

Servant Leadership and Job Satisfaction in a Multicultural Hospitality Organization:

A Quantitative, Non-experimental Descriptive Study

Submitted by

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GRAND CANYON UNIVERSITY

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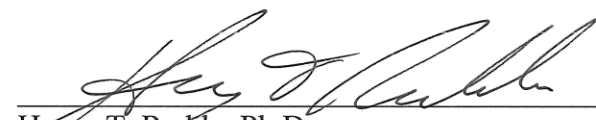
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Abstract

The purpose of this quantitative, non-experimental descriptive study was to examine the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. The theoretical foundation of the study, servant leadership, was supported by the premise that servant leaders within multicultural organizations value the job satisfaction of their employees. Thirty-nine employees completed the Organizational Leadership Assessment (OLA) survey instrument, and the data were analyzed through the utility of SPSS v. 20. The results revealed that a statistically significant relationship existed between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization ($r = 0.635$; $p < 0.0005$). Thus, the discovery of this new knowledge contributed to the fields of cross-cultural leadership, servant leadership, and hotel management regarding the potential utility of servant leadership principles within a multicultural hospitality organization.

Keywords: Servant leadership, cross-cultural leadership, multicultural organizations, hotel management

Dedication

I dedicate this to my family. Their support for my passion of diverse cultural experiences abroad and at home encouraged me to accomplish this journey.

Acknowledgments

There are three groups of people I want to acknowledge for their support in completing this doctoral degree. First, I want to thank the entire staff and my cohort at Grand Canyon University for making this journey a reality. I especially want to thank Dr. Marline Campbell for her dedicated service and solution-oriented mindset as Committee Chair; Dr. Nancy Walker for her common-sense approach to the methodology of the study; Dr. Andrew McGill for sharing his corporate, cross-cultural experience to the enhancement of the study. I also want to thank Dr. Gayle Grant, Dr. Daniel Smith, and Mr. David Wall for their encouragement at Summer Residency 2012. Lastly, I want to thank Dr. Cristie McClendon and Dr. Ron Dougall for providing significant contribution in the completion of the manuscript.

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Chapter 1: Introduction to the Study

Introduction

The motivation for this quantitative, non-experimental descriptive study was a desire to better understand if and to what extent a relationship existed between servant leadership and job satisfaction within a multicultural hospitality organization. The theoretical foundation of the study, servant leadership, was supported by the premise that servant leaders within multicultural organizations value the job satisfaction of their employees. The researcher anticipated that the results would reveal a statistically significant relationship between servant leadership and job satisfaction within a multicultural hospitality organization. Furthermore, the researcher anticipated that the results would provide new information for the existing body of knowledge pertaining to servant leadership and job satisfaction within various types of hospitality organizations.

Although studies have been conducted on the use of servant leadership in multinational organizations, none were found that used the Organizational Leadership Assessment (OLA) survey instrument to quantitatively examine if servant-leadership principles were correlated to employee job satisfaction in a culturally diverse hospitality organization (Molnar, 2007; Winston & Ryan, 2008; Trompenaars & Voerman, 2010). Therefore, the researcher conducted the study based on the premise that servant leadership principles would be positively perceived by employees, thus, positively affecting their job satisfaction. Chapter 1 includes the background of the study, the problem and purpose statements, research question and hypotheses, and rationales for the methodology and design for the study. The significance of the study and how it advances

scientific knowledge in the field is discussed along with assumptions and limitations. Key terms are defined and the chapter ends with a summary.

Background of the Study

Over the last 40 years, researchers have conducted studies within the disciplines of servant leadership, sustainable leadership, cross-cultural leadership, and hotel management (Chhokar et al., 2007; Den Hartog et al., 1999; Dierendonck & Nuijten, 2010; Fullan, 2005; Greenleaf, 2002; Hargreaves & Fink, 2003; Hofstede, 1980; House et al., 2004; McCann & Holt, 2010; Moran et al., 2011; Nohria & Khurana, 2010; Patterson et al., 2007; Pekerti & Sendjaya, 2010; Pizam, 2008; Upchurch, 1998). Some of the most significant studies focused on common leadership traits that were perceived as transferrable to, or common with, other cultures, namely, transformational, contingency, situational, charismatic, servant leadership, and hybrid leadership models (Adler, 2008; Chhokar et al., 2007; Den Hartog et al., 1999; House et al., 2004; Munyanyiwa, 2009; Seaver, 2010; Sokoll, 2011; Winston & Ryan, 2008).

In the last 10 years, a significant amount of research focusing on servant leadership and job satisfaction was conducted that further contributed to the current study in regards to methodology (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; OLA Group, 2012; and Salie, 2008). Each cited researcher examined follower perceptions of servant leadership and job satisfaction employing Laub's (1999) OLA survey instrument in conjunction with other instruments measuring various moderating variables. However, there were no studies found that conducted research examining servant leadership and job satisfaction in the setting of a multicultural hospitality organization.

Furthermore, a shift was observed in the literature review regarding multicultural leadership research. Rather than observing the effectiveness of Western leadership theories in cross-cultural environments, more researchers examined leadership theories based on the cultural endorsement of implicit leadership value dimensions (Adler, 2008; Chhokar et al., 2007; House et al., 2004). This trend was narrowed to the effect of culture-specific value-dimensions such as individualism and collectivism on multinational organizations (Parker et al., 2009).

During the development of servant leadership, Hofstede (1980) produced a seminal work on the cultural dimensions of leadership. This seminal work became a tool for assessing the sustainability of cross-cultural leadership theories (Hofstede, 2001). The Global Leadership and Organizational Behavior Effectiveness (GLOBE) Project and World Values Survey (WVS) represent two research organizations that produce cross-cultural leadership data sets and articles discussing cultural influences on leadership (House et al., 2004; WVS, 2009).

Since the inception of servant leadership, researchers have been developing instruments to validate the efficacy of the theory. Relying on the concepts and definitions provided by the works of Greenleaf (1977), researchers developed and tested instruments such as Laub's (1999) Organizational Leadership Assessment, Page and Wong's (2000) Servant Leadership Profile, Barbuto and Wheeler's (2006) Servant Leadership Questionnaire, Dennis and Bocarnea's (2005) Servant Leadership Assessment Instrument, Sendjaya, Sarros, and Santora's (2008) Servant Leadership Behavior Scale. Other instruments include Dierendonck and Nuijten's (2011) Servant Leadership Survey, Hayden's (2011) Greenleaf's Best Test, and Liden's et al. (2008) Servant Leadership

Assessment. The most prominent instrument to be tested and validated was the Organizational Leadership Assessment developed by Laub (1999), which was the instrument used in this study.

In summary, significant research exists demonstrating the significance of cultural values in relation with the leadership of an organization. Similarly, significant research exists demonstrating the theoretical legitimacy and efficacy of the servant leadership theory within various types of organizations (Asante, 2005; Autry, 2001; Buchen, 1998; DeGraaf, Tilley, & Neal, 2004; Dierendonck & Nuijten, 2011; Dennis & Bocarnea, 2005; Fields & Winston, 2010; Greenleaf, 1977, 2002; Hannigan, 2008; Hebert, 2003; Laub, 1999; Liden, Wayne, Zhao, & Henderson, 2008; Patterson, 2003; Pekerti & Sendjaya, 2008; Russell & Stone, 2002; Sokoll, 2011; Spears, 2004). Contained within the research of cross-cultural leadership and servant leadership are fundamental principles of leadership designed to promote satisfaction regardless of individual perception, culture, and socioeconomic governance (Hall, 2010). This noted similarity between cross-cultural leadership and servant leadership research further prompted the researcher to conduct this study.

Problem Statement

The problem this study addressed was that it was not known if, and to what extent, a relationship existed between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization located in the Mid-Atlantic. Based on a review of the literature, the researcher discovered two gaps in prior studies on this topic. The first gap was noticed within the review of literature on the subject of general leadership and cross-cultural leadership. The researcher became

intrigued by other researchers' pursuit to define effective leadership principles with respect to job satisfaction within various organizations (Avolio & Gardner, 2005; Foss & Klein, 2008; Great Place to Work, 2012; Pierce & Newstrom, 2006; Spears, 2010). The researcher observed that the question of nature versus nurture continued to be of great import to leadership research (Arvey et al., 2006; Bass & Bass, 2008; Ibarra et al., 2010; Kirkpatrick & Locke, 1991). Additionally, researchers discovered that cultural value-dimensions predominately moderated leadership value-dimensions with respect to job satisfaction (Chen et al., 2006; Dickson et al., 2003; Hall, 2010; Munley, 2011). Consequently, researchers began to examine if cultures share common leadership core values (Den Hartog et al., 1999; Dierendonck & Nuijten, 2011; Hall, 2010; Hofstede, 1980, 2001; House et al., 2004; McLaurin, 2008; Patterson et al., 2007; Ronen & Shenkar, 1985; Winston & Ryan, 2008). The abundance of literature regarding leadership and culture compelled this researcher to further examine the cultural variable in relation to leadership from the perspective of U.S. companies with a multicultural employee-base.

The second gap came from the review of statistical data presented by the Bureau of Labor Statistics (BLS). According to the Bureau of Labor Statistics (2012), the total number of foreign-born persons participating in the U.S. workforce increased by 5.1% from 1996 to 2012 (Mosisa, 2004). Since 1996, an additional 11.1 million foreign-born persons have been added to the U.S. workforce, which brings the total foreign-born U.S. workforce to 25.1 million. The 25.1 million foreign-born persons represent 19% of the total U.S. workforce, which can be illustrated as a 1 to 5 ratio of foreign-born persons to native-born persons. Thus, the foreign-born workforce has significantly increased,

leading to the need for research to be conducted on the factors that contribute to the leadership preferences and job satisfaction of the foreign-born population.

The magnitude and importance of these gaps led to an observation on the part of the researcher that a multicultural hospitality organization following servant leadership principles could significantly influence employee job satisfaction. According to Dorfman and House (2004), leadership models that contribute to job satisfaction promoted the sustainability of an organization. The benefit of this study was the opportunity to examine a multicultural hospitality organization utilizing servant leadership principles. The benefit of the examination may help hospitality leaders with decisions that may support human resources and profitability. Therefore, the researcher anticipated that the results of the study would reveal a statistically significant relationship between servant leadership and job satisfaction as perceived by culturally diverse employees, providing probable consideration for the sustainability of servant leadership within a multicultural hospitality organization.

Purpose of the Study

The purpose of this quantitative, non-experimental descriptive study was to examine the relationship between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic. Servant leadership was the independent variable, and job satisfaction was the dependent variable. The instrument used to collect the data was Laub's (1999) OLA survey instrument. The anticipated result of the study was the contribution of new knowledge to existing research regarding servant leadership and job satisfaction within a multicultural hospitality organization.

Research Question and Hypotheses

Since 1999 when Laub developed the OLA survey, several researchers have examined the relationship between servant leadership and job satisfaction within various organizations (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hall, 2010; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; OLA Group, 2012; and Salie, 2008). Through the efforts of these previous researchers, the OLA survey instrument's theoretical framework, reliability, and validity, have been established. In addition, research results demonstrated that a statistically significant correlation existed between servant leadership and job satisfaction, which contributed to the sustainability of servant leadership within an organization.

The purpose of the study was to contribute to the existing body of knowledge by examining the relationship between servant leadership and job satisfaction within a multicultural hospitality organization with the use of Laub's (1999) OLA survey instrument. Servant leadership was the independent variable and job satisfaction as denoted by culturally diverse employees was the dependent variable. In addition to an ANOVA, a correlational analysis was performed between these two variables moderated by the demographic variable of birthplace and cultural designation in order to assess overall perception of servant leadership and job satisfaction as perceived by culturally diverse employees, which is presented in the following research question and corresponding hypotheses:

R1: Is there a statistically significant relationship between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic?

H₁: There is a statistically significant correlation between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic.

H₀: There is no statistically significant correlation between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic.

Advancing Scientific Knowledge

Although the idea of utilizing servant leadership as a potential solution to multinational organizations has been studied, no research was found that used the OLA survey instrument to quantitatively examine if servant leadership principles affected job satisfaction within a multicultural hospitality organization (Molnar, 2007; Trompenaars & Voerman, 2010; Winston & Ryan, 2008). The researcher anticipated that the results would reveal a statistically significant relationship between servant leadership and job satisfaction within a multicultural hospitality organization. Additionally, the researcher anticipated the results would reveal that these perceptions did not significantly differ among employees from various cultures. Thus, the researcher anticipated that the study would contribute to the body of knowledge on servant leadership by exploring how an organization's leadership value-dimensions could be harmonized with culturally diverse employee perceptions of leadership as measured through employee job satisfaction.

Significance of the Study

During the review of the literature, the researcher discovered two contributing sources that revealed the relevance of the study. First, the researcher noted a significant gap in research examining the relationship between servant leadership and job

satisfaction within multicultural hospitality organizations. Even within the fields of study of hospitality management and cross-cultural leadership, there were no studies evaluating the potential utility of servant leadership within a multicultural organization to achieve greater job satisfaction. The only similar studies were those of Brownell (2010), Gonzalez and Garazo (2006), and Wu, Tse, Fu, Kwan, and Liu (2013) which examined the utility of servant leadership within hospitality organizations to achieve improved organizational commitment. Secondly, data revealed a gap in the understanding of the multicultural significance within the U.S. workforce as revealed by the Bureau of Labor Statistics (2012).

Thus, this study was significant in two ways. First, the researcher anticipated that the study would fill a research gap in literature by examining the relationship between servant leadership and job satisfaction within a multicultural hospitality organization, since no others studies were identified as having conducted such an examination. Secondly, the quantitative, non-experimental descriptive approach taken in the study was similar to previous research validating servant leadership efficacy of sustainability through the use of the OLA survey instrument. By following a similar research approach taken by previous studies, the study was grounded in the servant leadership theory, which was supported by research from cross-cultural leadership and hotel management.

Rationale for Methodology

A quantitative methodology was selected for this study to examine the relationship between servant leadership principles and job satisfaction as perceived by culturally diverse employees within a multicultural hospitality organization. As one searches for a methodology, certain criteria must be established. A quantitative

methodology involves empirical analysis of data that has been collected from a sample of people from specific populations to make generalizable observation for the whole based on the measure of relationships (Amaratunga, Baldry, & Newton, 2002; Creswell, 2009). For this study, a quantitative methodology was selected to examine the relationship between two variables. The independent variable was servant leadership, and the dependent variable was job satisfaction.

A qualitative methodology utilizes inductive reasoning to examine the reality of perceptions and observations as determined by the researcher (Creswell, 2009). The researcher of a study is the data collection instrument and observes and/or interviews in the field (Creswell, 2009). The purpose of this study was not to glean a thick, rich description of participant perceptions regarding the topic of job satisfaction and servant leadership. Instead the goal was to gather numeric data and to determine if a relationship existed between the two. Thus, a quantitative method was deemed more appropriate than a qualitative method.

Nature of the Research Design for the Study

The production of valid and aligned studies requires researchers to be persistent and thorough in the pursuit of deep learning regarding the content being examined. According to Young (2005), research was defined as a process of investigation by which one learns to ask the right questions and to know when new knowledge was found. Consequently, credibility, transferability, dependability, and provability are of the utmost importance in producing quality research (Thombs, 2005). Therefore, the selection of a research methodology and design was equally important to achieve the aforementioned attributes of quality research.

In regards to the research design, there are two basic types of research questions that shape the design of research project: What and why (Creswell, 2009). The what-question is used in descriptive research, and the why-question is used in explanatory research. From these two questions, a broader set of research designs were created. There are three general quantitative research methodologies: randomized or true experiment, quasi experimental, and non-experimental (Creswell, 2009). Random or true experiments focus on cause and effect relationships. Quasi experiments also look for cause and effect, but do not manipulate the groups being studied, unlike the true experimental design. Non-experimental studies focus on observing and recording phenomena found within a sample or groups of samples of a population that is representative of the whole. For the purposes of this study, the goal was to measure the correlation between two variables that would be descriptive of similar multicultural hospitality organizations within the Mid-Atlantic area.

A correlational approach to a study measures the degree of relationship between two or more variables (Salkind, 2003). The association can be evaluated by the degree of association one variable affects the other (Salkind, 2003). If the relationship is positive, then there is a linear relationship between the variables. That is, if one variable is perceived positively, then the other is also be perceived positively. Thus, a correlation is determined. If there is no correlation between the two variables, then there is no statistically significant effect of one variable on the other, positively or negatively. Furthermore, a correlational design is considered to be a non-experimental design since the purpose of the researcher is to analyze the interaction of variables within a sample to predict similar outcomes within an entire population (Creswell, 2009) In contrast, true experiments investigate cause-and-effect relationships where the researcher manipulates

the variables in order to predict cause-and-effect relationships between variables (Creswell, 2009).

The approach taken in the study was similar to previous research validating servant leadership efficacy of sustainability through the use of Laub's (1999) OLA survey instrument (Appendix A). The difference, however, of this study was determined to be the examination of the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization, which was the noted gap in the review of the literature. Through the use of Laub's (1999) OLA survey instrument (Appendix A) data were collected from 39 people from various cultures within a hotel located in the Mid-Atlantic. The data collected from the employees were entered into SPSS v. 20, coded, and analyzed using descriptive analysis, a two-way analysis of variance (ANOVA), and Pearson's correlation coefficient analysis to answer the research question and hypotheses. Thus, a non-experimental descriptive design was selected.

Definition of Terms

This section of the study defined the study constructs and provided a common understanding of the technical terms, exclusive jargon, and various terminology used within the scope of the dissertation.

Affinity. A likeness based on relationship or causal connection (Merriam-Webster, 11th ed.).

Axiology. The study of how value, theory, ethics, aesthetics, and logic were developed within human behavior (Hall, 2010). Specifically for the study, axiology is

referenced to the relationship cultures share with each other regarding the value of leadership.

Axiometric. The ranking of value based upon the goodness-of-fit of leadership dimensions with servant leader value dimensions (Hall, 2010).

Culture. As defined by the GLOBE Project – “culture is defined as shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations” (House et al., 2004, p. 15).

Culturally diverse. The population of the study represented a multicultural sampling of employees within various work assignments of a hospitality organization located in the Mid-Atlantic. Although the hospitality organization did not represent all potential multicultural settings, the employee-base was representative of an organization having more than one culture and ethnicity present (Jackson, 2006). According to Jackson’s investigations, one common attribute of a multicultural organization was the presence of diverse social and cultural groups throughout the organization. The other attributes of a multicultural organization were reflected in the acculturation and enculturation manifested within the organization to support a homogenous organizational culture. Thus, the hotel was designated as a multicultural organization based on these assumptions.

Culturally endorsed implicit leadership theory (CLT). The development of this theory evolved from four theories: implicit leadership theory, value-belief theory, implicit motivation theory, and structural contingency theory (House et al., 2004). CLT

demonstrates within each culture which of the six global leadership dimensions is most effective.

Emic. A specific view of culture as observed by an individual from within the culture (House et al., 2004).

Ethnicity. As defined by Baumann (2004), ethnicity “is a product of self and group identity that is formed in extrinsic/ intrinsic contest and social interaction. Ethnicity is not the same as nor equal to culture. Ethnicity is in part the symbolic representations of an individual or a group that are produced, reproduced and transformed over time” (p. 14).

