786	12.987	***			
	Performs duties with unusually few mistakes.	1.044	.760	12.500	***	.908	0.92	0.657
	Always has a positive attitude at work.	1.148	.820	13.621	***			
	Regardless of circumstance, exceptionally courteous and respectful to customers.	1.120	.818	13.577	***			
Participation	Contributes many ideas for customer promotions and communications.	1.000	.824					
	Make constructive suggestions for service improvement.	.967	.823	15.603	***			
	Frequently presents to other creative solutions to customers problems.	.938	.813	15.320	***	.911	0.923	0.707
	Encourages co-workers to contribute ideas and suggestions for service improvement.	.993	.831	15.809	***			
	Takes home brochures to read up on products and service.	.927	.806	15.134	***			

$\chi^2(df:563)=825.746$ ,  $p=0.000$ , Fit index: CMIN/df=1.467, GFI=0.858, AGFI=0.832, RMR=0.030, NFI=0.895, CFI=0.964, TLI=0.959, RMSEA=0.042, \*\*\*: 0.000, (R):reversed scored.

Fornell and Larcker[58], squared correlation of the constructs must be less than the AVE of each underlying construct in order for the constructs to have discriminant validity. As suggested in Table 2 and

Table 3, each AVE is ranged from 0.645 to 0.717, while squared correlations are ranged from 0.286 to 0.574. These outcomes meet the requirements of discriminant validity. As a result, it seems to be sig-

Table 3. Correlation matrix between the constructs

Variables	Means	SD	Inter-construct correlations <sup>A</sup>							
			1	2	3	4	5	6	7	8
Self-awareness	3.659	.742	1							
Moral perspective	3.562	.757	.714*							
			(.509)							
Balanced processing	3.647	.820	.696**	.606**						
			(.484)	(.367)						
Relational transparency	3.607	.786	.727**	.649*	.680**					
			(.528)	(.421)	(.462)					
	3.536	.785	.683**	.599**	.558**	.638**				
			(.466)	(.358)	(0.311)	(.407)	.758**			
Goal commitment	3.673	.810	.721**	.680**	.603**	.650**	(.57)			
			(.519)	(.462)	(0.363)	(0.422)	.700**	.717**		
Loyalty	3.654	.751	.660**	.650**	.556**	.651**	(.490)	(.514)		
			(.435)	(.422)	(0.309)	(0.423)	.649**	.714**	.729**	1
Service delivery	3.595	.792	.646**	.642**	.535**	.643**	(.421)	(.509)	(.531)	
			(.417)	(.412)	(0.286)	(0.413)				
Participation										

\*\* significant at  $p < 0.01$  (two-way).

<sup>A</sup> Two standard-error interval estimate of correlation does not include value.

( ) squared correlation.

nificant to investigate the relationship among the suggested constructs.

### Test of Hypotheses

#### 1) Results of Overall Measurement Model Testing

Table 4 illustrated the strength of the relationships among the constructs, showing path coefficients and overall goodness of model fit indices. Overall, the model was acceptable fit except GFI, AGFI, and NFI; ( $\chi^2$ :  $df=565$ )=924.949 ( $p=0.000$ ), GFI=0.840, AGFI=0.811, RMR=0.034, NFI=0.883, TLI=0.945, CFI=0.950, RMSEA=0.050. Although GFI, AGFI, and NFI do not fulfill the suggested cutoff, it is unreasonable to reject the suggested model[56,59]. Since the indices are sensitive to sample size, sole reliance on them is not recommended.

#### 2) Results of Hypotheses Testing

The path coefficients were analyzed to examine

the suggested hypotheses as follows.

First, it has been found that superiors' authentic leadership partially makes a significantly positive impact on front-line employees' goal commitment. For example, it depicts path coefficient of 0.588 for the impact of the leaders' self-awareness on goal commitment ( $t > 1.96$ ). The leaders' relational transparency makes a significantly positive impact on the front-line employees' goal commitment as well with path coefficient of 0.219 ( $t > 1.96$ ). Thus, hypothesis 1a and 1d are supported. However, moral perspective and balanced processing failed to influence their goal commitment. Thus, hypothesis 1b and 1c are rejected. Therefore hypothesis 1 is partially supported. The results are consistent with existing studies, e.g.[27], which support the significant effect of authentic leadership on the group members' commitment towards their organizations.

Second, the positive relationship between the hotel front-line employees' goal commitment and their loyalty OCBs have been proven. For example, it depicts path coefficient of 0.559 for the impact of goal

Table 4. Parameter estimates in structural model

Hypothesis	Path	S.C.	S.E.	t-value	p-value	Result
H1a	Self awareness → Goal commitment	0.588	0.165	3.893	***	Supported
H1b	Moral perspective → Goal commitment	.050	0.108	0.468	.640	Rejected
H1c	Balanced processing → Goal commitment	−.026	0.098	−0.252	.801	Rejected
H1d	Relational transparency → Goal commitment	.219	0.111	1.996	.046*	Supported
H2a	Goal commitment → Loyalty	.559	0.081	6.946	***	Supported
H2b	Goal commitment → Service delivery	.512	0.086	5.790	***	Supported
H2c	Goal commitment → Participation	.427	0.097	4.755	***	Supported
H3a	Self awareness → Loyalty	.111	0.137	0.890	0.374	Rejected
H3b	Self awareness → Service delivery	−.060	0.150	−0.425	0.671	Rejected
H3c	Self awareness → Participation	−.076	0.177	−0.512	0.609	Rejected
H3d	Moral perspective → Loyalty	.273	0.085	3.237	0.001**	Supported
H3e	Moral perspective → Service delivery	.322	0.093	3.358	***	Supported
H3f	Moral perspective → Participation	.350	0.110	3.469	***	Supported
H3g	Balanced processing → Loyalty	.045	0.076	0.555	0.579	Rejected
H3h	Balanced processing → Service delivery	−.040	0.083	−0.440	0.660	Rejected
H3i	Balanced processing → Participation	−.049	0.097	−0.512	0.608	Rejected
H3j	Relational transparency → Loyalty	.004	0.088	0.042	0.097	Rejected
H3k	Relational transparency → Service delivery	.207	0.096	2.130	0.033*	Supported
H3l	Relational transparency → Participation	.258	113	2.510	0.012*	Supported
Overall goodness of model fit indices	$\chi^2(df=565)=924.949$ , ( $p=0.000$ ), CMIN/df=1.637, GFI=0.840, AGFI=0.811, RMR=0.034, NFI=0.883, TLI=0.945, CFI=0.950, RMSEA=0.050					

\*\*\* : Significant at  $<0.001$ , \*\* significant at  $p<0.01$ , \* significant at  $p<0.05$ .

commitment on loyalty ( $t>1.96$ ). Also, the significantly positive influence of goal commitment on service delivery OCBs has been supported with path coefficient of 0.512( $t>1.96$ ). At the same time, goal commitment in the hotel industry positively significant influence on participation OCBs in this study (path coefficient of 0.427,  $t>1.96$ ). Therefore, hypothesis 2a, 2b, and 2c are supported. Therefore, hypothesis 2 is fully supported. The results are similar to the existing literature, e.g.[33], which significantly relate authentic leadership to organizational commitment.

Third, self-awareness fails to make a significant influence on loyalty, service-delivery, and participation OCBs. Therefore, hypothesis 3a, 3b, and 3c are rejected. On the other hand, moral perspective makes a significantly positive impact on loyalty(path coefficient of 0.273;  $t>1.96$ ), service-delivery(path coefficient of 0.322;  $t>1.96$ ), and participation OCBs (path coefficient of 0.350;  $t>1.96$ ). Thus, hypothesis 3d, 3e, and 3f are supported. In addition, Balanced processing fails to make a significant impact on each subfactor of service-oriented OCBs. Thus, hypothesis 3g, 3h, and 3i are rejected. Further, hypothesis 3j is

rejected and 3k and 3l are supported because the influence on service-delivery (path coefficient of 0.207;  $t > 1.96$ ) and participation OCBs are positively significant (path coefficient of 0.258;  $t > 1.96$ ) while the impact of relational transparency on loyalty OCBs don't fulfill the demand level for support. As a result, hypothesis 3 is partially supported. In other words, authentic leadership partially influence front-line employees' service-oriented OCBs in the hotel industry. The results share consistency with Valsania et al [36], which suggests the significant effect of the leaders' moral perspective and relational transparency on the employees' organizational citizenship behaviors. The result also supports the idea of Wong and Cummings [39], which proves the significant effect of a leader's relational transparency on the employees' OCBs.

### 3) The Total, Direct, Direct, and Indirect Effects

Table 5 summarizes total, direct, and indirect effects among latent variables for measurement. As shown in the table, self-awareness and relational transparency perceived by front-line employees in the hotel industry has a significantly direct impact on their goal commitment while moral perspective

and balanced processing fail to explain the variance of goal commitment. Above all, self-awareness shows the largest impact on goal commitment (path coefficient: 0.588) among all the investigated relationships.