Etic: A general view of culture as observed by an individual from without the culture (House et al., 2004).

Explicit values. Learned responses to environmental stimuli: a confirmation of how things should be (Chhokar et al., 2007).

Extrinsic value. A collective commitment to a thought or belief that fortifies a value to be held as good (House et al., 2004).

Global. The interrelation and interconnection of cultures regarding organization, societal custom, politics, and economics (House et al., 2004; Molnar, 2007). For example, when an idea, product, philosophy, or practice goes worldwide, the globalization process is beginning.

Globalization. The process and potential of assimilating new ideas, products, philosophies, or practices from other cultures through reciprocity (House et al., 2004; Molnar, 2007).

Implicit values. Natural responses to environmental stimuli: a confirmation of how things are (Chhokar et al., 2007).

Intrinsic value. A personal commitment to a thought or belief that fortifies a value to be held as good (House et al., 2004).

Job satisfaction. Job satisfaction is a psychological condition governed by organizational climate and psychological contract. That is, job satisfaction and leadership positively correlate when the organization's leadership is governed by comprehensive principles targeted to support significant growth in relationships and skills (Drury, 2004a; Greenleaf, 1977; Herzberg, 1979; Iaffaldano & Muchinski, 1985; Kickul & Liao-Troth, 2003; Laub, 1999; Locke, 1969).

Leadership. As defined by the GLOBE Project – “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members” (House et al., 2004, p. xxii).

Natural order. A worldview belief that elements of organization follow inherent laws of performance (IOG, 2012).

Organizational culture. Aggregates of a society reflect explicit values (Chhokar et al., 2007).

Organizational governance. Organizational governance is defined as a guide for determining “who has power, who makes decisions, how others make their voice heard, and how account is rendered” (IOG, 2012, p. 1). According to IOG, organizational governance evolves from a society who delegates the role of authority, defines decision-making policies, and establishes performance expectations.

Servant leadership. The combination of servant leadership expresses a worldview for this paper. It is the grammatical recognition through hyphenation that the two nouns are coequal in significance (Wallace, 2007).

Servant leadership theory. Greenleaf (1970) introduced the concept of servant leader. The servant leader values focus attention on service which is the qualifier for a leader. Greenleaf (2002) stated that “the great leader is seen as servant first” (p. 21). This statement epitomizes the core principle of the servant leadership theory.

Societal culture. Individuals of a society reflect explicit values, and a collective of a society reflect implicit values (Chhokar et al., 2007).

Sustainability. Sustainability is defined as the perpetual capacity to meet the needs for the present without compromising future endeavors to achieve the same provision (Ehrenfeld, 2004). The components most affecting sustainability of an organization are cultural values and behaviors of the leadership and followership measured by satisfaction (Hofstede, 2001; House et al. 2004; Moran et al., 2011; Trompenaars & Voerman, 2010). Hargreaves and Fink (2003) defined sustainable leadership as a mutual undertaking that does not deplete resources from itself or surrounding communities by actively engaging challenges or opportunities through collaborative partnerships that promote shared learning and development.

Values. A belief forged by commitment and determination to secure the sustainability of humanity (Hall, 2010).

Universal. In the scope of this study, this term was used in association with value-dimensions that are considered core values recognized by all people (House et al., 2004).

Assumptions, Limitations, Delimitations

The general precept of the study assumed that people of all cultures value organization, leadership and satisfaction. These cultural values are manifested in various culture-specific approaches of leadership, partnership, and stewardship. The fundamental concept of these approaches revolves around service towards something or someone in order to achieve perpetuity. The chosen approaches or methods of leadership, partnership, and stewardship represent correlational influence from environmental variables such as cultural leader-follower value-dimensions affecting satisfaction (House et al., 2004; Maslow, 1959). Contained within the study were assumptions, limitations, and delimitations.

Assumptions. The study assumed these correlations could be measured as noted in the following assumptions:

1. The researcher assumed that cultures shared core implicit and explicit values.

Based upon the evidence provided by the GLOBE Project and other research scholars, this assumption demonstrated credible authority (Chhokar et al., 2007; Den Hartog et al., 1999; Dickson et al., 2003; Gelfand et al., 2008; House et al., 2004; Molnar, 2007; Winston & Ryan, 2008).

2. The researcher assumed that core leadership values were globally endorsed.

Based upon the evidence provided by the GLOBE Project and other research scholars, this assumption demonstrated credible authority (Chhokar et al., 2007; Den Hartog et al., 1999; Dickson et al., 2003; Gelfand et al., 2008; House et al., 2004; Sokoll, 2011; Winston & Ryan, 2008).

3. The researcher assumed that servant leadership possessed core servant leader value dimensions that are culturally endorsed. Based upon the significant relationship servant leadership shares with transformational leadership and the significant studies demonstrating transformational leadership possessing attributes favorable of being labeled as a universally endorsed leadership theory, this assumption demonstrated credible authority (Den Hartog et al., 1999; Mancheno-Smoak et al., 2009; Montagno, & Kuzmenko, 2004; Patterson, Redmer, & Stone, 2003; Pekerti & Sendjaya, 2010; Stone, Russell, & Patterson, 2003).
4. The researcher assumed that the OLA survey instrument represented the servant leadership theory through the six servant leader value dimensions: 1) values people, 2) develops people, 3) builds community, 4) displays authenticity, 5) provides leadership, 6) shares leadership (Laub, 1999). Based upon the review of the validation and reliability procedures used and the almost unanimous acceptance of the OLA survey instrument within the servant leader research community, this assumption demonstrated credible authority.
5. The researcher assumed that the OLA survey instrument is a validated survey instrument measuring servant leadership attributes and job satisfaction within various organizations. Based upon the review of the validation and reliability procedures used developing Laub's (1999) OLA survey instrument and the extensive use by other researchers, this assumption demonstrated credible authority (OLA Group, 2012).
6. The researcher assumed that the participants of the survey represent a multicultural hospitality organization located in the Mid-Atlantic. The researcher

further assumed that the participants of the survey were representative of the data produced by the Bureau of Labor Statistics pertaining to the ratio of foreign-born persons within an organization operated in the United States. Based upon the data reviewed from the Bureau of Labor Statistics and the researchers general knowledge of the employees within the organization to be studied, this assumption demonstrated credible reliability.

7. The researcher assumed that a positive relationship between servant leadership and job satisfaction within a multicultural hospitality organization would be revealed by the data analysis. Based upon previous research, this assumption demonstrated credible reliability (Chu, 2008; Drury, 2004a; Hebert, 2003; Molnar, 2007; Salie, 2008).
8. The researcher assumed that managers and supervisors of the multicultural hospitality organization being examined, who were foreign born, possessed intermediate English Language skills to understand the OLA survey instrument, the demographic questions attached to the OLA survey instrument, the consent form, and the consent form. Based on the requirements of the work assignments for managers and supervisors, this assumption demonstrated credible.
9. The researcher assumed that the documents translated in Spanish for the OLA survey instrument, the consent form, and the confidentiality statement are reliable certified translations from a third party company known as Fox Translate. Based on the legal guarantee and the method of back-translation between two certified interpreters provided by Fox Translate, this assumption demonstrated credibility.

10. The researcher assumed that all 40 employees would participate in the survey exercise. Prior to the administration of the survey and during the administration of the survey, the entire employee staff had verbally agreed to participate.

Limitations. The study's unique contributory research came from the examination of the relationship between servant leadership and job satisfaction. The uniqueness of the study came from the examination of the relationship as experienced by employees from various cultures within a hospitality organization. Based on the review of literature, the study was the first that examined the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees with the OLA survey instrument within a hospitality organization.

The population of the study represented a multicultural sampling of employees within various work assignments of a hospitality organization located in the Mid-Atlantic. Although the hospitality organization did not represent all potential multicultural settings, the employee-base was representative of an organization having more than one culture and ethnicity present (Jackson, 2006). According to Jackson's investigations, one common attribute of a multicultural organization was the presence of diverse social and cultural groups throughout the organization.

The other attributes of a multicultural organization were reflected in the acculturation and enculturation manifested within the organization to support a homogenous organizational culture. Thus, the hotel was designated as a multicultural organization based on these assumptions, and the study's results may be generalizable with similar hospitality organizations possessing a multicultural employee-base. However, a few limitations of the study are presented in the following paragraphs.

First, within the hotel's employee-base were individuals whose native language was not English. The languages spoken by these individuals vary from Hindi, Korean, Spanish, Tagalog, and Thai. Also, within the hotel's employee-base were various cultures representative of the Anglo, Confucian Asian, Southern Asian, and Latin American cultures, which are representative of the 10 cultural clusters identified in the GLOBE Project (House et al., 2004). Appendix F provided insight into the 10 cultural clusters. Based upon the review of the data from the Bureau of Labor Statistics and the researcher's general knowledge of the hotel organization, the uniqueness and specificity of the hotel organization proved to be a limitation regarding the generalizability of the study (BLS, 2012).

Second, based on the general knowledge of this researcher, who was previously employed by the organization being studied but no longer was employed at the data collection phase, all of the foreign-born individuals appeared to have intermediary English skills for reading, writing, and conversational English, which was concluded based on written and conversational job requirements for employment. This observation of intermediary English skill demonstrated a possible limitation to the study, and the limitation was addressed by providing translated documents for the consent form, confidentiality statement, and the OLA survey instrument. Given the fact that the researcher was employed previously at this organization, some survey response bias is possible because of this connection, however this was controlled to the maximum extent possible through the anonymity achieved through the coding responses of the survey.

Based on previous research that conducted surveys in other countries, the researchers produced or acquired translated documents to accomplish the research. This

researcher, for the study, provided the necessary certified translated documents delivered by Fox Translate to accomplish the study. Although certified translations were provided, the interpretation of content was solely dependent upon personal experiences of the participants. However, the findings demonstrated that each cultural group did not significantly vary from the group's total mean scores.

The third limitation of the study pertained to the administration of the OLA survey instrument. The original administration of the survey instrument was paper-and-pencil. Currently, the OLA survey instrument is designed to be taken online. However, this study used the original paper-and-pencil version of the OLA instrument, but the researcher entered the data online according to the instructions of Dr. Laub. The choice to use paper-and-pencil was due to the fact that all the participants took the survey at the hotel and that there were not enough computers for all the participants to take the survey within a controlled group setting. This process may have unforeseen limitations via input and technological challenges. However, both paper-and-pencil and online versions have been conducted in other studies, and significant research products have been created (Chu, 2008; Hebert, 2003).

The fourth limitation of the study was its generalizability. According to Creswell (2009), generalizability was defined as the transferability of a study's findings and conclusions retrieved from a sample population, which could be viewed as a statistically probable occurrence within the general population. Although the sample population of the multicultural hospitality organization was indicative of similar hospitality organizations within the Mid-Atlantic, the generalizability of the study to other regional

hospitality organizations may be limited because of the multicultural variability, as well as the small sampling size ($n = 39$).

Delimitations. Delimitations are variables of the study over which the researcher has direct control. In this study, the delimitation was the selection of a single hotel with a multicultural employee-base. However, the scope of the study was to examine in small scale the practice of servant leader principles within a multicultural hotel in order to make practical observations that are generalizable to other hospitality organizations of similar dynamics.

The data to be collected were gathered by Laub's (1999) OLA survey instrument and selected demographic data such as gender, ethnicity, birthplace, cultural designation, and employment level (Appendix F). Although other instruments could have been used and more demographic data collected such as age, the researcher chose a common instrument used in previous research, and the only necessary demographic data for this study were birthplace and cultural designation. Based on this choice, the researcher believed the study would contribute to the existing body of knowledge by further validating the OLA survey instrument and by contributing new knowledge by observing the influence of the cultural variable on leadership effectiveness.

Summary and Organization of the Remainder of the Study

The last 40 years of leadership research has contributed significantly to an improved understanding of the relationship between national cultures and positively perceived leadership principles. One aspect of this study was to examine an attribute of the United States' national culture: namely, the multicultural attribute. Since the works of Hofstede (1980) and the GLOBE Project, new theoretical frameworks have been

developed to examine the multicultural variable (House et al., 2004). Since their inception, many studies have investigated the utility of various leadership theories within various cultural environments. From these studies, researchers have begun to understand the significance of implicit and explicit leadership value-dimensions (House et al. 2004). The benefit of such knowledge has been evident in clearer definitions regarding leadership and culture from a multicultural perspective.

From this perspective, researchers have produced data results that suggested the possibility of universally accepted leadership value-dimensions such as those found within servant leadership (Winston & Ryan, 2008). Even from a historical analysis of the United States' evolution in leadership concepts, this theme of common leadership value-dimensions was present (Adler, 2008; Bass & Bass, 2008; Dorfman & Howell, 1997). It has been further noted that during this development of U.S. leadership history that the multicultural variable demonstrated significant relationship with leadership and followership interaction (Bass & Bass, 2008; Dickson et al., 2003; House et al., 2004; McLaurin, 2008). However, more significant research is needed to improve our understanding how culture relates to leadership and followership interaction within a multicultural context. Consequently, the purpose of this study was to address this need by conducting a quantitative, non-experimental descriptive study examining the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. More specifically, this study addressed the gap in research noted within the review of the literature. The noted gap in research revealed that it was not known if, and to what extent, a relationship existed between servant leadership and job satisfaction within a multicultural hospitality organization.

With the aid of the purpose statement, the context of Chapter 2 was established to be an examination of what was known about the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. Therefore, the review of the literature was established upon five content areas: 1) leadership and culture; 2) servant leadership; 3) job satisfaction; 4) servant leadership and job satisfaction in hospitality settings; 5) job satisfaction and culturally diverse employees in hospitality settings. In order to limit the scope of the review of literature further, the researcher sought studies that combined all five aspects of the content areas, since this was the context of the organization being examined. Following Chapter 2, the researcher described the methodology, research design, and procedures in Chapter 3. In Chapter 4, the researcher detailed how the data analysis was conducted and provided both a written and graphic summary of the results. Finally, in Chapter 5, the researcher presented his interpretation and discussion of the results, as it relates to the existing body of research, which was governed by the five content areas established in the purpose statement.

Chapter 2: Literature Review

Introduction to the Chapter and Background to the Problem

The purpose of this study was to examine the relationship between servant leadership and job satisfaction with a multicultural hospitality organization. With the aid of the purpose statement, the organization of the literature review was established to be an examination of what was known about the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. Therefore, the review of the literature was established upon five content areas: 1) leadership and culture; 2) servant leadership; 3) job satisfaction; 4) servant leadership and job satisfaction in hospitality settings; 5) job satisfaction and culturally diverse employees in hospitality settings. In order to limit the scope of the review of literature further, the researcher sought studies that combined all five aspects of the content areas, since this was the context of the organization being examined. The result of the review of literature revealed that no research had been conducted examining all five content areas within one study. Thus, the researcher sought studies that examined combinations of the five content areas in order to gain insight on current theoretical frameworks.

Survey of the literature. A comprehensive search was conducted utilizing Grand Canyon University's Library. The databases utilized included ABI/INFORM Global, Academic Search Complete, Dissertations & Theses: The Humanities and Social Sciences Collection, ebook Collection, ebrary, EBSCO, Emerald Management, ERIC, Google Scholar, IBISWorld, ProQuest Central, and Sage Research Methods. The key words and combinations of the key words that were utilized in the database search

included: leadership, culture, multicultural, values, implicit leadership theory, servant leadership, job satisfaction, hospitality, and hotel management.

Table 1 presents the topics researched and the sources found. In total, 147 peer-reviewed articles, 30 dissertations, 41 books and 14 other sources were reviewed. In the following sections of this chapter a background to the study and a presentation of the theoretical foundation was addressed. The background of the study was limited to the era of the 1970s to the present since this was the time in which Greenleaf's (1971) servant leadership theory, and Hofstede's (1980) and House's et al. (2004) cultural leadership theory were introduced. The theoretical foundation section of the chapter was limited by the cultural approach theory and the social identity theory, which encompasses the value constructs of servant leadership, cross-cultural leadership, job satisfaction, and servant leadership in hospitality management.

Table 1

Summary of Literature Reviewed by Topic and Trends

Theoretical concepts, topics, and trends	Peer-reviewed journal articles	Dissertations	Books	Other
Leadership	22	4	5	2
Culture/ Multicultural	33	1	9	1
Values	26	1	10	1
Implicit Leadership Theory	12	1	3	0
Servant leadership	26	10	9	4
Job Satisfaction	13	10	4	3
Hotel Management	15	3	1	3
Total literature reviewed*	147	30	41	14

* Total sources utilized for the dissertation.

In the following section, a general overview of leadership and culture, servant leadership, job satisfaction, servant leadership and job satisfaction in hospitality settings, and job satisfaction and culturally diverse employees in a hospitality setting is presented. Following the general overview, the theoretical foundation of the study is presented. Finally, the review of the literature is presented.

Background to the study. During the last 40 years, leadership researchers have contributed significant research within the disciplines of servant leadership, cross-cultural leadership, and hotel management (Chhokar et al., 2007; Den Hartog et al., 1999; Dierendonck & Nuijten, 2010; Fullan, 2005; Greenleaf, 2002; Hargreaves & Fink, 2003; Hofstede, 1980; House et al., 2004; McCann & Holt, 2010; Moran et al., 2011; Nohria & Khurana, 2010; Patterson et al., 2007; Pekerti & Sendjaya, 2010; Pizam, 2008; Upchurch, 1998). Much of the research focused on common leadership theories and models: namely, transformational, contingency, situational, charismatic, servant leadership, and hybrid leadership models (Adler, 2008; Chhokar et al., 2007; Den Hartog et al., 1999; House et al., 2004; Munyanyiwa, 2009; Seaver, 2010; Sokoll, 2011; Winston & Ryan, 2008; Wu et al., 2013). Additionally, a significant amount of research focusing on servant leadership and job satisfaction was conducted that further contributed to this study in regards to methodology (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; OLA Group, 2012; and Salie, 2008). Each cited researcher examined a followership's perception of servant leadership and job satisfaction employing Laub's (1999) OLA survey instrument in conjunction with other instruments measuring various moderating variables. However, there were no studies that

examined the relationship between servant leadership and job satisfaction within a multicultural hospitality organization.

Within the field of cross-cultural leadership, a shift was observed in the approach taken to examine cross-cultural leadership theories. Rather than observing the effectiveness of Western leadership theories in cross-cultural environments, more researchers were examining leadership theories based on the cultural endorsement of implicit leadership value dimensions (Adler, 2008; Chhokar et al., 2007; House et al., 2004). This trend has been further narrowed to the effect of culture-specific value-dimensions such as individualism and collectivism on multinational organizations (Parker et al., 2009). For this study, the cross-cultural review of the literature provided insight into cultural intrinsic and extrinsic values that affect the relationship between servant leadership and job satisfaction within a multicultural hospitality organization.

More importantly, though, the concept of a universal or synergistic leadership theory has come to the forefront because of the changing demographics of the U.S. workforce (BLS, 2012). Since 1996, the U.S. workforce has had a 5.1% increase in foreign-born persons. At the time of this study, approximately 25.1 million foreign-born persons were working within the U.S. workforce, which was approximately 19% of the total workforce (BLS, 2012). Thus, acculturation and enculturation within an organization became a specific area of interest to the researcher as it related to the multicultural relationship with leadership and to the study's theoretical foundation.