In addition, the hotel employees' goal commitment directly influence their service-oriented OCB. Specifically, loyalty was influenced by goal commitment the most (path coefficient: 0.559). Further, self-awareness fails to explain the variance of service-oriented OCBs. However, the indirect effects of self-awareness on service-oriented OCBs through goal commitment are significantly positive: path coefficient of 0.329 ( $t < 1.96$ ) for the effect on loyalty OCBs, path coefficient of 0.301 ( $t < 1.96$ ) for the effect on service-delivery, and path coefficient of 0.251 ( $t < 1.96$ ) for the effect on participation OCBs. Moral perspective makes a significantly positive impact on all subfactors of service-oriented OCBs while it doesn't make any indirect effect on them through goal commitment. Balanced processing fails to make direct and indirect effect on all subfactors of service-oriented OCBs. Relational transparency has an insignificant effect on loyalty OCBs but has a significant effect on service-delivery OCBs and partici-

Table 5. Total, direct, and indirect effects among latent variables

		Self awareness	Moral perspective	Balanced processing	Relational transparency	Goal commitment
Total effects	Goal commitment	0.588	0.050	-0.026	0.219	-
	Loyalty	0.439	0.301	0.030	0.126	0.559***
	Service delivery	0.241	0.347	-0.053	0.320	0.512***
	Participation	0.174	0.371	-0.060	0.351	0.427***
Direct effects	Goal commitment	0.588***	0.050	0.026	0.219*	
	Loyalty	0.111	0.273**	0.045	0.004	0.559***
	Service delivery	-0.060	0.322***	-0.040	0.207*	0.512***
	Participation	-0.076	0.350***	-0.049	0.258*	0.427***
Indirect effects	Loyalty	0.329**	0.028	-0.015	0.123*	
	Service delivery	0.301**	0.026	-0.013	0.112*	
	Participation	0.251*	0.021	-0.011	0.093*	

Note: significance of indirect effect are verified using Bootstrapping, significant at \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

pation OCBs. On the other hand, the indirect impact of relational transparency on all subfactors are significant. For example, the path coefficient for the effect on loyalty OCBs is 0.123( $t < 1.96$ ). The path coefficient for the effect on service-delivery OCBs is 0.112( $t < 1.96$ ) and the path coefficient for the effect on participation OCBs is 0.093( $t < 1.96$ ).

In other words, the effect of authentic leadership on service-oriented OCBs is partially mediated through the hotel employees' goal commitment. Thus, the both hypotheses 4 presenting intervening effect of goal commitment have been partially supported. These results are consistent with Yeh and Hong [47]'s study, which proved the mediating effect of commitment towards organizations between leadership styles and job performance.

## DISCUSSION AND CONCLUSIONS

### *Findings and Implications*

Based on the study needs to find the antecedents of the hotel front-line employees' service-oriented OCBs, this study has been conducted to investigate whether the hotel superiors' authentic leadership explains the variance of their service-oriented OCBs. At the same time, this study aims to verify the intervening effect of the employees' goal commitment for the relationship between authentic leadership and service-oriented OCBs.

The result first shows that the degree of hotel employees' perception on their superiors' authentic leadership is partially related to their goal commitment. Specifically, the leaders' self-awareness makes the strongest effect on their goal commitment with path coefficient of 0.588. Relational transparency makes moderately positive effect on their goal commitment. However, the other variables including moral perspective and balanced processing fail to influence it. This shows that if hotel leaders clearly share the necessary information with their subordinates (relational transparency) based on understanding of themselves (self-awareness), the hotel employees are willing to focus on the organizational goals. It seems that the hotel employees take the organizational goals more seriously when the leaders input some trust through clear communication. However, moral perspective is inward self-regulation [60] and

balanced processing is decision making styles much related to the leaders' inward behaviors as well [14]. It seems that employees perceive these as their leaders' traits and they may not motivate the employees' positive attitudes. The suppressor effect of self-awareness and relational transparency cannot be overlooked. Relatively strong effect of an antecedent variable can suppress the other antecedent variables [61]. In other words, the relatively strong effect of self-awareness on goal commitment can suppress the other two sub-factors' impacts.

Second, the study result supports the hypothesis of the positive impact of the hotel front-line employees' goal commitment on their service-oriented behaviors. Goal commitment makes a fairly strong effect on each subfactor of service-oriented OCBs. In other words, the front-line employees will be motivated to service-oriented behaviors if they intend not to abandon the organizational goals. The organizational goals could be related to service improvement, which can increase profit level in the hotel industry. Thus, if the hotel employees are committed to the organizational goals, they increasingly make an effort for better service.