In the field of hotel management, there was only one peer-reviewed article that specifically focused on servant-leadership within a hotel (Gonzalez & Garazo, 2006). However, the article did not use the OLA survey instrument, nor did it examine job

satisfaction. Other hotel management literature examined servant-leadership qualities under hybrid forms of other leadership theories such as transformation, transactional, leader-member exchange, contingency, and situational leadership (Brown, Hassan, & Teare, 2011; Dimitrov, 2009; Munyanyiwa, 2009; Testa, 2004; Testa & Meuller, 2009; Wu et al., 2013). The majority of all the hotel management literature examined employee motivation to achieve maximum customer satisfaction (Brown, Hassan, & Teare, 2011; Gonzalez & Garazo, 2006). The most intriguing gap within the review of hotel management literature was the absence of research regarding servant leadership, employee job satisfaction and an examination if these perceptions varied among employees from different cultures.

In summary, significant research exists demonstrating the reciprocal relationship cultural values share with the leadership of an organization. Similarly, significant research exists demonstrating the efficacy of the servant leadership theory within various types of organizations (Asante, 2005; Autry, 2001; Buchen, 1998; DeGraaf, Tilley, & Neal, 2004; Dierendonck & Nuijten, 2011; Dennis & Bocarnea, 2005; Fields & Winston, 2010; Greenleaf, 1977, 2002; Hannigan, 2008; Hebert, 2003; Laub, 1999; Liden, Wayne, Zhao, & Henderson, 2008; Patterson, 2003; Pekerti & Sendjaya, 2008; Russell & Stone, 2002; Sokoll, 2011; Spears, 2004). Contained within the research of cross-cultural leadership and servant leadership are fundamental principles of leadership designed to promote employee job satisfaction regardless of individual perceptions, culture, and socio-economic status (Hall, 2010).

Theoretical Foundations

This study was conducted based on the premise that a group of culturally diverse employees positively perceived servant leadership principles, and that this would be reflected in their job satisfaction. Additionally, the researcher wanted to determine if perceptions of servant leadership and job satisfaction differed among employees of various cultures. Thus, servant leadership and job satisfaction formed the theoretical framework for this study.

Servant leadership. Robert K. Greenleaf introduced servant leadership in 1970 and characterized “the great leader is seen as servant first” (Greenleaf, 2002, p. 21). The brilliance of this statement subtly introduced a poignant perspective that assessed leadership from the perception of followers. The practice of leaders coercing or baiting employees to perform more efficiently was challenged by servant leadership theory. Rather than being perceived as the chattel of the organization, servant leaders elevated the status of employees and perceived them to be partners occupying a collaborative role (Greenleaf, 1970; Organ, 1977).

The servant leader encourages followers with a vision to contribute to the well-being of the organization by serving the individual needs of employees. The followers are the assets of the organization, and the servant leader supports those assets. Laub (1999) stated the concept as follows:

Servant leadership promotes the valuing and development of people... the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the total organization and those served by the organization. (p. 81)

Job satisfaction. Since the 1920s, the search for a moderating variable contributing to job satisfaction within a workplace has taken many behavioral paths. For example, the Hawthorne experiments began with a lighting experiment to measure employee productivity (Invancevich & Matteson, 1999). Each generation following the Hawthorne experiment looked for definitive programs and processes that would encourage improved work production (Bass & Bass 2008; Herzberg, 1959; House et al., 2002; Lewin et al., 1939; Maslow, 1959; Wolf, 1973). Ultimately, researchers discovered through meta-synthesis of previous research that when employees received increased levels of attention, their productivity also increased (Bass & Bass 2008; House et al., 2002; Invancevich & Matteson, 1999). Employees realized that they were valued by their leaders, which in turn, gave the employees a greater sense of satisfaction. Laub (1999) noted that this type of satisfaction promoted a greater sense of purpose.

To some degree, the effectiveness of a leadership model can be measured by examining employee job satisfaction (Mueller et al., 2009). According to Locke (1969), job satisfaction was denoted by the perception of relationships between the equitable and reciprocal exchange of services shared in an organization. Greenleaf (1977) believed that the principles of leadership compel a leader to serve others and to help them become “healthier, wiser, truer, more autonomous, more likely themselves to become servants” (p. 21). Laub (1999) thought that leadership contributed to the sustainability of an organization through serving the spiritual, emotional, and physical needs of the employees. Kickul and Liao-Troth (2003) alleged that job satisfaction could be attained when unity and service are reciprocally given within an organization. Still other researchers believed job satisfaction was achieved through attitudes, conflict resolution,

team work, remuneration, promotion, the balance between needs and wants – play and work, and self-expression (Chu, 2008; Hatrup, Mueller, & Aguirre, 2007).

Job satisfaction is a psychological condition governed by psychological climate and psychological contract (Greenleaf, 1977; Hatrup et al., 2008; Herzberg, 1979; Huang & Van de Vliert, 2004; Iaffaldano & Muchinski, 1985; Kickul & Liao-Troth, 2003; Laub, 1999; Locke, 1969; Mueller et al., 2009; Ryan, Chan, Ployhart, & Slade, 1999; Simonetti & Weitz, 1972). This premise was supported by previous research demonstrating that job satisfaction and job performance positively correlate when the organization's leadership is governed by comprehensive principles targeted to support significant growth in relationships and skills (Drury, 2004a).

The multicultural component of the organization was also examined, which was motivated by the social identity theory which iterates that social and organizational perspectives are influenced by the culture of the social or organizational subgroup (Brown, 2000; Markus & Kitayama, 1991). According to Brown (2000), Markus and Kitayama (1991), and House et al. (2004), an individual's values are intrinsically developed, and they are influenced extrinsically by social and organizational groups. The theoretical foundation of the study was based on the premise that organizations value leadership and that effective leadership can be measured, in part, by the job satisfaction of employees regardless of multicultural influences (House et al., 2004; Laub, 1999; Mueller, Hatrup, & Hausmann, 2009). Therefore, this study filled a gap in the research by examining the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization.

Review of the Literature

A fundamental knowledge of organizational governance, which has been defined as a guide for determining the leader-follower relationship, was a prerequisite to this theoretical foundation (IOG, 2012). In general, organizational governance evolves from a society who delegates the role of authority, defines decision-making policies, and establishes performance expectations (IOG, 2012). The result of effective organizational governance yields job satisfaction as denoted by positive employee perceptions of leadership. Thus, job satisfaction and leadership positively correlate when the organization's leadership is governed by common core leadership principles targeted to support significant growth in relationships and skills (Drury, 2004a; Greenleaf, 1977; Herzberg, 1979; Iaffaldano & Muchinski, 1985; Kickul & Liao-Troth, 2003; Laub, 1999; Locke, 1969). In sum, organizational governance is guided by a positive perception of leadership principles as denoted by employee job satisfaction. According to Hofstede (1980), Hofstede et al. (2004), and the WVS (2009), this observation generally holds true for all cultures.

In past research addressing the universal leadership question, some researchers accepted the multicultural or universal leadership theory as an impossible question to answer due to ethno-methodological assumptions (Dickson et al., 2003). Other researchers rigorously attempted to define a universal leadership theory from the plethora of articles describing leadership (Winston & Patterson, 2006). The crux of the problem may have been due to a "category mistake" inadvertently posited by leadership researchers (Ryle, 1949, p. 16). According to Ryle, leadership manifested itself from axiological assumptions that a culture projected upon a leadership model. This cultural

projection would make the leadership model unique and event specific with time sensitive expressions that quickly became anachronistic.

As a result, descriptive language for one leadership model lost meaning for the same leadership model in a different setting. Thus, one beneficial way to define leadership was through an examination of the relationship between leadership principles and job satisfaction as perceived by the employees. Fortunately, a framework has already been established by researchers and organizations such as Hofstede (1980), House et al. (2004), and WVS (2009). From their longitudinal studies, core leadership value dimensions have been identified and tested. Their data results pointed to the possibility that culturally diverse employees could positively perceive a leadership model as measured by job satisfaction. In order to fully grasp the concept and to understand the significance of the study, the following sections present a review of the literature discussing leadership and culture, servant leadership, job satisfaction, servant leadership and job satisfaction, servant leadership and job satisfaction in hospitality settings, and job satisfaction and culturally diverse employees in hospitality settings. These sections are followed by a summation, which leads into Chapter 3.

Leadership, culture, and values. Leadership, culture, and values are three elements consistently found within historical accounts of civilizations (Bass & Bass, 2008). From the Bhagavad Geta to the GLOBE Project, books are still being written on leadership, culture, and values. With over 5,000 years of literature, one might assume a succinct definition for these three would be possible. However, no clear, universally-accepted definition for leadership, culture, and values has been given to date (Munley, 2011). This is not to say people of all societies do not know what leadership, culture, and

values are. From the observation of the world's operations, national governance appears to be moving on without a definition. Nonetheless, the following subsections make an academic effort reviewing the literature for leadership, culture, and values as they pertain to the study's purpose of examining the relationship between leadership and job satisfaction as perceived by culturally diverse employees.

Leadership. In 1994, the GLOBE Project convened with 54 researchers from 38 countries to determine the best definition of organizational leadership (House, et al., 2004). The agreed upon definition was determined to be “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members” (House et al., 2004, p. xxii). From this definition, the researchers focused their attention on the individual as opposed to the organization. The leadership thesis of the GLOBE Project focused on the belief that effective leadership “may be derived from implicit theories of leadership arising from societal priorities and comprehensive conceptions rooted in culture” (O’Connell, Prieto, & Gutierrez, 2007, p. 652). This thesis was supported by the empirical evidence from the GLOBE Project, which provided significant import to the field of cross-cultural leadership.

The significance of the GLOBE Project study demonstrated that six leadership value-dimensions were attributed to effective or ineffective leadership in 62 countries (House et al., 2004). The six global leadership value-dimensions (Charismatic, Team-oriented, Participative, Autonomous, Humane-oriented, and Self-protective) provided a general framework to assess the viability of leadership theories and models such as

servant leadership. Some have already been studied using the GLOBE Project data (Den Hartog et al., 1999; Mancheno-Smoak et al., 2009; Winston & Ryan, 2008).

With such a framework in place, the more specific aspects of culture pertaining to cultural emotional intelligence, moral convictions, and political alignment can be better handled within a leadership model that has been strategically adapted and modified to those six leadership value-dimensions (Spielberger, 2006; Thompson, 2004).

Consequently, if servant leadership displays similar universal tendencies as the six global leadership value dimensions, servant leadership could be posited as a cross-cultural leadership model adaptive to culture-specific attributes (Salie, 2008). That is, servant leadership would be positively perceived by culturally diverse employees as measured, in part, by job satisfaction.

Culture. Culture, like leadership, does not have a universally-accepted definition. The reciprocal connection between culture and leadership would predetermine this conclusion. The nuances of culture, though, do provide unique discussion regarding its composition and proposition. Similar to leadership, culture has a general purpose. House et al. (2004) stated that “culture is used by social scientists to refer to a set of parameters of collectives that differentiate the collectives from each other in meaningful ways” (p. 5). Hofstede (1993) stated that “culture is the collective programming of the mind which distinguishes one group or category of people from another” (p. 89).

Both House et al. (2004) and Hofstede’s (1993) definitions of culture appeared very similar. Perhaps it is because of the influence from the seminal work conducted by Kroeber and Kluckhohn’s (1952) who defined culture as follows: “culture is the collective programming of the mind which distinguishes the members of one human

group from another and the interactive aggregate of common characteristics that influence a human group's response to its environment" (p. 132). The GLOBE Project furthered the definition of culture by defining it with two psychosocial manifestations: "modal practices" and "modal values" (House et al., 2004, p. 16). Chhokar et al. (2007) explained the GLOBE Project interpretation by designating "modal values" as the implicit theories or attributes of a culture and "modal practices" as the observed practices of a culture (p. 4). That is, culture was defined by two observations. First, culture was defined by what is; second, culture was defined by what should be (Chhokar et al., 2007; Den Hartog & Koopman, 2010; House et al., 2004; Munley, 2011). For the purpose of this study, the GLOBE Project definition of culture was applied:

Culture is operationally defined by the use of indicators reflecting two distinct kinds of cultural manifestations: (a) the commonality (agreement) among members of collectives with respect to the psychological attributes specified above [language, ideological belief systems, ethnicity, and history]; and (b) the commonality of observed and reported practices of entities such as families, schools, work organizations, economic and legal systems, and political institutions. (House et al., 2004, p. 16)

From the review of literature, these definitions discussed in the above paragraph represent the current thought of culture (Adler, 2008; Den Hartog & Koopman, 2010; Gelfand et al., 2008; Kroeber & Kluckhohn, 1952; McLaurin, 2008; Mancheno-Smoak et al., 2009; Munley, 2011; Patterson et al., 2007; Pekerti & Sendjaya, 2010; Sokoll, 2011). For the purpose of this study, the concept can be simplified to be a belief that culture influences leadership through intrinsic and extrinsic value preferences measured by job

satisfaction. In order to gain more insight to this simplified concept, the following section presents a discussion on values and its connection with leadership and culture as it pertains to preference and job satisfaction.

Values. In the previous discussions regarding leadership and culture, the study noted the dependence existing between leadership and culture. This dependence was primarily of function and purpose. Both were part of an organizational trinity, with the third element being value. Value, like its counterparts, does not have a universally agreed upon definition. In a humorous observation, Hofstede (1993) alluded that values were observed truisms that apply until they don't. Values cease to have viability when a phenomenon challenges the value's tenets such as generational shifts of opinion or anomalies of value change. Similarly, the GLOBE Project took Robert Redfield's definition of culture, which stated that culture was "shared understandings made manifest in act and artifact", and replaced "artifact" with "values" (as cited in House et al., 2004, p. xv). The rationale for this one-to-one replacement was justified by the GLOBE Project's interpretation that artifacts and values were "human made" (House et al., 2004, p. xv). As with artifacts, values can become artifacts left to antiquity and novelty for the entertainment of future generations.

From the *Encyclopedia of Applied Psychology*, the explanation of value and culture demonstrated a belief similar to Hofstede's (2001) and the GLOBE Project's value analysis (House et al., 2004). That is, the encyclopedia expressed the idea of interdependence between value and culture, which suggested that the examination of individual behavior within unique organizational environments contributed to improved understanding of the total perception of the organization (Smith, 2004). Furthermore,

Schwartz (1992) viewed values as inherent, general principles guiding common pursuits moderated by life circumstances found within an organization.

Thus, from these contemporary sources, values are created by humans who possess the innate, intuitive disposition of leadership and culture that instinctively sustains itself through the production of values providing justification for preferences relative to the group. With respect to the study, the function of values became the predictor of leadership preferences within a group.

Similar to culture, values are also expressed in two ways: namely, implicit and explicit or intrinsic and extrinsic. Chhokar et al. (2007) explained the GLOBE Project interpretation by designating modal practices as the explicit values observed as practices of a culture and modal values as the implicit values observed as attributes specific to a culture. Hartman (1994), who was the creator of the Hartman Value Profile (HVP), focused on the transformation of values from system values to extrinsic values to intrinsic values (Hall, 2010). Hartman (1969) viewed value as a progression in a spiritual journey. It was not transient or subject to change. Thus, a person moved toward the perfection of good through the practice of doing the next good thing. Hall (2010) expressed this through the example of an employee appreciating leadership better if the employee experienced a good leader versus experiencing a leader good at producing.

From the GLOBE Project point of view, extrinsic value was equated with explicit value which was associated to the general consensus of the collective on how things should be, but not essential (House et al., 2004). Intrinsic value was equated with implicit values which was associated to the individual of the collective consensus on how things are. Similar to Hartman, the GLOBE Project's interpretation of explicit motivation was

short-term and implicit motivation was long-term (Chhokar et al., 2007; House et al., 2004). The significance of the implicit value construct was that it could be measured based on individual perception, which led to core value-dimensions such as leadership. Therefore, one could demonstrate positively perceived leadership as measured by job satisfaction. This was exactly what the GLOBE Project conducted over a 10-year period based on the theoretical foundation of the integrated theory.

Studies on servant leadership. Since the introduction of Greenleaf's servant leadership theory, researchers have produced many studies demonstrating the theory as a practical and adaptable leadership model (DeGraaf et al., 2004; Dennis & Bocarnea, 2005; Dierendonck & Nuijten, 2011; Chu, 2008; Drury, 2004b; Fields & Winston, 2010; Greenleaf, 1977, 2002; Hebert, 2003; Laub, 1999; Liden et al., 2008; Patterson, 2003; Russell & Stone, 2002; Sokoll, 2011; Spears, 2004). Furthermore, researchers have demonstrated that servant leadership can be empirically tested amidst various vocations and cultures (Dierendonck & Nuijten, 2011; Drury, 2004a; Farling et al., 1999; Fields & Winston, 2010; Laub, 2003; Liden et al., 2008; Lopez, 1995; McGee-Cooper & Looper, 2001; Nelson, 2003; Patterson, 2003; Sendjaya, 2003; Salie, 2008). Thus, this push to promote servant leadership as an adaptable theory that maintains core principles in various organizations and cultures led to this study. The significance of this study, however, did not solely focus on the promotion of servant leadership. Rather, the study focused on how culturally diverse employees collectively perceived servant leadership and how that related to their job satisfaction.

Research made possible with Laub's (1999) OLA survey instrument, which has been utilized by several studies such as Amadeo (2008), Anderson (2005), Chu (2008),

Drury (2004a), Hebert (2003), Hall (2010), and Salie (2008), provided credibility and strength to the purpose of this study. With such strong support of OLA survey instrument, servant leadership, often overlooked in the larger theoretical considerations of organizational leadership, has been significantly advanced in its consideration as an effective leadership model within various organization.

Measures of servant leadership. Since the inception of servant leadership, researchers have been developing instruments to validate the efficacy of the theory. Relying on the concepts and definitions provided by the works of Greenleaf (1977), researchers have developed and tested instruments such as Laub's (1999) Organizational Leadership Assessment, Page and Wong's (2000) Servant Leadership Profile, Barbuto and Wheeler's (2006) Servant Leadership Questionnaire, Dennis and Bocarnea's (2005) Servant Leadership Assessment Instrument, Sendjaya, Sarros, and Santora's (2008) Servant Leadership Behavior Scale, Dierendonck and Nuijten's (2011) Servant Leadership Survey, Hayden's (2011) development of Greenleaf's Best Test, and Liden's et al. (2008) Servant Leadership Assessment. The most prominent instrument to be tested and validated was the Organizational Leadership Assessment developed by Laub (1999), which was the instrument used in the study.

Organizational leadership assessment (OLA). After reviewing several servant leader survey instruments and models the researcher selected the OLA survey instrument (Appendix A), based upon the scope of analysis, frequency of use, and the confirmed validity of the survey instrument (Barbuto & Wheeler, 2006; Dennis & Bocarnea, 2005; Dierendonck & Nuijten, 2011; Fields & Winston, 2010; Hayden, 2011; Laub, 1999; Liden et al., 2008; Page & Wong, 2000; Patterson, 2003; Sendjaya et al., 2008). Since the

study performed a quantitative non-experimental descriptive analysis examining the relationship between servant leadership and job satisfaction, the OLA survey instrument was a good fit to the purpose of the study. The main benefit of the OLA survey instrument is the provision of a tool that seeks validation for a value-based definition of servant leadership as perceived by employees of an organization (Drury, 2004a; Laub, 1999). Furthermore, the OLA survey instrument has been utilized in 39 different studies examining servant leadership within several organizations (OLA Group, 2012). However, this study was the first to use the OLA survey instrument to assess the perception of servant leadership and job satisfaction within a multicultural hospitality organization.

The OLA survey instrument consists of 66 Likert-style questions with a response rating of 1-5, with 1 representing the meaning of *strongly disagree* and 5 representing the meaning of *strongly agree*. This survey instrument was developed through a three-phase Delphi study that consisted of 14 leading researchers in the field of servant leadership (Drury, 2004a; Laub, 1999; Molnar, 2007). The result of this Delphi study yielded a survey instrument that measured the presence of servant leadership and job satisfaction based on six value-based constructs: values people, develops people, displays authenticity, builds community, provides leadership, and shares leadership.

In Laub's (1999) reliability and validation analysis of the OLA survey instrument, the Cronbach's Alpha reliability coefficients for all of the six value-based sub-scores were above 0.90. Hebert (2003) also discovered significant correlation between the six sub-scores denoting the reciprocal and synergistic reliability of one value-based sub-core predicting the presence of the remaining five sub-scores. The limitation to this instrument, however, is the single-dimensional analysis of an organization (Dierendonck

& Nuijten, 2011). With regard to the scope of this instrument, the single-dimensional analysis does not detract from the instruments reliability or validity in measuring the presence of servant leadership and job satisfaction within an organization when a general assessment was the focus of the analysis. Similar to other literature that utilized the OLA survey instrument, the study supported the validity of the instrument by adding to the body of knowledge through a quantitative non-experimental descriptive analysis examining the presence of servant leadership and job satisfaction as perceived by employees from various cultures within a hospitality organization.

In order to measure the job satisfaction variable, the OLA survey instrument contains six job satisfaction questions, which are a part of the total 66 questions, that are led by six sub-scales supporting comprehensive principles targeted to value relationships and skill development. The six subscales can be paired to three subscales: 1) values people – develops people; 2) displays authenticity – builds community; 3) provides leadership – shares leadership. The three subscales interrelate between the capacity of leadership and job satisfaction. The correlation between leadership and job satisfaction has been extensively tested by other researchers (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hebert, 2003; Laub, 1999; Thompson, 2002; Salie, 2008). All the previous studies referenced have found significant correlation between servant leadership and job satisfaction. Therefore, the study added to this body of knowledge by re-examining the relationship between servant leadership and job satisfaction within a multicultural hospitality organization.

Servant leadership and job satisfaction. The correlation between leadership and job satisfaction has been extensively tested by researchers who found significant

correlation between servant leadership and job satisfaction (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hebert, 2003; Laub, 1999; Thompson, 2002; Salie, 2008). Therefore, this study contributed to this body of knowledge by re-examining the relationship between servant leadership and job satisfaction within a multicultural hospitality organization.

Within the last 10 years, a significant amount of research focusing on servant leadership and job satisfaction was conducted that further contributed to this study in regards to methodology (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; OLA Group, 2012; and Salie, 2008). Each cited researcher examined a followership's perception of servant leadership and job satisfaction employing Laub's (1999) OLA survey instrument in conjunction with other instruments measuring various moderating variables. For example, Drury (2004a), Hebert (2003) and Johnson (2008) examined the correlation between servant leadership and job satisfaction with additional dependent variables to be correlated to servant leadership.

Hebert (2003) and Johnson (2008) examined the intrinsic and extrinsic job satisfaction scale score by combining OLA with the Mohrman-Cooke-Mohrman Job Satisfaction Scale (MCMJSS) survey instrument. Johnson (2008), however, added an Emotional Intelligence Assessment (EAI) to examine the correlation between emotional intelligence and servant leadership as perceived by hi-tech employees. Drury (2004a) correlated organizational commitment to servant leadership and found a negative correlation between servant leadership and organizational commitment within a college setting. Similarly, Johnson (2008) did not show a correlation between emotional

intelligence and servant leadership. In regards to the total OLA scale score, Hebert (2003) and Johnson (2008) observed their organizations to possess limited servant leadership attributes, but Drury (2004a) was ranked as a moderate servant leader organization. All three studies were able to show a positive correlation between servant leadership and job satisfaction in their respective organizations.

Hannigan (2008) and Herman (2008) examined the correlation between servant leadership and other variables, but they still used the OLA survey instrument. Herman did not show a correlation between workplace spirituality and servant leadership, but the study did show a positive relationship between servant relationship and job satisfaction. Hannigan sought to examine a correlation between servant leadership and college performance, but was unable to acquire the required sample size to show statistical significance. However, with the sample taken, Hannigan made some observations that suggested that servant leadership did correlate with job satisfaction, but it did not with college performance.

Amadeo (2008), Anderson (2005), Chu (2008), and Salie (2008) focused on the correlation between servant leadership and job satisfaction within specific types of organizations. All four demonstrated a significant correlation between servant leadership and job satisfaction with each organization. Amadeo conducted a study with a group of nurses; Anderson conducted a study within a church educational system. Chu conducted a study within a call-center. Salie conducted a study within Muslim centers and educational systems. Each organization was ranked between limited and optimal on the OLA servant leadership scale. A summary of the studies can be found in Table 2.

Table 2

Summary of Servant Leadership Correlation Studies

Name	Date	Method & Purpose	n	Total OLA Score	OLA / JS*
Amadeo	2008	A quantitative correlation: relationship between servant leadership and job satisfaction among registered nurses.	313	210.73	+
Anderson	2005	A mixed method determining “the extent the employee job satisfaction was correlated with the perception of servant leadership in the Church Educational system” of the LDS Church.	430	247.08	+
Chu	2008	A quantitative correlation: relationship between employees’ perception of servant leadership and job satisfaction at a call center”.	98	206.13	+
Drury	2004	A quantitative correlation: relationship between overall perception of servant leadership with job satisfaction and with organizational commitment	170	224.65	+
Hebert	2003	A quantitative correlation: “relationship between employees’ perceptions of servant leadership characteristics in their organizations and their level of job satisfaction”.	136	200.76	+
Herman	2008	A quantitative correlation: relationship “between organizational servant leadership and workplace spirituality for a diverse group of adults working in a variety of organizational settings”.	440	197.4	+
Johnson	2008	A quantitative correlation: relationship between servant leadership, emotional intelligence, and job satisfaction among hi-tech employees in the aerospace industry”.	69	205.8	+
Salie	2008	Mixed-method: “determine the extent to which job satisfaction was correlated with perception of servant leadership in Muslim centers and schools in southeast Michigan and Toledo, Ohio”.	272	237.68	+

*degree of correlation between servant leadership and job satisfaction

The majority of the studies found that the demographic variables of gender, age, ethnicity, education, work experience, and tenure had no significant correlation between servant leadership and job satisfaction. However, Drury (2004a) did note a significant difference of leadership and job satisfaction perception between the subgroups identified by age and tenure. Hebert (2003) also found significant difference of leadership and job satisfaction perception between the subgroups identified by age, gender, role, and industry type. However, these subgroup differences did not significantly affect the overall positive relationship between servant leadership and job satisfaction.

Within all the studies noted in Table 2, except for two, a quantitative methodology with a correlation design was utilized. Anderson (2005) and Salie (2008) utilized a mixed-method approach. All of the studies conducted data analyses utilizing descriptive data, Pearson's or Spearman's correlation coefficient, and analysis of variance (ANOVA) with post hoc analyses. Furthermore, the studies had statistically significant sample sizes to conduct the data analyses, except for Hannigan (2008).

In comparison to this study, all of the studies examined a relationship between servant leadership and job satisfaction utilizing the OLA survey instrument, descriptive data analyses, and correlation analyses. The difference between this study and other studies was that it did not utilize other survey instruments such as MCMJSS to examine job satisfaction. Based on the previous studies' data; using the MCMJSS proved to be redundant to the OLA survey instrument's collection of similar data (Drury, 2004a; Hebert, 2003; Laub, 1999). In addition, this study did not seek other variables to correlate with servant leadership such organizational commitment, emotional intelligence, work place spirituality, and college performance.

In regards to population, this study represented the smallest sampling size of a single organization, which limited the use of an ANOVA and post hoc analyses with subgroups that possessed fewer than 2 cases. Only the subgroups of birthplace and cultural designation contained a sufficient number of cases to be statistically tested. For the purpose of this study, these two sub groups were sufficient to test the research question and hypotheses. Furthermore, the scope of the study was defined as an examination of the total multicultural organization's perception of servant leadership and job satisfaction. Overall, the compare and contrast of previous studies with the present study demonstrated that no studies were found that specifically examined the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. Thus, a gap in the research was identified and addressed.

Servant leadership and job satisfaction in hospitality settings. A review of the literature over the past 40 years utilizing the databases of EBSCOHOST, Emerald, ERIC, ProQuest and Google Scholar did not reveal any research pertaining to the examination of the relationship between servant leadership and job satisfaction within a hospitality organization. The rationale for viewing literature over the past 40 years was determined by the introduction of the servant leadership theory in 1970 (Greenleaf, 2002). Even with a search for servant leadership and hospitality organizations, only a few studies addressed servant leadership strategies within hotel management (Brown, Hassan, & Teare, 2011; Brownell, 2010; Gonzalez & Garazo, 2006; Wu et al., 2013.).

Gonzalez and Garazo (2006) performed a study in Spain with the purpose of examining how servant leadership principles coupled with human resource strategies could improve job satisfaction and organizational commitment. The methodology of the

study was a quantitative exploratory analysis examining data from an unknown number of participants from three surveys using a Likert-type scale that retrieved data pertaining to individual perception of job satisfaction, organization commitment, and organizational service. Additional demographic information was collected for the descriptive data. The data were analyzed using the “Amos 5.0 module of the SPSS 12.0 statistical package” (Gonzalez & Garazo, 2006, p. 34). After performing confirmatory factor analyses for the three survey areas, Gonzalez and Garazo identified four dimensions showing a relationship with job satisfaction and organizational commitment: Service Communicative Leadership (servant leadership), Human Resource Management, Service Systems Practice, and Service Encounter Practice. All four combined were suggested to yield increased job satisfaction and organizational commitment. This study provided insight into the utility of servant leadership that contributed to job satisfaction within a hospitality organization in Spain.

In support of Gonzalez’s and Garazo’s (2006) study, Brown et al. (2011) provided a similar overview of strategies to improve organizational commitment through the development of a service-oriented leadership and staff. Although the article was not empirical, it did provide experiential evidence based on the Sandals’ Philosophy. The significance of this article was the multiple references to a servant leadership model. However, no reference to the servant leader model was made. This was a common observation of the researcher for many articles written from the hospitality sector’s perspective.

Fortunately, though, Brownell (2010) provided a historical overview of leadership from the perspective of hospitality education. As noted in the Gonzalez and Garazo

(2006) and hinted to in Brown et al., (2011), the most logical leadership model to practice within a hospitality organization appeared to be servant leadership. Brownell was the only article within the review of literature pertaining to servant leadership and hospitality management that stated the implications for servant leadership “are considerable for the hospitality industry, since it is based on the concept of leadership through service” (p. 363).

Motivated by the comments from Brownell (2010), Wu et al. (2013) conducted a comprehensive study involving 19 hotels located in China. The purpose of the study was to measure the relationship between servant leadership and the employees’ organizational citizenship behavior moderated by attributes of leader-member exchange and employee empathy. The sample included 433 staff members: 19 human resource managers, 110 supervisors, and 304 employees. Descriptive data and data collection were conducted in three phases.

The instruments used to collect the data were a unit-level organizational citizenship behavior survey to capture servant leader attributes, a sensitivity scale survey instrument, and a leader-member exchange survey instruments. All of the instruments had been previously validated by other studies. For assessment purposes, hierarchical linear modeling (HLM) was used to perform the data analysis.

The benefit of the HLM analysis was due to its ability to compensate for individual-level error between nested structures of supervisors and employees. An additional benefit of the HLM was that it could conduct simultaneous analysis between inter-groups and intra-groups (Wu et al., 2013). For the purpose of their study, Wu et al. (2013) examined the relationship at the individual level and the firm level to explore the

variations in the perception of leader-member exchange and organizational citizenship behavior.

The results of the data analysis demonstrated that the practice of servant leadership principles had a significant connection with the influence of the leader-member exchange (Wu et al., 2013). In addition, the effect of the connection positively influenced individual's organizational citizenship behavior. Interestingly, the one moderating variable that limited the effect was the sensitivity of the employees, which had the effect of limiting the influence of servant leadership on leader-member exchange.

From this review of the literature focusing on servant leadership within the hospitality sector, the researcher observed that a prescribed leadership model and job satisfaction were not associated. What was associated with job satisfaction were singular attributes of leadership or innovative team building strategies. The practice of a leadership model was not considered as a viable solution to the improvement of job satisfaction. Although alluded to in the studies of Brown et al. (2011) and Gonzalez and Garazo (2006), only Brown (2010) and Wu et al. (2013) provided data suggesting the credibility of servant leadership as a leadership model that would be effective within the hospitality sector. Thus, the lack of data examining the relationship between servant leadership and job satisfaction within a multicultural organization was noted as a significant gap in the research.

Job satisfaction and cultural diversity in hospitality settings. A review of the literature over the past 40 years did not reveal any research pertaining to job satisfaction within a multicultural hospitality organization. Unlike the search for studies examining the variables of servant leadership and job satisfaction within a hospitality organization,

more studies were available for review. The common trends within the studies were similar to the variables examined in leadership research such as gender, age, training, national culture, organizational culture, and generational culture. A myriad of culture combinations were reviewed. The focus of this review of literature wanted to find studies that examined job satisfaction within a hospitality organization composed of culturally diverse employees.

At the time of this study, eight articles were found that contained research examining the relationship between job satisfaction and hospitality organization composed of culturally diverse employees. Seymen (2006) and Littrel (2013) discussed synergistic theoretical concepts defining the reciprocal relationship culturally diverse employees share with the organizational culture from differing perspective of implicit and explicit motivators. Eskildsen, Kristensen, and Antvor (2013), Friday and Friday (2003), Testa (2004), and Testa and Mueller (2009) discussed the theoretical concept that perception of job satisfaction was motivated by cultural identity, and management competence was contingent upon this knowledge. Dimitrov (2012) discussed the theoretical concept that job satisfaction was motivated by the organizations ability to find common core value-dimensions leading to a humane organization. These three theoretical concepts were also manifested in the majority of all studies examining the perception of job satisfaction within organizations and were categorized as follows: 1) Cultural Synergy; 2) Paternalism; 3) Organizational Identity.

Cultural synergy. Seymen (2006) and Littrel (2013) introduced this concept through their general overviews of perceptions relating to the management of cultural diversity from a pragmatic theoretical worldview. Seymen presented a review of the

literature examining various viewpoints related to the management of cultural diversity. Seymen presented five theoretical views utilized to manage cultural diversity, which the researcher condensed into these headings: 1) Organizational Evolution; 2) Cultural Synergy; 3) Cultural Blending; 4) Universalism; and 5) Paternalism.

Littrel (2013) presented a pragmatic theory based on a positivist, quantitative approach examining the relationship between social and individual value dimensions on explicit leadership value dimensions. The article discussed the evolution of cross-cultural leadership and the two views of explicit and implicit leadership theories. The remainder of the article introduced the utility of the revised and revisited Leader Behavior Description Questionnaire-XII in a new study being conducted in 16 countries. The significance of both these articles provided an overview of the theories associated with the management of cultural diversity as measured by job satisfaction and job performance. The diverse and complex views associated with leadership and culture was demonstrated within both articles. However, in application, the complexities of both articles were minimized by the acceptance that sharing is a universal component.

Paternalism. Eskildsen, Kristensen, and Antvor (2013), Friday and Friday (2003), Testa (2004), and Testa and Mueller (2009) suggested that an organization maintains goals by effectively managing employees cultural values that contribute to success of the organization and the culturally diverse employees. Eskildsen, Kristensen, and Antvor's (2013) purpose was to examine the effect of national culture on job satisfaction within organizations located in 22 nations possessing a sample size of 25,411 participants. The results of the study demonstrated that national culture does effect culturally diverse perception of job satisfaction, but that it did not predict the same job satisfaction within

another national culture. Thus, multicultural organizations should use caution when interpreting job satisfaction data from other multicultural organizations within different regions.

Eskildsen, Kristensen, and Antvor (2013) demonstrated similar conclusions with Friday's and Friday's (2003) study. The difference, however, between the two studies was Friday's and Friday's focus was on race and ethnicity, rather than multiple cultures within an organization. The purpose of the article was to examine the relationship between job potential and job satisfaction as perceived by "racioethnically" diverse employees (Friday & Friday, 2003, p. 426). The study was a quantitative exploratory approach utilizing multiple surveys to collect data from 291 participants. The participants represented three ethnically diverse groups of American Indian/ Alaskan Native, Asian/ Pacific Islander, Black, Hispanic, and White. The results of the study revealed that the job potential and managerial guidance were perceived differently by each group, which correlated with job satisfaction.

Testa (2004) and Testa and Mueller (2009) conducted research examining the effect of demographics and cultural identity on the perception of job satisfaction. Testa's purpose was to explore the interaction between the culturally diverse leadership and followership. This was accomplished by obtaining 313 participants from 48 countries employed with the cruise line industry. Four instruments were used to collect the data that measured leadership perception, behavior, management, and overall satisfaction with the organization. The results revealed that followers positively perceived leaders and the organization when both the leader and follower were from the same culture. Testa

suggested that being more considerate and clear in directions to individuals of diverse backgrounds may provide improved perceptions of leaders and the organization.

Similarly, Testa and Mueller (2009) conducted research examining the effect of demographics and cultural identity on job satisfaction within the cruise line industry. Data were collected via surveys of 1,128 employees from 82 different countries working on 14 different ships. The results revealed that tenure and culture significantly affected the perception of job satisfaction. Testa and Mueller suggested that the results of the study might support managers in their selection and training of employees. The results from the above studies demonstrated that when individual values were emphasized over organizational identity, significant differences in perception were manifested.

Organizational identity. Dimitrov (2012) conducted a case study with 17 participants from diverse cultural backgrounds working within a hospitality organization. The purpose of the study was to glean insight into meaningful work and a humane organization from the perception of culturally diverse employees. The data were collected through interviews and analyzed using content and constant comparative analysis to establish themes. The study was based on five themes of importance to establish a meaningful work experience and a humane organization: “1) employee-friendly work environment; 2) leading by example; 3) balance of work and life; 4) in touch with the community; 5) sources of meaningfulness” (Dimitrov, 2012, p. 356). The result of the examination revealed that work was an expression of values in conduct and product, which was manifested by reciprocal respect for others and the organization. One significant observation in Dimitrov’s study was that cultural backgrounds did not affect common core themes of a meaningful work life.

As revealed by the eight studies, the perspective of the researchers was a variable to be considered when interpreting data. The significance of the studies, though, revealed that it was possible to perform a single sample study with a survey instrument that measured perception of leadership and job satisfaction. The majority of all the analyses were quantitative, and the results were diverse in interpretation. These observations supported the view of this paper that a universal leadership theory based on ethnocentric organizational values could not be transferrable. What were perceived as transferrable were core value-dimensions that were synergistically developed through a leadership model that prescribes to implicit and explicit values of honesty, tolerance, and respect for the organization and followers of the organization (House et al., 2004). Further, these studies revealed that there has not been a study that has examined the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. Thus, the noted gap has been addressed in this study.