Third, the results partially support the effect of authentic leadership on service-oriented OCBs in the hotel industry. For example, moral perspective makes a positive effect on all subfactors of service-oriented OCBs and relational transparency makes a positive effect on service-delivery and participation OCBs. However, the significant effect of self-awareness and balanced processing have not been supported. Service-oriented OCBs are based on the customer-contact employees' morality and free will to provide better services to customers [23]. Therefore, leaders' moral perspective may increase the employees' moral values to enhance service-oriented OCBs. Sharing clear information regarding the organizational management could also enhance the employees' free will to make better service. However, leaders' self-awareness and balanced processing don't involve interrelationship with the subordinates. Therefore, it may not reach employees' behavioral motivation. Further, the effect of moral perspective and relational transparency on service-oriented OCBs may be relatively strong compared to those of self-awareness and balanced processing. This is called

suppressor effect[61]. That is, moral perspective and relational transparency which have relatively strong effects on service-oriented OCBs may suppress the effects of self-awareness and balanced processing.

Finally, the study results partially verify the intervening effect of goal commitment for the relationship between authentic leadership and service-oriented OCBs in the hotel industry. For example, the leaders' self-awareness makes an indirect effect on the front-line employees' loyalty, service-delivery, and participation OCBs mediated through their goal commitment. In addition, the leaders' relational transparency makes an indirect effect on their loyalty, service-delivery, and participation OCBs. The indirect effect of moral perspective and balanced processing through goal commitment have not been supported.

The study results suggest several theoretical implications for the literature of hospitality management. First, the common leadership base for several positive leadership styles has been addressed. Authentic leadership explains ethical leadership, transactional leadership, transformational leadership and so on[11]. This study identifies the significant role of authentic leadership to increase front-line employees' service-oriented OCBs in the hotel industry. Second, this study addresses the importance of goal commitment as an intervening variable for the relationship between authentic leadership and service-oriented OCBs. In addition, this study highlights the importance of the hotel front-line employees' goal commitment as a potential intervening mechanism in understanding how authentic leadership makes an impact on their subordinates. Finally, this study adds a literature to the existing stream of the relationship between positive leadership styles and organizational behaviors.

Further, this study results suggest the following practical implications. This study first depicts an importance of authentic leadership to draw hotel employees' service-oriented behaviors. Therefore, hotel practitioners need to adopt some practical training programs to make management levels acquire authentic leadership skills. Second, goal commitment is an important antecedent to motivate service-oriented behaviors. Therefore, hotel practitioners need to constantly inform and update the organizational

goals to their employees. Most of the goals in the hotel industry may associate with profit increase through more advanced services. Thus, a clear sharing of the organizational goals could be helpful to motivate their service-orientations. Finally, the hotel practitioners constantly look for and examine intervening variable to boost the significance of leadership effect on the employees' organizational behaviors.

### *Limitations and Supplements*

There are several limitations of this study. First, this study employed cross-sectional research design which makes it impossible to examine hotel employees' attitudinal and/or behavioral change over time as perceiving the superiors' leadership styles. Therefore, the ratings of authentic leadership need to be separated from the ratings of goal commitment and service-oriented OCBs. Future study can employ such a longitudinal design by examining how the hotel leaders with authentic leadership make an interaction with their followers over time. Then the leadership effects could be examined in terms of its impact on the intervening variable like goal commitment and the outcomes of service-oriented OCBs.

Second, this study limits the front-line employees in the hotel industry. Future studies should add to this study by determining the extent to which these findings extend to other hospitality industries such as airline, tourism, dining service, etc. Further, The effects of authentic leadership could be different depending on different cultures in the way that the United States and Western Europe, where individuals are more capitalism oriented egalitarianism and they could be more impressed by authentic leadership[40]. Therefore, future studies need to extend this study model by sampling another overseas hotels beyond domestic hotels and address whether there are any differences as well.

Finally, self-report survey employed in this study can cause method bias because people mostly like to respond in the socially desirable way at survey[21]. This is because they are afraid of potential repercussion effect from negative results regardless of confidentiality. This bias could be reduced if hotel employees' behaviors are observed through experimental manipulation instead of direct survey. For ex-

ample, hotel managers are intentionally asked to lead their subordinates using authentic leadership skills over time. Then front-line employees' attitudinal and/or behavioral changes can be observed in the future studies.

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