Summary

The study's review of literature demonstrated three significant concepts. First, cultural dimensions and leadership values interrelated synergistically within social and organizational systems (House et al., 2004). Second, a positively perceived leadership model consisted of universal core values necessary to sustain social acceptance and adaptation within global paradigm shifts of governance (Gelfand et al., 2008). Third, acculturation and enculturation principles were governed by actively pursued leadership principles of honesty, tolerance, and respect (Jesuino, 2007). According to the review of literature, servant leadership principles shared these concepts (Dierendonck & Nuijten, 2010; Sokoll, 2011; Wallace, 2006; Winston & Ryan, 2008). However, no research was

found examining the relationship between servant leadership and job satisfaction within a multicultural hospitality. Consequently, this study filled the research gap in literature, and therefore contributed to the existing body of knowledge

Furthermore, based on the most common methodology presented in the review of the literature, this study also used a quantitative methodology with a descriptive non-experimental approach to measure the relationship between servant leadership and job satisfaction within a multicultural organization. As observed in the review of the literature, the researcher anticipated that the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees would be positively correlated. The significance of this discovery would provide support to the theoretical concept that servant leadership theory has the potential of being sustainable within a multicultural organization. In Chapter 3, a more detailed description of the methodology is presented to support the validity and reliability of the research approach.

Chapter 3: Methodology

Introduction

The purpose of this quantitative, non-experimental descriptive study was to examine the relationship between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic. The data were acquired through the utility of Laub's (1999) OLA survey. In the remaining sections of Chapter 3, the researcher documented in more detail the development of study, how the study was conducted, who participated, how the data were collected and analyzed, and the justification for the study's approach. At the end of Chapter 3, the researcher discussed the internal nature and ethical considerations of the study. Finally, the researcher summarized the methodology, which led into the preparation for examining the data results and conclusions of Chapters 4 and 5, respectively.

Statement of the Problem

The problem addressed in this study, was that it was not known if, and to what extent, a relationship existed between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization. From the problem statement, the researcher selected a quantitative methodology to examine the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. The independent variable was servant leadership and the dependent variable was job satisfaction.

Research Question

A research question was developed during the review of literature. After noting that no research was found that examined the relationship between servant leadership and

job satisfaction within a multicultural hospitality organization, the study's final research question and hypotheses were established from the problem and purpose statement.

Accordingly, the research question guided the direction and purpose of the research.

Previously mentioned in Chapters 1 and 2, the six servant leadership attributes are as follows: values people, develops people, displays authenticity, builds community, provides leadership, and shares leadership (Laub, 1999). Based on the direction of the study, the six servant leadership attributes were generally viewed as the total perception of servant leadership, which did not require specific attention to each attribute (Hebert, 2003). The moderating variable of culture as it applied to employee's perception of servant leadership and job satisfaction, however, was viewed specifically to determine the collective cultural effect on the direction of the relationship between servant leadership and job satisfaction, as noted in the research question:

R1: Is there a statistically significant relationship between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic?

Positive perception of servant leadership and job satisfaction has been demonstrated in previous studies (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; OLA Group, 2012; and Salie, 2008). However, unlike previous research, the organization being examined was observed and later shown through the results to have practiced servant leadership principles. Consequently, the positive perception of and correlation between servant leadership and job satisfaction noted in previous research were anticipated.

Although no research was found within the literature of hotel management that performed a similar study, the literature did reveal that servant leadership principles were present in hybrid forms of leadership theories (Brown et al., 2011; Brownell, 2010; Gonzalez & Garazo, 2006; Wu et al., 2013). Furthermore, significant evidence was found to suggest that a service-based industry would inherently follow servant leadership principles (Brown et al., 2011; Brownell, 2010; Gonzalez & Garazo, 2006; Wu et al., 2013). The utility of the OLA survey instrument supported the intent of the study by collecting data to answer the hypotheses:

H₁: There is a statistically significant correlation between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic.

H₀: There is no statistically significant correlation between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic.

The data were collected with the aid of Laub's (1999) OLA survey instrument (Appendix A). The participants were anticipated to be all of the employees from the hotel organization located in the Mid-Atlantic. The total number of the employees recruited to participate in the study was 39. The collected data were loaded into SPSS v. 20 and a correlational analysis was conducted utilizing the variables identified in the above paragraph.

Research Methodology

The purpose of this quantitative, non-experimental descriptive study was to examine the relationship between servant leadership and job satisfaction within a

multicultural hospitality organization located in the Mid-Atlantic. In order to promote this purpose, the researcher utilized Creswell's (2009) approach to select an appropriate methodology. First, Creswell (2009) suggested that the method of a study should match the researcher's plan to address the research problem. Second, the method of the research should be a good-fit to the peer audience. Third, the method of the research should be familiar with the experience of the researcher performing the study. These were the criteria used to determine the method and design of the study.

A quantitative methodology involves empirical analysis of data that has been collected from a sample of people from specific populations to make generalizable observation for the whole based on the measure of relationships (Amaratunga, Baldry, & Newton, 2002). For this study a quantitative methodology was selected to examine the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees. The independent variable was servant leadership, and the dependent variable was job satisfaction.

A qualitative methodology utilizes inductive reasoning to examine the reality of perceptions and observations as determined by the researcher (Creswell, 2009). The researcher of the study is the data collection instrument and observes and/or interviews in the field (Creswell, 2009). The purpose of this study was not to glean a thick, rich description of participant perceptions regarding the topic of job satisfaction and servant leadership. Instead the goal was to gather numeric data and to determine if a relationship existed between the two. Thus, a quantitative method was deemed more appropriate than a qualitative method.

Creswell's (2009) second and third criteria were directed by the review of literature. That is, in the review of the literature, the good fit to a peer audience and researcher familiarity was determined. Overall, the review of the literature demonstrated that the methodology of the literature reviewed was proportional to the scope of the work being published. For example, in peer-reviewed articles, the selected methodology was equally divided between qualitative and quantitative. In the publication of dissertations, the majority of the research was quantitative, and the mixed-method approach was represented by a few dissertations. Consequently, the choice to utilize a quantitative correlational approach, in addition to the ANOVA, which was familiar to the researcher and his peer audience, was supported by the review of the literature.

As mentioned in the Rationale for Methodology section of Chapter 1, the approach taken in the study was similar to previous research validating servant leadership efficacy of sustainability through the use of the OLA survey instrument (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; OLA Group, 2012; and Salie, 2008). More specifically, the approach the study utilized was a quantitative, non-experimental descriptive approach exploring the relationship between servant leadership principles and job satisfaction within a multicultural hospitality organization.

Research Design

A quantitative, non-experimental descriptive study was used to examine the relationship between servant leadership and job satisfaction within a multicultural hospitality organization through the use of Laub's (1999) OLA survey instrument (Appendix A). The choice to pursue this type of methodology and design was motivated

by previous research performing similar correlational analyses and asking research questions similar to the research question of this study (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; OLA Group, 2012; and Salie, 2008). Although other methods of research were considered such as a mixed-method approach incorporating interview feedback from the participant-base, the researcher chose a descriptive non-experimental approach.

In regard to the research design, there are two basic types of research questions that shape the design of research project: What and Why (Creswell, 2009). The what-question performs descriptive research, and the why-question performs explanatory research. From these two questions, a broader set of research designs have been created that are generally accepted within academic writing. They are as follows: a) Historical Research Design; b) Case and Field Research Design; c) Descriptive or Survey Research Design; d) Correlational or Prospective Research Design; e) Causal Comparative or Ex Post Facto Research Design; f) Developmental or Time Series Research Design; g) Experimental Research Design; h) Quasi Experimental Research Design (Creswell, 2009).

These eight research designs can be reduced to three general research designs: randomized or true experiment, quasi experiment, and non-experiment. Random or true experiment focus is on cause and effect relationships. Quasi experiments also look for cause and effect, but do not manipulate the groups being studied, unlike the true experiment design. Non-experimental designs focus on observing and recording phenomena found within a sample or groups of samples of a population that is descriptive of the whole. For the purposes of this study the goal was to measure the correlation

between servant leadership and job satisfaction that would represent a description of similar organizations.

A correlational approach to a study measures the degree of relationship between two or more variables (Salkind, 2003). The association can be evaluated by the degree of association one variable affects the other (Salkind, 2003). If the relationship is positive, then there is a linear relationship between the variables. If the relationship is positive, then there is a linear relationship between the variables. That is, if one variable is perceived positively, then the other is also perceived positively. Thus, a correlation is determined. If there is no correlation between the two variables, then there is no statistically significant effect of one variable on the other, positively or negatively.

This type of correlational design is considered to be a non-experimental, descriptive design since the purpose of the researcher is to observe the interaction of variables within a sample to anticipate similar outcomes within an entire population (Creswell, 2009). In contrast, the true experiment investigates cause-and-effect relationships (Creswell, 2009). In this type of experiment, the researcher manipulates the variables in order to predict cause-and-effect relationships between variables. Since this study did not require the researcher to manipulate variables, the chosen design was a non-experimental descriptive design.

The approach taken in the study was similar to previous research validating servant leadership efficacy through the use of Laub's (1999) OLA survey instrument (Appendix A). The benefit of a survey approach to research was the ability to survey a sample group of a population to make necessary inferences that could be generally applied to the general population with regard to behavior (Creswell, 2009). However,

Creswell noted a limitation to a single sample survey analysis since some organization may lack statistical random sampling.

Since the study was focused on the moderating variable of diverse culture as it relates to employees perception of servant leadership and job satisfaction, the researcher chose to select a single sample survey to explore a real-world example of cultural convergence on an openly admitted servant-led hospitality organization. The rationale for the choice proved beneficial in that the study provided a simple analysis of the multicultural variable within a hospitality organization that could be utilized as a comparison for other multicultural hospitality organizations.

Population and Sample Selection

This quantitative, non-experimental descriptive study was conducted within a hotel in the Mid-Atlantic. The general manager of the hotel gladly agreed to participate in the study because of his personal experience with servant leadership principles with the hospitality organization (Brown et al., 2011; Brownell, 2010; Gonzalez & Garazo, 2006; Wu et al., 2013). However, despite his self-perception of being a servant leader, no data collection instrument was used to make this determination. Moreover, there were no observations of servant leadership action versus self-perception, so this should be taken as a limitation of the study. At the time of the study, the hotel had 40 employees. Of the 40 employees, 39 employees were able to participate. Of the 39 employees, there were two senior managers, six supervisors, and 31 hourly employees. Three different cultures were also identified: 16 were Anglo, 12 were Latin American, 11 were identified with Two or More cultures. In conjunction with the three different cultures, there were 26 native-born employees and 13 foreign-born employees. The U.S. native-born employee-

base consisted of 16 Anglo, three Latin American, and seven identified with Two or More cultures. The foreign-born employee-base consisted of nine Latin American, and four Two or More cultures.

The course of action to recruit participation was determined to be a raffle method similar to the example provided by Amadeo's (2008) and Drury's (2004a) study. The approach is a very common tool the organization uses for its employees to encourage team excitement. Surrounding businesses also use the raffle method to attract hotel guests and employees to participate in local business activities. Thus, the raffle method was considered common practice within the business environment.

The researcher purchased raffle tickets from the local office supply store. Prior to administering the survey, the researcher provided two tickets to every employee within the organization. The corresponding tickets were placed in a basket, which was kept in my possession until 1 week after the surveys had been completed. The real incentive of this raffle was to have fun creating a small game of chance and anticipation for all who participated and those who did not. As noted in the results section, only one person could not participate because of a business trip, but the person received a raffle ticket. In addition to this, the raffle amount was set at the organization's customary amount of \$100.00.

All employees participated in the raffle, and only one employee could not participate in the survey exercise. The employees were also allowed to take the survey in departmental groups or individually at a convenient time, including individuals who came in on their day off. The researcher was present for every group and individual participating, which helped in expediting the process of collection. Although this may

have been a source of bias, the only interaction the researcher had with the employees consisted of answering survey packaging questions.

According to Gay and Airasian (2000), all employees of an organization should take the survey in populations less than 100. Further, Hill and Lewicki (2007) iterated that the chosen statistical procedure dictates the population's sampling. Based on the simple linear correlations, all of the employees do not have to be surveyed (Hill & Lewicki, 2007). Consequently, the sample size, confidence level, and confidence interval were calculated utilizing the sample size calculator provided by Creative Research Systems (2012).

The researcher calculated that a minimum of 36 employees must have participated to produce reliable data results. According to Bartlett II, Kotrlik, and Higgins (2001), Creswell (2005), Krejcie and Morgan (1970), and Neuman (2003), an appropriate sample size is determined by the size of the population. Neuman noted that small population requires a larger sampling in order to have accurate data results. For the sample size, a calculator was selected from the OLA Group website that utilized Krejcie and Morgan's calculations. These calculations were supported by Neuman's suggestions for calculating a reliable sample size.

The appropriate sample size for the hotel's population of 40 employees was determined to be a minimum of 36 employee participants. The confidence level of this sampling size was set at 95%, and the confidence interval was set at 5%, which represents high confidence that the sample mean and population mean are not significantly different. The sample size, confidence level, and confidence interval were corroborated with the sample size calculator provided by Creative Research Systems

(2012). In this study, 39 of the 40 employees participated. The confidence level was 99% with a confidence interval of 2.5%. An explanation for the high participation rate could be attributed to the following three reasons: the researcher's availability, the management's and employees' willingness to participate, and the \$100.00 raffle.

In regards to determining the proper sample size for the five cultural subgroups represented, this calculation was not considered since the organization was being viewed as a single multicultural society within a hospitality organization. The multicultural variable was defined as a descriptive statistic showing the presence of more than one culture within the organization (Table 4). This definition was derived from Marshall's (2013) definition of a multicultural society denoting the concept as an ideal that possesses cultural differences, which was made evident from the demographic survey (Appendix F). However, according to Bartlett II, Kotrlik, and Higgins (2001), Krejcie and Morgan (1970), and Neuman (2003), for future studies investigating cultural subgroups within an organization of more than one culture, the sample size of each sub group would have to be calculated individually.

Instrumentation

After reviewing several servant leader survey instruments, the researcher selected the OLA survey instrument based upon the scope of analysis, frequency of use, and the confirmed validity of the survey instrument models (Barbuto & Wheeler, 2006; Dennis & Bocarnea, 2005; Dierendonck & Nuijten, 2011; Fields & Winston, 2010; Hayden, 2011; Laub, 1999; Liden et al., 2008; Page & Wong, 2000; Patterson, 2003; Sendjaya et al., 2008). The OLA survey instrument consists of 66 Likert-style questions with a response rating of 1-5: 1 representing *strongly disagree* and 5 representing *strongly agree*. Of the

66 likert-style question, 60 questions were designed to extract employee perceptions of servant leadership attributes within the organization and six questions were designed to extract employee perceptions of job satisfaction within the organization. From these two extractions, a scale score for total servant leadership perception and a scale score for total job satisfaction perception are created.

The OLA survey instrument was developed through a three-phase Delphi study that consisted of 14 leading researchers in the field of servant leadership (Drury, 2004a; Laub, 1999; Molnar, 2007). The result of this Delphi study yielded a survey instrument that measured the presence of servant leadership and job satisfaction based on six leadership value-dimensions: values people, develops people, displays authenticity, builds community, provides leadership, and shares leadership. These six leadership value-dimensions provided the opportunity to predict or diagnose the employee perception of servant leadership and job satisfaction moderated by categorical data such as job position and cultural diversity.

In regards to the construction of the 66 questions, the survey has a threefold approach in its utility of extracting the needed data for variable analysis. First, the survey extracted data regarding the three levels of an organization (Laub, 1999): top leadership, middle managers, and hourly workers. The first 21 questions pertain to the organization's perception of servant leadership. The following 33 questions pertain to top leaders and middle managers perception of servant leadership. The remaining six questions of the 60 questions pertain to the employee's position within the company. The last six questions of the 66 questions pertain to the employee's perception of job satisfaction. Secondly, the survey extracted data regarding the six leadership value-dimension, and they are evenly

distributed throughout the survey questions. Thirdly, the survey extracted categorical information such as job position in order to determine any moderating variable influences upon the perception of servant leadership. When combined, the analysis of the data provided a diagnosis of the health of the organization regarding effective leadership through correlation (OLA Group, 2012).

In Laub's (1999) reliability and validation analysis of the OLA survey instrument, the Cronbach's Alpha reliability coefficients for all of the six value-based sub-scores were above 0.90. Hebert (2003) also discovered significant correlation between the six sub-scores denoting the reciprocal and synergistic reliability of one value-based subscore predicting the presence of the remaining five subscores. The limitation to this, however, is the single-dimensional analysis of an organization. With regard to the scope of this instrument, the single-dimensional analysis did not detract from the instruments reliability or validity in measuring the presence of servant leadership and job satisfaction within an organization when a general assessment was the focus of the analysis. In comparison to other studies that utilized the OLA survey instrument, the study also supported the validity of the instrument by adding to the body of knowledge through a quantitative correlational analysis examining the presence of servant leadership and job satisfaction as perceived by employees from various cultures within a hospitality organization.

As was mentioned earlier in the above paragraphs, the OLA survey instrument was developed in a three-phase Delphi study that consisted of 14 experts in the research field of servant leadership. The Delphi method is an iterative process facilitated by an expert panel of researchers (Laub, 1999; Molnar, 2007). The Delphi process was

followed by a pilot study, and a cross-sectional survey administered to 41 organizations around the globe. As the instrument evolved through the process, each question was scrutinized through the Delphi panel, factor analyses, and by survey respondents.

The end result was a survey instrument that consisted of 66 questions measuring the perception of servant leadership and job satisfaction in conjunction with seven demographic variables measuring age gender, education, organization, years employed, job position, and ethnic origin (Drury, 2004a; Hebert, 2003; Laub, 1999; Molnar, 2007; OLA Group, 2012). As with any instrument development process there are challenges to its creation, reliability, and validity, but the OLA survey instrument has proven to be a very useful tool for many researchers and practitioners since its inception.

Since the study was a quantitative, non-experimental descriptive analysis examining the relationship between servant leadership and job satisfaction, the OLA survey instrument was selected since it measures servant leadership attributes and job satisfaction. The main benefit of the OLA survey instrument is the provision of a tool that examines value-based attributes of servant leadership as perceived by employees of an organization (Drury, 2004a; Laub, 1999). Furthermore, at the time of this study, the OLA survey instrument had been utilized in 39 different studies examining servant leadership within several organizations (OLA Group, 2012). However, this study was the first to use the OLA survey instrument to assess the perception of servant leadership and job satisfaction with the moderating variable of a multicultural employee-base within a hospitality organization.

In addition to the OLA survey instrument, a demographic survey was attached to the OLA survey instrument with permission from Dr. Laub to collect the descriptive

cultural data significant to the study. The collected cultural data defined the organization as being multicultural based on the demographic data collected from the employees.

Validity

The validity of an instrument is determined by the extent it measures the variables identified in the research question (Cooper & Schindler, 2003; Creswell, 2009). The focus of this study demonstrated construct validity through a quantitative, non-experimental descriptive study examining the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. To accomplish this validity assessment, the study utilized similar statistical procedures found within the selected studies used for this study's correlational analysis such as Cronbach's Alpha, an ANOVA, and Pearson's correlational coefficient (Amadeo, 2008; Chu, 2009; Drury, 2004a; Hebert, 2003).

The internal and external validity of the study was established by the use of Laub's (1999) validated and reliable OLA survey instrument as attested by Amadeo (2008), Anderson (2005), Chu (2008), Drury (2004), Hannigan (2008), Hebert (2003), Herman (2008), Johnson (2008), OLA Group (2012), and Salie (2008). As an example of the reliability of Laub's (1999) OLA instrument, the initial Cronbach's Alpha had a reliability coefficient for all six sub-scores above 0.90 with the highest Alpha being 0.98. Other studies utilizing the OLA survey instrument have demonstrated similar meaningful significance. In a like manner, the study performed similar analyses, and thus built upon the existing body of knowledge. The validity of the study was established upon a valid instrument, upon similar research, using similar methods. The result of the analysis demonstrated a 0.96 alpha, which supported the findings of previous studies.

In regards to the threats affecting the internal and external validity of the study, the researcher recognized that the benefit of a survey approach to research was the ability to survey a sample group of a population to make necessary inferences that could be generally applied to the general population with regard to behavior. Creswell (2009) noted a limitation to a single sample survey analysis since some organization may lack statistical random sampling. Since the study was focused on the moderating variable of diverse culture as it relates to employees perception of servant leadership and job satisfaction, the researcher chose to select a single sample survey to explore a real-world example of cultural convergence on a servant-led hospitality organization and to provide a clear scale for this new content area.

Although small, single populations have been discouraged with respect to the generalizability of a study, the researcher chose to use a small sample population within the hospitality industry to expose a variable that has not been investigated by any studies found by the researcher: namely, the multicultural variable (Creswell, 2009). It is the opinion of this researcher that the study could be a starting point for more studies examining the utility of the OLA survey instrument and servant leadership within a multicultural hospitality industry. From the researcher's perspective and supported by Brownell (2010), servant leadership is a natural leadership model that is conducive to supporting culturally diverse employees within hospitality organizations.

In consideration of other threats to the validity and reliability of the study, the researcher has taken steps to manage those threats that are outside of the researcher's control. Human error and bias are concerns that were managed and documented to the best of this researcher's ability. The steps noted in the above paragraphs represented the

measures taken to sustain the validity and reliability of the study, as well as the integrity of the studies that have contributed to this research.

Reliability

The reliability of a study demonstrates consistent and repeatable administration and response (Creswell, 2009). That is, the ability to repeat a study represents meaningful reliability. The reliability of the study was supported by a valid OLA survey instrument. One factor that contributed to the validity and reliability of the OLA survey instrument was through Laub's development of a three-phase Delphi study that consisted of fourteen experts in the research field of servant leadership. As explained in Chapter 2, the Delphi method is an iterative process facilitated by an expert panel of researchers (Drury, 2004a; Laub, 1999; Molnar, 2007). The end result was a survey instrument that consisted of 66 questions measuring the perception of servant leadership and job satisfaction in conjunction with seven demographic variables measuring age, gender, education, organization, years employed, job position, and ethnic origin (Drury, 2004a; Hebert, 2003; Laub, 1999; Molnar, 2007; OLA Group, 2012). As with any instrument's development process, there are challenges to its creation, reliability, and validity, but the OLA survey instrument has proven to be a very useful tool for many researchers and practitioners since its inception.

The second criterion for reliability is the ability of a study to be repeated. The reliability of this study was established upon previous research utilizing similar approaches, variables, and analyses (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; OLA Group, 2012; and Salie, 2008). The data analysis used in the study followed the same procedures

common to correlational studies. That is, the Cronbach's Alpha was first computed to ascertain that the data collected were representative of what the instrument was designed to collect in a consistent manner. Means and standard deviations, ANOVA, and Pearson's correlation coefficient were utilized to examine relationship and gaps between variables in a manner that was statistically reliable because of the valid instrument used to collect the data. Finally, the data results contributed to and built upon existing research revealing new knowledge. The study satisfied the reliability criterion in that the study used a valid instrument that collected data from a similar population, and analyzed the data using similar statistical techniques noted from previous research.

Data Collection Procedures

This quantitative, non-experimental descriptive study was conducted within a hotel in the Mid-Atlantic. The employee-base for the hotel was culturally diverse. The number of employees was 40 within the multicultural hospitality organization, and 39 were able to participate. Of the 39 employees, 26 were U.S. native-born and 13 were foreign-born: The U.S. native-born employee-base consisted of 16 Anglo, three Latin American, and seven identified with Two or More cultures. The foreign-born employee-base consisted of nine Latin American, and four Two or More cultures. In regards to the cultural designation of the employees, three different cultures were represented: 16 were Anglo, 12 were Latin American, and 11 were identified with Two or More cultures.

The instrument chosen to collect the data from the 39 employees was the OLA survey instrument (Appendix A). The minimum number of employees for the sampling size was determined to be 36 of the total 40 member organization, which provided a confidence level of 95% and a confidence interval of 5% (Creative Research Systems,

2012; Creswell, 2005; Krejcie & Morgan, 1970; Neuman, 2003). The employees were recruited through the use of a raffle method as demonstrated in Amadeo's (2008) and Drury's (2004a) study, and all employees participated in the raffle and all employees participated in the survey exercise, except for one employee. The employee returned the confidentiality statement, consent form, and the OLA survey instrument to the researcher within the sealed envelope.

The rationale to collect data through a self-directed, cross-sectional survey was motivated by three criteria supported by the *Belmont Report* (1979). First, the researcher had to be concerned with time constraints placed upon the participants. Second, the researcher had a moral obligation to maintain the confidentiality of the participants. Third, the researcher had to be aware of technological strengths and weaknesses of the participants and hosting site. Based on these three criteria, the collection procedure represented the best form, fit, and function of the needs of the organization, participants, and the research without exploiting time, confidentiality, or technology.

The anticipated result of the data collection procedure was expected to be a quick, uneventful experience that allowed the participants to respond honestly without duress and expense. Furthermore, the choice to utilize a self-administered, participant-supported survey exercise also accomplished what *Belmont Report* suggested. Namely, the objective of the survey was to deliver an efficient and effective data collection procedure properly sized to the scope and purpose of the research achieving beneficence, respect for persons, and fair treatment, as well as gather data.

Prior to administering the survey, the researcher obtained permission from Dr. James A. Laub to use the OLA survey instrument (Appendix B), and from the general

manager to administer the survey (Appendix C). Also, prior to the administration of the survey, the researcher obtained certified Spanish translations for the consent form, confidentiality statement, the OLA survey instrument, and the demographic survey instrument attached to the OLA survey instrument. The translations were purchased in advance to prepare for potential needs of the participants. Upon receipt of permissions from Grand Canyon University's Institutional Review Board and Academic Quality Review, the researcher scheduled a convenient time with the general manager to administer the survey on site.

On an approved day scheduled by the general manager for each department, the researcher secured a board room at the hotel. This room had a private entrance door not easily seen by bystanders or other staff members. Beginning at 7:00 A.M., the researcher informed the employees about the location. The hours of operation were from 7:00 A.M. to 12:00 P.M. The researcher also met with all the employees available throughout the day and informed them they may begin participation in the board room. After providing the announcement, the researcher waited in the room for participants.

When participants arrived, the room was secured by closing the doors to protect anonymity. Participants received a raffle ticket upon arrival if they had not already received one, and they were informed that the drawing date was 1 week after the data had been collected. For each participant or group of participants, a written and verbal explanation was given. For participants needing a Spanish translation for the survey, consent form, and confidentiality statement, those translated documents were made available along with an interpreter if requested.

Before the participants signed any forms, the participants were asked to verbally acknowledge they understood the explanation of the purpose of the survey (Appendix A), the consent form (Appendix D), and the confidentiality statement (Appendix E). The employees were also informed that the survey did not request any personal information that would jeopardize their anonymity, nor were their responses viewed by anyone else except the researcher. The participants were also informed that they may withdraw anytime from the research study prior to data analysis.

After the explanation was given, participants were given the opportunity to ask questions or begin by signing the consent form (Appendix D) and confidentiality statement (Appendix E). Both forms were signed by the participants in order to participate. Upon completion of the survey (Appendix A), the researcher had each employee place his or her surveys and signed forms in a sealed envelope to ensure confidentiality.

The sealed envelopes were then placed in a secure box that was in the possession of the researcher. This added security measure alleviated any chance of viewing the documents by other participants or bystanders, and it also met the *Belmont Report* (1979) recommendation of alleviating undue stress on the participants. This process also made the transfer of documents more secure and manageable. After collecting all the documents, the researcher took the documents located in the secure box to his home office. After arriving at home, the researcher opened the secure box, and removed the sealed envelopes. The envelopes were opened, and the signed documents were separated from the surveys. The surveys and signed documents were separated, folded, and placed in secure, fireproof boxes until data analysis: one box was designated for data and one for

signed documents. At this time, copies of the signed documents were also made in order to provide copies to each corresponding participant. The total time to complete the survey ranged between 15 and 20 minutes.

All documents given to the participants were collected the same day. Only one employee could not participate because of work responsibilities. Since the surveys could not be identified with the participants, the researcher randomly coded the consent form with paired symbols: e.g., 1-2; 3-4. The consent form, confidentiality statement, and the survey were paired using the random coding known only by the researcher. The location of the symbols is known only to the researcher in order to maintain confidentiality.

In order to participate, the employees had to sign a consent form (Appendix D) and confidentiality statement (Appendix E) to demonstrate a binding agreement that respects the participant's confidentiality and privacy. Since the survey instrument did not ask for any specific identifiers from the employees such as name, address, phone numbers, or numbers linked to personal information, the researcher did not have concern with any information being detrimental to the employees once the survey was completed, since the survey could not be linked to the individual. The researcher is the only individual who knows how to link surveys to the consent forms and confidentiality statements.

There were, however, questions regarding how confidentiality would be maintained during the raffle ticket distribution at the time of administration of the survey. This concern was alleviated by making the raffle available to all employees. The only requirement was that all the employees have to get a raffle ticket from the researcher. These tickets were purchased by the researcher from a local office supply store.

After all the data were collected with the forms, the researcher took the secured box to his home office where the documents and surveys were stored in secure, fireproof locations until data analysis. All hard copies and external storage devices used in the data analysis are being kept for 6 years in the same secure, fireproof location. When data analysis began, all electronic storage devices were stored within the same secure, fireproof location as the surveys. There was also a password protected computer used strictly for data analysis, and it, too, was kept in a secure, fireproof location at the home office of the researcher when not in use.

Data Analysis Procedures

In a quantitative, non-experimental descriptive study, ethical analysis and scientific procedure are essential protocols of the data analysis process. Prior to collecting the data, a thorough review of the data collection plan and data analysis procedures supported the reliability and validity of the research. The review was conducted by the researcher and Grand Canyon's Institutional Review Board.

Forming ethical guidelines supporting the research approach and statistical strategies further supported the ethical treatment of the participants and data analysis in word and in application of the study. The internal and external benefit of forming ethical guidelines of analysis and interpretation provided reduced bias and increased scientific credibility. Statistical procedure, like ethical analysis planning, contributes to the scientific credibility of a quantitative research approach (Creswell, 2009). Thus, plans for analyzing the collected data were developed under the same scrutiny to achieve credible data results.

A quantitative, non-experimental descriptive approach was used to conduct the data analysis and interpretation of the results based on Leedy and Ormrod's (2001) criteria. The purpose of this quantitative, non-experimental descriptive study was to examine the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization located in the Mid-Atlantic. The examination of the relationship in the quantitative study denoted a correlational analysis of the variables to "measure the degree of association" within the population sample (Creswell, 2005, p. 52). The variables under examination were servant leadership (independent variable) and job satisfaction (dependent variable).

After all permissions were received to conduct the study, the discussed data collection plan in the above section was implemented. In preparation for data analysis, the data collected from by OLA survey instrument were retrieved from the secure, fireproof location, and the data were transferred to a designated website attached to the OLA Group website for research. All of the surveys were entered on the secured, OLA website and the OLA Group collection tool produced an Excel spreadsheet with the raw data categorized according the assigned variables of servant leadership, job satisfaction, and employee cultural designation (Appendix F). At this point, the raw data were loaded into SPSS v.20. All data entry was conducted in a secured, private office. When the hard copies and electronic devices were not utilized, they were placed back in the secure, fireproof location in the private office. The following statistical procedure was adapted from Creswell's (2009) research tips.

The first statistical procedure to be conducted, outside of the preliminary preparations, was to analyze the participant demographic statistics. The initial descriptive

statistics revealed the number of total participants, cultural designation, individual-specific demographic data, and response rate.

The second statistical procedure expanded the descriptive analysis from Step 1. Descriptive data analysis is the computation of the responses provided by the participants for each question on the survey. These computations were delivered in descriptive form of summary statistics labeled as statistics of scale such as mean, variance, and standard deviation (Hill & Lewicki, 2007). Building upon these computations within SPSS v.20, the computations revealed the total mean scores for servant leadership, job satisfaction, employment level, gender, ethnicity, and employee cultural designation.

By acquiring the mean scores, the statistical method of Cronbach's Alpha was utilized within SPSS v.20 to check for measurement reliability and inter-relatedness of the six servant leadership subscales (Hill & Lewicki, 2007; Tavakol & Dennick, 2011). The test for reliability was based on the ratio of true variability to total variability based on participants' responses. Based on the OLA's total internal reliability of 0.98, the data results for the study were anticipated to be comparable, which would further support the reliability of the OLA survey instrument.

The OLA survey instrument was designed to measure servant leadership based on six value-dimension scales attributed to represent the presence of servant leadership within an organization. In conjunction with the presence of servant leadership, the OLA survey instrument measured the level of job satisfaction as perceived by the individual of the organization. For this study, the perception of servant leadership was based on the total mean score. Hebert (2003) demonstrated in her study that the interrelatedness of the

six subscales provided opportunity to view the total servant leadership score within an organization without examining hypotheses for each subscale.

According to Laub (1999) and Hebert (2003), it was not essential to test each subscale since each subscale has been shown to be interrelated with the other subscales. Laub (1999) further stated that “The high correlations between the scales rules out the possibility of using these subscores for research purposes. However, they may be useful for diagnostic purposes in working with individual organizations” (p. 67). Thus, the OLA survey instrument was viewed as a single-dimension representation of the six subscales, which can be utilized to assess an organizations overall fitness as a servant-led organization (Laub, 1999). For the purpose of this study, only the total perception of servant leadership was necessary for a correlation with total job satisfaction as perceived by a multicultural hospitality organization.

The third statistical procedure was a simple comparison of means that was conducted to examine the total mean score and standard deviation for the perception of servant leadership and job satisfaction as perceived by the demographic variables of gender, employment level, cultural designation, ethnicity, and birthplace. Fourth, a two-way ANOVA was conducted to determine if there were any significant interactions between the subgroups of birthplace and cultural designation, as well as examining any significant differences associated with the demographic variables on the employee perceptions of servant leadership and job satisfaction (Laerd, 2013).

The rationale for using a two-way ANOVA was the opportunity to take a small sample size of culturally diverse employees and reliably test for normality and homogeneity. By grouping the employee-base into two categories of native-born or

foreign born and examining interactions between birthplace and cultural designation, the researcher was able to examine culture-specific datasets that were not limited by subgroups having too few participants. Thus, the researcher was able to reliably answer the research and hypotheses regarding the relationship between servant leadership and job satisfaction moderated by the multicultural variable. However, the researcher exercised caution in interpreting the data because of the small sample size.

Following the descriptive data and two-way ANOVA analyses, the researcher conducted a correlational analysis between total mean scores of servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization.

The data collected in the statistical procedure discussed in the above paragraphs were reflective of the culturally diverse employees' perception of servant leader attributes and job satisfaction within a hotel. These perceptions were revealed through the OLA survey instrument's 60 questions that measure the six servant leader attributes (valuing people, developing people, displaying authenticity, building community, providing leadership, and sharing leadership). Six questions revealed the job satisfaction rating of the culturally diverse employees. The moderating variable of culture was revealed by denoting cultural designation in the OLA survey instrument. The significance of these variables supported the study's goal of achieving a better understanding of the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization.

Ethical Considerations

Forming ethical guidelines for the research approach and statistical strategies supported the ethical treatment of the participants and data. The guidelines developed from the two sources utilized the rubric from the *Belmont Report* (1979) for the headings of the guidelines (beneficence, justice, and respect for persons), and Creswell's (2009) suggestions for ethical considerations when conducting research are the content under the headings. According to Creswell (2009), it is the responsibility of researchers to "protect their participants" by developing trust, integrity and avoiding misconduct and impropriety through ethical management of resources and data (p. 87).

Beneficence. Beneficence as defined by the *Belmont Report* (1979) guided the research to treat people "in an ethical manner not only by respecting their decisions and protecting them from harm, but also by making efforts to secure their well-being" (Part B, section 2). One ethical consideration when conducting research is in the development of the problem statement. In the development of the problem statement, the researcher must be cognizant of the benefit of the study to the participants. The benefit of this study to the participants was the contribution of supporting a better work environment to improve job satisfaction for a diverse community of employees.

The second benefit the participants received was an opportunity to win a \$100.00 in a raffle designed to segue into the announcement of the date of the survey exercise. According to the example provided by Amadeo's (2008) and Drury's (2004a) study, the appropriate course of action to recruit participation was determined to be a raffle. The researcher's role was supportive to all departments of the hotel organization by making the raffle available to all employees regardless of participation. Therefore, the use of a

raffle approach to recruit and the researcher's work assignment did not create a coercive environment to the employees. The researcher's goal was to be supportive and respectful of the employees' choice to participate.

Justice. The *Belmont Report* (1979) explained "the principle of justice is that equals ought to be treated equal" (Part B, section 2). More specifically, the population sample needs to be selected based on the research problem being studied. Groups or individuals of unique position must not be manipulated because of institutionalization, low socioeconomic status, or cultural heritage. The approach to the study to treat all employees fairly was accomplished by offering the opportunity to participate to all the employees. Accordingly, all the employees had the choice to withdraw from the study at any time with no penalty. The employees' anonymity was secured by the following protocol:

1. The survey was conducted in a privately accessed board room where public and office traffic is at a minimum.
2. The consent form and confidentiality statement were participant-signed forms that communicate the participants' desire to take the survey with the knowledge that their confidentiality is of the utmost importance. Certified, translated documents were provided upon request. The participants were informed that the survey did not require any information that associated their specific names to the study. In the case of this study, all employees participated, except for one employee who could not participate because of job responsibilities.
3. The process for handling the consent form and confidentiality statement in conjunction with the survey was accomplished by having each participant

place the completed forms and survey into a sealed envelope. Although the original protocol was to fold the signed forms and surveys and place them in separate secure, boxes, the participants and researcher came to an agreement that the sealed envelopes protected confidentiality more efficiently. The researcher removed the forms and survey from each sealed envelope and separated the forms and survey into two secured boxes designated for surveys and signed forms, which done at the researcher's house. The researcher is the only person capable of determining the identity of the survey. The only reason for this protocol was to provide the researcher and participant fair treatment in the decision to be withdrawn from the study. That is, the researcher could not honestly offer the opportunity to withdraw if the researcher did not know which survey to remove.

4. The handling and storage of the data were done privately and securely within a home office. The paper copies and electronic data were stored in a secure, fireproof location, and are being kept for a period of 6 years. After the 6-year period the paper copies and electronic media will be destroyed.
5. Within the dissertation study, there is no reference to individuals. The only references made were the total employee perception of servant leadership and job satisfaction as perceived by culturally diverse employees. The cultural designation of the study was significant to the purpose of the study, but the identity of the specific culture was not. The question the study examined pertained to the relationship between servant leadership and job satisfaction within a multicultural hospitality organization.

6. The study did not seek to identify specific cultures influencing the sustainability of servant leadership within a small population, and the data results did not require the identification of any culture-specific phenomena affecting the sustainability of servant leadership.

The dissertation will be made electronically available to all who wish to view the study. A hard copy was made available to the general manager and participants upon request. Based on the review of literature, this protocol of confidentiality and fair treatment met previous studies protocols.

Respect of persons. “Respect for persons incorporates at least two ethical convictions: first, individual should be treated as autonomous agents, and second, that persons with diminished autonomy are entitled to protection” (*Belmont Report*, 1979, Part B, section 2). Akin to fair treatment, the specific motivation for this moral principle focuses on freedom of choice. In the case of the employees associated with the organization under examination, free choice to participate or to withdraw was communicated during the presentation of the consent form and confidentiality statement. The employees were not coerced to participate or not participate. Each employee was given the opportunity to exercise his or her free-choice by accepting or declining to participate. The researcher provided no direction in the decision, except for the information contained in the consent form and confidentiality statement.

There were no repercussions known by the researcher by which the employees or organization could be harmed through loss of job, unfair treatment, or bad publicity. The data results were presented in a general way providing only insight into the perception of the employees regarding servant leadership effectiveness and the level of job satisfaction

with regard to the effectiveness of servant leadership. The focus of the study was on the relationship between servant leadership and job satisfaction within a multicultural hospitality. The data results were intended to primarily contribute new knowledge to the fields of cross-cultural leadership, servant leadership, and hotel management. The main objective during the process was to secure confidentiality for both the organization and participants. Confidentiality superseded any anonymity choices in the presentation of the data results. Furthermore, the published data did not reveal the name of the participants or the hospitality organization under examination. There was no information within the dissertation that would link the data to the organization. Even the researcher cannot be associated with the hospitality organization.

Freedom of choice was critical in establishing respect for persons. The general manager of the hospitality organization provided permission to conduct the study, and 39 of the 40 employees chose to participate: one employee could not participate because of a job commitment that detained the employee for a long period of time. After permissions were received in the form of the consent form and confidentiality statement, the researcher's obligation to the participants and the organization was to protect their decision to participate by enforcing confidentiality and integrity in the investigation, presentation, and secure handling of the data results.

In summary, the *Belmont Report* (1979) and Grand Canyon University's Institutional Review Board were the guides to establishing an ethnically-based study. By utilizing the Belmont Principles in the data collection and data analysis of the archival datasets, the researcher performed the research ethically. To support this belief, the researcher is of the strong opinion, based on the review of literature, that the data were

collected in a manner that did not harm, compromise autonomy, or unjustly burdened any participant. In conjunction with the data collection, the researcher practiced the Belmont principles to the best of his ability to safeguard the respect and just treatment of the data in order that the study may be of benefit to this field of research and to the participants.

Limitations

After reviewing the research approach and methodology of the study, the researcher has noted that the study was limited to a quantitative non-experimental descriptive approach. In conjunction with the approach, the study was limited by the use of a single instrument to collect the data. Furthermore, the study's population consisted of a single-sample size of multicultural people employed in a single hospitality organization located in the Mid-Atlantic. Therefore, the preceding limitations restricted generalizable association with other research conducted in different demographic settings.

In regards to the population sampling, diverse opinions exist on how many participants and organizations were needed to produce relevant research (Gay & Airasian, 2000; Hill & Lewicki, 2007). According to Hill and Lewicki (2007), a study can use as few as 10 participants if simple linear regressions are computed. Consequently, the size and demographics of the population was a limitation to the sampling size and to the complexity of statistical analysis. This limitation also restricted generalizable association with other research and organizations with different demographics.

Similar to the demographics of the population, the multicultural variable of the study would be difficult to reproduce. The approach to generalizing the multicultural variable was accomplished by comparing the descriptive statistics with the Bureau of Labor Statistics. In order to discover similarities and differences between the organization

and the national average, the researcher computed the ratio of foreign-born persons to native-born persons to compare averages to national averages. Again, the limitation of the multicultural variable restricted generalizability. However, the scope of the study operated under the premise that any combination of diverse cultures would not influence the relationship between servant leadership and job satisfaction

A delimitation of the study was the investigation of servant leadership, since servant leadership is the chosen model of leadership for the organization. Servant leadership theory was also a limitation. Previous research has been conducted using servant leadership and other leadership theories such transformational, transactional, leader-member exchange, contingency, situational, and other hybrid forms. Job satisfaction was a limitation based on similar observation of leadership theory. Other criteria such as organizational citizenship behavior could have been examined to demonstrate effective leadership. The limitation of single-leadership investigation and job satisfaction restricted the generalizability of the study to other organization being led by other leadership models or theories measured by other variables of perception.

In data collection, the use of paper-and-pencil versus online survey participation limited the study. The choice to use paper-and-pencil was made because of the limited number of computers at the participants' homes and at work. Although the technological limitation was avoided by the participants, there were other limitations to paper-and-pencil such as participant error. This type of error can be caught in online surveys.

An additional limitation to the data collection was the entry of data in the servant leader website for each survey taken. The potential limitation added potential input error to the study. In conjunction with the choice of paper-and-pencil, confidentiality may be

challenged by participants more so than online survey participation. This limitation may have been compounded by the researcher's employment at the same organization. The effect of paper-and-pencil surveys and the researcher's shared employment may have limited participation and error-free responses. Overall, the choice to use paper-and-pencil was primarily motivated by the lack of computer workstations for all participants to complete the survey.

Statistical procedure limitations were briefly introduced in the above paragraphs, and a general limitation to the study was the simplicity of the chosen statistical methods: descriptive statistics, Cronbach's Alpha, comparison of means, ANOVA, and Pearson's *r*. The selection of the statistical methods was motivated by previous studies and the researcher's intermediate knowledge of the statistical approaches. However, this limitation was improved and the statistical procedures were validated by professional statisticians.

Certain limitations of the study were outside of the control of this researcher such as the style of leadership, demographics, potential survey input error, and language barriers. The limitations of population, data collection, and data analysis were controlled within the study to meet standards set by previous research utilizing similar approaches and methods. Therefore, the limitations listed above became a rubric to the data results in order to make plausible, viable, and reliable generalizations to similar organizations within the hospitality organization. With the aid of the limitations to keep the study focused on what was observed, the data results added to the body of knowledge in the fields of cross-cultural leadership, servant leadership, and hotel management.

Summary

The purpose of this quantitative non-experimental descriptive study was to examine the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization located in the Mid-Atlantic. The research approach taken in the study was a quantitative non-experimental descriptive design. The instrument used to collect the data was the OLA survey instrument (Appendix A), which collected data from 39 people from various cultures employed by a hospitality organization that openly supports servant leadership.

Employees were invited to participate in the survey exercise by being introduced to the study through a raffle for \$100.00. With permission given to conduct the survey by the general manager, the collection of the data was a single day event for each department, which was conducted onsite in a private board room. Confidentiality was achieved by removing the need for individual identification on the survey, by placing the documents in sealed envelopes, which were placed in a secure box for transportation, and by separating the signed consent form and confidentiality statement from the survey. The collected data were removed from the site, and stored in two secure, fireproof locations until data analysis: one box for the data and one box for the signed forms.

The data were entered into the OLA Group website for offsite storage that is protected by a single-user password. The data were retrieved from the website in Excel format. After retrieval, the data were loaded into SPSS v.20. Once loaded, the data analysis were converted to descriptive statistics; the total servant leadership mean score; and the job satisfaction mean score to reveal the internal consistency reliability as denoted by Cronbach's Alpha. Next, a simple comparison of total mean scores of the

descriptive data in conjunction with two-way ANOVA analyses was conducted. Finally, Pearson's r in comparison was used to compute correlations between servant leadership and job satisfaction in order to answer the research question and hypotheses.

The validity and reliability were anticipated to be supported within the study based on valid and reliable statistical procedures applied to the collected data. Similar statistical procedures collected from previous studies were used to support the validity and reliability of the paper. Furthermore, the validity and reliability of the OLA survey instrument also supported the internal validity and reliability of the study. However, the validity and reliability of the OLA instrument was also tested to revalidate through Cronbach's Alpha in order to further establish the credibility of the study.

Ethical protocol was implemented throughout the whole process of the research. The *Belmont Report* (1979), and Grand Canyon University's Institutional Review Board were the ethical guides in the administration of the study's survey instrument. The critical components of the ethical protocol were beneficence, justice, respect of persons. These three moral criteria secured the wellbeing and free choice of the participants while maintaining confidentiality. By utilizing the ethical protocol in the data collection and data analysis of the archival datasets, the researcher believes that the research was ethically performed. To support this belief, the researcher is of the strong opinion based on the review of literature that the data were collected in a manner that did not harm, compromise autonomy, or unjustly burdened any respondent.

The researcher of the study anticipated that the data would reveal a positive relationship between servant leadership and job satisfaction as perceived by culturally diverse employees of a hospitality organization. Secondly, this researcher anticipated that

servant leadership and job satisfaction would reveal significant relationship within a multicultural hospitality organization. These two assumptions proved valid within the findings of the data results. Consequently, a positive assumption can be made that servant leadership and job satisfaction interrelate within a multicultural hospitality organization denoting a sustainable leadership model for similar organizations.

Chapter 4: Data Collection and Analysis

Introduction

The purpose of this study was to examine the relationship between servant leadership and job satisfaction within a multicultural hospitality organization located in The Mid-Atlantic. The approach taken in the study was similar to previous research examining the relationship between servant leadership and job satisfaction through the use of Laub's (1999) OLA survey instrument. The difference, however, of the study was determined to be the variable of culturally diverse employees within a hospitality organization, which was the noted gap in the review of the literature. The study's research question focused on the degree of correlation between servant leadership and job satisfaction within a multicultural hospitality organization.

Chapter 4 presents a summary of the data collection and analysis processes. To support the presentation of the collected data, descriptive data findings, statistical treatments and analyses of the collected data are discussed and illustrated. The final section of Chapter 4 focuses on the presentation of the data results as guided by the research question and hypotheses. To begin, the following section presents the data analysis process by first examining the descriptive data.

Descriptive Data

Thirty-nine employees participated in this study. The 39 participants completed a demographic survey, which was instrumental in identifying specific descriptive data: employment level, gender, cultural designation, ethnicity, and birthplace. Of these five categorical subgroups, birthplace and cultural designation were chosen as the two subgroups that would be utilized in a two-way ANOVA to examine the interaction of the

group combination on servant leadership and job satisfaction. The two subgroups combined represented the multicultural moderating variable in the research question and hypotheses. Employment level, gender, and ethnicity descriptive data were considered ancillary to the focus of the research, but they were not critical to the statistical relevance or significance of this study. In addition to being ancillary, some of the categories within the subgroups of employment level, gender, and ethnicity had only one participant represented, which limited statistical computations. The subgroups of birthplace and cultural designation had sufficient representation of participants to conduct statistical computations.

The researcher utilized SPSS v.20 to acquire the descriptive data results. The general character of the hospitality consists of 19 females and 20 males. Of this number, one female and one male occupied the role of top management. In regards to the role of management, two females and four males occupied these job roles. The remaining 31 participant occupied the role of hourly employees, which consisted of 16 females and 15 males. Table 3 provides a tabular representation of the descriptive data for employment level and gender.

Table 3

Organizational Descriptive Data

Employment Level/ Gender	<i>n</i>	Percent	Cumulative Percent
Top Management			
Female	1	2.56	2.56
Male	1	2.56	5.1
Total	2	5.1	
Management			
Female	2	5.1	5.1
Male	4	10.2	
Total	6	15.3	20.5
Hourly Employee			
Female	16	41.04	41.04
Male	15	38.46	
Total	31	79.5	100
Total Gender			
Female	19	48.7	48.7
Male	20	51.3	
Total	39	100.0	

There were a total of 10 culture clusters a participant could select as presented in Appendix F (Anglo, Arab, Confucian Asia, Eastern Europe, Germanic Europe, Latin America, Latin Europe Nordic Europe, Southern Asia, and Sub-Sahara Africa). The 10 cultural clusters were utilized from the GLOBE Project study for comparative purposes in the study (House et al., 2004). Since it was possible for an individual to identify with *Two or More* cultures within culturally blended families, the option to select that designation or to select *Other* was given as a choice to the participants in the demographic survey.

For cultural identification purposes, questions pertaining to ethnicity and birthplace were also asked on the demographic survey as noted in Appendix F. These data were utilized for comparative purposes examining cultural attributes of the organization. The birthplace question was used to identify an employee's cultural designation if an employee's cultural designation was unclear.

Of the 39 participants responding to the demographic questions on the survey, one participant did not answer the cultural and ethnic questions. In respect to the participant, the researcher did not assume any designation. However, based on the birthplace question, the participant did note the birthplace as North America. This designation placed the participant within the Anglo culture cluster (House et al., 2004).

There were also seven other participants identifying with Two or More cultures, which set them apart from other cultural designations. However, a cultural association was made by birthplace regardless of a noted cultural designation found on the demographic survey. Upon further review the researcher determined to examine all of the data pertaining to cultural designation. From this examination, the researcher found that three participants identified themselves incorrectly.

For example, one participant identified with the Eastern European culture, but was born in the United States in an ethnically White Family. Consequently, this participant's cultural designation was changed to Anglo, which was based on the directions of the demographic survey. A second participant identified with the Anglo culture, but was born in Central America in an ethnically White Family. This participant's cultural designation was changed to Latin American. Another supporting factor was that the survey was completed in Spanish. Finally, a third participant identified with the Asian culture and was born in the United States in an ethnically Asian family. This participant's cultural designation was changed to Two or More. A follow up review with each participant, privately, confirmed these changes.

From this review and revision of the dataset, the researcher was able to accurately represent the multicultural nature of the hospitality organization. Furthermore, the

researcher was able to achieve subgroups that would not be limited by too few participant cases while conducting the two-way ANOVA. Thus, the researcher was able to reliably answer the research and hypotheses regarding the relationship between servant leadership and job satisfaction moderated by the multicultural variable (Laerd, 2013). As stated previously, the researcher continued to exercise caution interpreting the data despite improved reliability of statistical significance among the observations of differences and interactions of culture with servant leadership and job satisfaction.

As observed in Table 4, the remaining three cultural attributes of the participants were examined. These are birthplace, cultural designation, and ethnicity. The researcher decided to reduce the birthplace subgroup into two separate categories: native-born and foreign-born. The reason was to simplify the data output from specific regions of the world to whether or not the participants were native-born in the United States of America or foreign-born. Additionally, the two categories were better suited to the research conducted by the Bureau of Labor Statistics (2010). Consequently, the researcher found that there were 26 native-born participants and 13 foreign-born. Of this number, it was discovered that there were 11 females and 16 males that were native-born, and there were eight females and four males that were foreign-born.

After the researcher revised and clarified the cultural designation, it was found that there were three cultural designations: Anglo, Latin American, and Two or More. The researcher observed that there were 16 native-born Anglos, three native-born Latin Americans, and seven native-born participants who identified with two or more cultures. The foreign-born population consisted of nine foreign-born Latin Americans and four foreign-born participants that identified with two or more cultures.

In addition to the cultural designation of the participant base, the researcher observed that there were five ethnic categories: Asian, Black, Latin American, White, and Two or More. The participant's ethnic designations are as follows: two Asian, nine Black, 13 Latin Americans, 11 Whites, and four participants who identified with Two or More. More specifically, there were 26 native-born participants: nine Blacks, three Latin Americans, 10 Whites, and four participants who identified with Two or More. Furthermore, there were 13 foreign-born participants: two Asian, 10 Hispanic/ Latinos, and one participant who identified with White.

Table 4

Cultural Descriptive Data

Birthplace/ Culture*/ Ethnicity	<i>n</i>	Percent	Cumulative Percent
Native-born**			
Anglo***			
Black	6	15.3	15.3
White	9	23.1	38.4
Two or More	1	2.6	41.0
Sub-Total	16	41.0	
Latin American			
Hispanic/ Latino	2	5.1	5.1
Two or More	1	2.6	7.7
Sub-Total	3	7.7	
Two or More			
Black	3	7.7	7.7
Hispanic/ Latino	1	2.6	10.3
White	1	2.6	12.9
Two or More	2	5.1	18.0
Sub-Total	7	18.0	
Sub-total	26	66.7	
Foreign-born			
Latin American			
Hispanic/ Latino	9	25.6	25.6
Sub-Total	9	25.6	
Two or More			
Asian	2	2.6	2.6
Hispanic/ Latino	1	2.6	5.3
White	1	2.6	7.9
Sub-total	4	7.9	
Sub-total	13	33.3	
Total	39	100	

*Cultural designations were selected from the 10 cultural clusters from the GLOBE Project (House et al., 2004).

**Native-born is defined as one born in the United States of America.

***Anglo is defined as countries with English as their native language.

Thus, as defined within this study, the hospitality organization did possess an employee-base that perceived itself as having more than one culture present within the

organization. Based on this observation, the researcher supported the idea that the hospitality organization was multicultural, as defined in the study.

Data Analysis

Data analysis includes the computation of the responses provided by the participants for the 66 questions on the OLA survey instrument and the five demographic questions. These computations were delivered in descriptive form as statistics of scale such as mean, normal group distribution, group homogeneity, and comparison of means (Hill & Lewicki, 2007). The summative assessment of the descriptive statistics provided data results revealing total mean scores of the requested information from the participants. For this study, the computations conducted within SPSS v.20 revealed the total mean scores of the employee's perception of servant leadership and job satisfaction moderated by the variable of multicultural employee-base. Subsequently, the total mean scores of servant leadership were correlated with the total mean scores of job satisfaction collected from culturally diverse employees within a hospitality organization.

To begin the data analysis, the researcher examined the reliability of the survey instrument by calculating the Cronbach's Alpha. By acquiring the mean scores, the statistical method of Cronbach's Alpha was utilized within SPSS v.20 to check for measurement reliability and interrelatedness of the six servant leadership subscales and demographic subgroup interaction (Hill & Lewicki, 2007; Tavakol & Dennick, 2011).

Laub (1999) and Hebert (2003) demonstrated in their studies that the interrelatedness of the six subscales provided opportunity to view the total servant leadership score within an organization without examining hypotheses for each subscale. Laub (1999) further stated that "The high correlations between the scales rules out the

possibility of using these subscores for research purposes. However, they may be useful for diagnostic purposes in working with individual organizations” (p. 67). Thus, the OLA survey instrument is viewed as a single-dimension representation of the six subscales, which can be utilized to assess an organizations overall fitness as a servant-led organization.

Once reliability of the instrument had been examined, the researcher assessed the multicultural hospitality organization’s OLA rank by calculating the organization’s total servant leadership mean score and comparing the score to the OLA survey instrument’s ranking scale: Level 1 is toxic, Level 2 is poor, Level 3 is limited, Level 4 is moderate, Level 5 is excellent, and Level 6 is optimal (Laub, 2012). Table 5 presents these organizational rankings, which represents employee assessment of servant leadership presence within an organization. Similarly, the total job satisfaction mean score as perceived by culturally diverse employees was calculated and assessed by degree of satisfaction within a range.

Table 5

OLA Organizational Ranking Scale

Servant Leadership Level	Range
Org* 1 – Toxic	60.0 to 119.4
Org 2 – Poor	119.5 to 179.4
Org 3 – Limited	179.5 to 209.4
Org 4 – Moderate	209.5 to 239.4
Org 5 – Excellent	239.5 to 269.4
Org 6 – Optimal	269.5 to 300.0

* Org is an abbreviation for organization, and 1 through 6 represents the levels of employee perception of servant leadership value-dimensions.

Prior to conducting the correlational analysis, the researcher conducted descriptive statistics analyses to establish normal distribution of group combinations mean scores regarding the perception of servant leadership and job satisfaction. In addition to the test of normality, the researcher conducted Levene's Test of Homogeneity to determine equal variance within the means scores of servant leadership and job satisfaction in the subgroup combination of birthplace and cultural designation. According to Creswell (2009) and Laerd (2013), these computations are significant to the data analysis since Pearson's correlation analysis is dependent upon the assumptions of normal distribution and equal variance of group combination mean scores, as is with most parametric statistics. Once established, the researcher conducted a two-way ANOVA to determine statistically significant differences and interaction of demographic subgroup on servant leadership and job satisfaction. The demographic variables of birthplace and cultural designation were specifically analyzed through the utility of a two-way ANOVA.

The rationale for using a two-way ANOVA was the opportunity to take a small sample size of culturally diverse employees and reliably test for normality and homogeneity. This was accomplished by a revision of the dataset. From this revision of the data, the researcher was able to accurately represent the multicultural nature of the hospitality organization by thoroughly reviewing and clarifying the cultural designation of each participant. The demographic questions pertaining to birthplace, culture, and ethnicity were critical to this process of evaluation and revision, which was noted in the Descriptive Data section of this study.

Furthermore, the researcher was able to achieve subgroups that would not be limited by too few participant cases while conducting the two-way ANOVA. Thus, the

researcher was able to reliably answer the research and hypotheses regarding the relationship between servant leadership and job satisfaction moderated by the multicultural variable (Laerd, 2013). As stated previously, the researcher continued to exercise caution interpreting the data despite improved reliability of statistical significance among the observations of differences and interactions of culture with servant leadership and job satisfaction.

Finally, a Pearson's correlation analysis was conducted to examine the degree of relationship servant leadership had with job satisfaction within a multicultural hospitality organization. After the computations of total mean scores, reliability, normal distribution, homogeneity, and analyses of variance, the researcher correlated the total servant leadership score with the total job satisfaction score. The researcher conducted the analysis by utilizing SPSS v.20 bivariate correlational statistics with Pearson's correlational coefficient. This statistical procedure was the analysis that tested the hypotheses and answered the research question

The data collected in the statistical procedure discussed in the above paragraphs were reflective of the culturally diverse employees' perception of servant leader attributes and job satisfaction within a hotel. These perceptions were revealed through the OLA survey instrument's 60 questions that measure the six servant leader attributes (valuing people, developing people, displaying authenticity, building community, providing leadership, and sharing leadership). The six remaining questions revealed the culturally diverse employees' perception of job satisfaction. The descriptive variable of culture was revealed by examining the interrelatedness of birthplace and cultural designation interacting with servant leadership and job satisfaction through a two-way ANOVA. The

significance of these variables supported the study's goal of achieving a better understanding of the relationship between servant leadership and job satisfaction within a multicultural hospitality organization.

Results

Before an examination of the research question was performed, it was imperative that the reliability of this study be investigated. Based on previous studies, the researcher noted consistent trends in the reliability of the OLA survey instrument to measure the independent variable of servant leadership presence and the perception of the dependent variable of job satisfaction. Thus, the researcher examined the reliability of the instrument for the study. The reliability of the OLA survey instrument for the study was 0.96, which was calculated by running a reliability analysis on the OLA's 60 questions measuring servant leadership value-dimensions. In regards to the six subscales, the lowest reliability score was 0.67 for the builds community subscale. Table 6 provides an illustration of the internal reliability of the OLA survey instrument utilized for the study.

Table 6

Summary of OLA Psychometric Characteristics

Subscale	Questions per Subscale	<i>M</i>	<i>SD</i>	Alpha
Values People (VP)	10	40.51	5.53	0.81
Develops People (DP)	9	33.59	5.83	0.83
Builds Community (BC)	10	41.51	4.12	0.67
Displays Authenticity (DA)	12	44.82	8.22	0.88
Provides Leadership (PL)	9	33.00	6.44	0.82
Shares Leadership (SL)	10	37.38	6.07	0.79
Total Job Satisfaction (TJS)	6	24.97	3.84	0.72
Total Servant leadership (TSLS)	60	230.82	32.17	0.96

The test for reliability was based on the ratio of true variability to total variability based on participants' responses. Based on the OLA's total internal reliability of 0.98, the data results, demonstrated a 0.96 Alpha. This finding supported the data results found within previous studies, which further supported the reliability of the OLA survey instrument and this study (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; Laub, 1999; OLA Group, 2012; and Salie, 2008). In comparison with other studies utilizing the OLA survey instrument, the results of the study demonstrated significant similarity (Table 7). The significance of the comparison contributed to the existing body of knowledge by revalidating the reliability of the OLA survey instrument, as well as providing internal validity for the study.

Table 7

Comparison of Mean and Alpha with Previous Studies

Studies	<i>n</i>	<i>M</i>	<i>SD</i>	Alpha
Laub (1999)	828	223.79	41.08	0.98
Hebert (2003)	136	200.76	41.92	0.86
Drury (2004a)	170	224.65	34.18	
Chu (2008)	98	206.13	45.24	0.98
Amadeo (2008)	313	210.73	37.76	0.98
Wilson (2013)	39	230.82	32.17	0.96

Upon completing the assessment of reliability and consistency with previous studies, the researcher proceeded to answer the study's research question.

Research question 1. The study's research question focused on the relationship between servant leadership and job satisfaction within a multicultural hospitality organization.

R1: Is there a statistically significant relationship between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic?

The corresponding null hypothesis stated that there would be no statistically significant relationship between servant leadership and job satisfaction within a multicultural hospitality organization.

H₁: There is a statistically significant correlation between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic.

H₀: There is no statistically significant correlation between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic.

For the purpose of fully examining the research question and hypotheses, the researcher performed descriptive analyses and comparisons to examine the nature of the demographic subgroups as each relate to the employee-base mean scores of servant leadership perception and job satisfaction perception. In the following sections, the researcher organized the presentation of the results according to the variables of the research question and its correlative examination: namely, servant leadership and job satisfaction. The multicultural variable was examined within each subheading.

Servant leadership. First, in order to determine the degree to which employees perceived the presence of servant leadership within the organization, their total servant leadership mean scores were calculated and then ranked according to the OLA organizational ranking system, as shown in Table 8. The total mean score of employee perceptions of servant leadership was 230.82, as outlined in Table 8. The organization ranked at the Org 4 level (Laub, 2012). This score denoted an organization level of moderate to excellent health where employees believe the leaders are akin to parents, taking on the role of nurturing workers, with employees likened to a child who is well taken care of. The employees exhibited moderate levels of trust, accompanied by occasional uncertainty and fear. The focus was on maintaining the status quo, and creativity was encouraged within these limits. Employees perceived that goals were, for the most part, clear, but often experienced confusion regarding the overall direction of the organization (Laub, 2012). Thus, employees perceived servant leadership moderately high within the organization.

Table 8

OLA Organizational Ranking of Total Employee Mean Score

Servant Leadership Level	Range**	<i>n</i>
Org* 1 – Toxic	60.0 to 119.4	0
Org 2 – Poor	119.5 to 179.4	2
Org 3 – Limited	179.5 to 209.4	8
Org 4 – Moderate	209.5 to 239.4	14
Org 5 – Excellent	239.5 to 269.4	11
Org 6 – Optimal	269.5 to 300.0	4

* Org is an abbreviation for organization, and 1 through 6 represents the levels of employee perception of servant leadership value-dimensions.

**Total Possible Servant Leadership Score = 300. The total possible score is calculated by multiplying the highest numeral designation of *strongly agree* (5) by the 60 OLA questions, which pertain to job satisfaction perception (Laub, 1999).

Employment level and gender subgroup perceptions. With regard to gender, the total mean score for females ($n = 19$) was 234.00, while the total mean score for males ($n = 20$) was 227.80, indicating females had higher perceptions of servant leadership than did males as evidenced in Table 8. Likewise, the mean score of top management ($n = 2$) was 246.50, while that of managers ($n = 6$) was 227.17. The mean score of hourly employees ($n = 31$) was 230.52 indicating that top managers perceived servant leadership the highest, followed by hourly employees and then managers.

However, these scores must be cautiously observed in light of the very small sample sizes in management levels. Because of the small sample sizes of the demographic subgroups, statistical significance could not be determined. Furthermore, these data were only used for descriptive purposes of the multicultural hospitality organization, which provided insight into the research question being examined.

Table 9

Organizational Perceptions of Servant Leadership by Employment Level and Gender

Servant Leadership Perception*	<i>n</i>	<i>M</i>	<i>SD</i>
Employment Level/ Gender			
Top Management			
Female	1	264.00	
Male	1	229.00	
Total	2	246.50	24.74
Management			
Female	2	232.00	9.89
Male	4	224.75	39.77
Total	6	227.17	31.35
Hourly Employee			
Female	16	232.38	35.60
Male	15	228.53	31.74
Total	31	230.52	33.28
Total Gender			
Female	19	234.00	33.38
Male	20	227.80	31.54
Total	39	230.82	32.17

*Total Possible Servant Leadership Perception Score = 300. The total possible score is calculated by multiplying the highest numeral designation of *strongly agree* (5) by the 60 OLA questions, which pertain to servant leadership perception (Laub, 1999).

Birthplace, culture and ethnic subgroup perceptions. Mean scores were also calculated based on birthplace, culture and ethnicity. The distribution of the employees regarding birthplace was found as follows (Table 10). For native-born participants, there were three different cultures represented, which totaled 26 employees with a combined mean score of 234.04. The largest group was Anglo ($n = 16$) with a mean score of 233.81. The second largest group was Two or More ($n = 7$) with a mean score of 228.00. This group was followed by Latin American ($n = 3$) with a mean score of 249.33.

For the foreign-born participants (Table 10), there were two cultural groups represented, which totaled 13 participants with a combined mean score of 224.38. The largest group was Latin American ($n = 9$) with a mean score of 229.89. The second

largest group was Two or More ($n=4$) with a mean score of 212.00, respectively. Thus, for the native-born participants, Latin Americans had the highest mean scores, followed by Anglos and Two or More, respectively. For the foreign-born participants, Hispanic/Latinos had the highest mean scores, followed by Two or More.

With regard to culture, the two largest groups were Anglos ($n = 16$) who showed a mean score of 233.81 and Latin Americans ($n = 12$) who showed a mean score of 234.75. The last category was Two or More cultures ($n = 11$) which showed a mean score of 222.18. Thus, Latin Americans had the highest mean scores, followed by Anglos and Two or More cultures, respectively.

Finally, as shown in Table 10, the largest ethnic group was Hispanic/Latino ($n=13$) with a mean score of 232.62, followed by White ($n = 11$) with a mean score of 238.82. The third largest ethnic group was Black ($n = 9$) with a mean score of 216.44. The smallest ethnic groups were Two or More ($n = 4$) with a mean score of 244.50 followed by Asian ($n = 2$) with a mean score of 212.50. Thus, overall the ethnic group with the highest perception of servant leadership was the Two or More ethnic group, followed by White, then Hispanic/Latino. The Asian and Black ethnic subgroups had the lowest perceptions of servant leadership.

Table 10

Multicultural Perceptions of Servant Leadership

Birthplace/ Culture*/ Ethnicity	<i>n</i>	<i>M</i>	<i>SD</i>
Native-born**			
Anglo***			
Black	6	221.17	21.76
White	9	241.11	34.30
Two or More	1	244.00	
Sub-Total	16	233.81	29.80
Latin American			
Hispanic/ Latino	2	262.00	50.91
Two or More	1	224.00	
Sub-Total	3	249.33	42.16
Two or More			
Black	3	207.00	31.17
Hispanic/ Latino	1	259.00	
White	1	206.00	
Two or More	2	255.00	60.81
Sub-Total	7	228.00	40.55
Sub-total	26	234.04	33.29
Foreign-born			
Latin American			
Hispanic/ Latino	9	229.89	25.99
Sub-Total	9	229.89	25.99
Two or More			
Asian	2	212.50	37.48
Hispanic/ Latino	1	172.00	
White	1	251.00	
Sub-total	4	212.00	38.84
Sub-total	13	224.38	30.03
Total Servant Leader Score	39	230.82	32.17

*Cultural designations were selected from the 10 cultural clusters from the GLOBE Project (House et al., 2004).

**Native-born is defined as one born in the United States of America.

***Anglo is defined as countries with English as their native language.

However, because of the small sample sizes of the demographic subgroups, statistical significance was difficult to determine for observed differences and interaction of the subgroups because of single case occurrences within some ethnic subgroups.

Furthermore, the researcher had determined from the review of the literature that the core distinction of cultural designation was based upon regional value dimensions (Hofstede, 2001; House, et al., 2004; WVS, 2009). Thus, the researcher chose to examine the interaction of birthplace and cultural designation. Consequently, the researcher chose to conduct a two-way ANOVA utilizing the subgroup data from birthplace and cultural designation.

After completing the two-way ANOVA, the researcher discovered that there were no outliers and the data was normally distributed for each group, as assessed by boxplot and Shapiro-Wilk test ($p < .05$), respectively. There was homogeneity of variances, as assessed by Levene's Test of Homogeneity of Variance ($p = 0.42$). The total servant leadership score was not statistically, significantly different between the interaction of birthplace and cultural designation, $F(1,34) = 0.13$, $p = 0.90$, $\eta^2 = 0.00$. Tukey *post-hoc* analysis revealed that there were no statistically significant differences between culture subgroups (Table 11).

Table 11

Interactions of Cultural Subgroups on Servant Leadership

Servant Leadership		95% Confidence Interval				
		<i>M</i>	<i>SE</i>	<i>p</i>	Lower Bound	Upper Bound
Anglo	Latin American	-0.94	12.5	.99	-.31.7	29.8
	Two or More	11.6	12.7	.64	-19.9	43.2
Latin American	Anglo	.94	12.5	.99	-29.8	31.67
	Two or More	12.6	13.7	.63	-21.0	46.2
Two or More	Anglo	-11.6	12.7	.64	-43.2	19.9
	Latin American	-12.5	13.7	.63	-46.2	21.0

Job satisfaction. Data collection to answer this question consisted of employees completing six questions on the OLA related to job satisfaction (Laub, 1999; Appendix A: questions 56, 58, 60, 62, 64, 66). Additionally, statistical tests were applied to determine if employee perceptions of job satisfaction also differed based on subgroups of employment level, gender, birthplace, cultural designation and ethnicity.

Prior to conducting the statistical tests, reliability was examined for the six job satisfaction questions provided within the OLA survey instrument (Appendix A: questions 56, 58, 60, 62, 64, 66). According to Lattin, Carroll, and Green (2003), a Cronbach's Alpha of 0.70 provides an acceptable confidence in the internal reliability of the survey instrument in extracting data. By conducting a reliability analysis of the six job satisfaction questions (Table 6), the researcher calculated the Cronbach's Alpha to be 0.72, and the researcher concluded that the OLA survey instrument reliable as has been shown in previous studies (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; Laub, 1999; OLA Group, 2012; and Salie, 2008).

Subsequently, the following statistical analyses were done. First, in order to determine the degree of the relationship between servant leadership and job satisfaction, the total mean scores were collected from six questions related to job satisfaction on the OLA survey were calculated. Following this analysis, the researcher also calculated and compared mean scores based on subgroups of gender, employment level, culture group and ethnic group. A two- way ANOVA was conducted to determine if there were any significant differences among the mean scores of these groups. Finally, a Pearson's

correlation coefficient was calculated to determine the relationship between servant leadership and job satisfaction.

Employment level and gender subgroup perceptions. In addition to calculating total job satisfaction mean score for the entire employee base ($M = 24.97$), the mean scores for the subgroups of gender and employment levels of top management, management, and employee were calculated (Table 12). With regard to gender, the mean score for females ($n = 19$) was 25.00, while the mean score for males ($n = 20$) was 24.65, indicating females had higher perceptions of job satisfaction than did males as evidenced in Table 12.

Likewise, the mean score of top management ($n = 2$) was 24.50, while that of managers ($n = 6$) was 24.33. The mean score of hourly employees ($n = 31$) was 25.13 indicating that hourly employees perceived job satisfaction the highest, followed by top managers and managers, respectively. However, these scores must be cautiously observed in light of the very small sample sizes in management levels. Because of the small sample sizes of the demographic subgroups, statistical significance could not be determined. Furthermore, these data were only used for descriptive purposes of the multicultural hospitality organization, which provided insight into the research question being examined.

Table 12

Organizational Perceptions of Job Satisfaction by Employment Level and Gender

Job Satisfaction Perception*	<i>n</i>	<i>M</i>	<i>SD</i>
Employment Level/ Gender			
Top Management			
Female	1	25.00	
Male	1	24.00	
Total	2	24.50	0.70
Management			
Female	2	26.50	0.70
Male	4	23.25	5.68
Total	6	24.33	4.72
Hourly Employee			
Female	16	25.19	3.87
Male	15	25.07	3.95
Total	31	25.13	33.28
Total Gender			
Female	19	25.32	3.56
Male	20	24.65	4.15
Total	39	24.97	3.84

*Total Possible Job Satisfaction Perception Score = 30. The total possible score is calculated by multiplying the highest numeral designation of *strongly agree* (5) by the 6 OLA questions, which pertain to job satisfaction perception (Laub, 1999).

Birthplace, culture and ethnic subgroup perceptions. Mean scores were also calculated based on birthplace, culture and ethnicity. The distribution of the employees regarding birthplace was found as follows (Table 13). For native-born participants, there were three different cultures represented, which totaled 26 employees with a combined mean score of 25.54. The largest group was Anglo ($n = 16$) with a mean score of 24.50. The second largest group was Two or More ($n = 7$) with a mean score of 27.57. This group was followed by Latin American ($n = 3$) with a mean score of 26.33.

For the foreign-born participants (Table 13), there were two cultural groups represented, which totaled 13 participants with a combined mean score of 23.85. The largest group was Latin American ($n = 9$) with a mean score of 24.67. The second largest

group was Two or More ($n=4$) with a mean score of 22.00. Thus, for the native-born participants, Two or More cultures had the highest mean scores, followed by Latin Americans and Anglos. For the Foreign-born participants, Latin Americans had the highest mean scores, followed by Two or More.

With regard to culture, the two largest groups were Anglos ($n = 16$) who showed a mean score of 24.50 and Latin Americans ($n = 12$) who showed a mean score of 25.08. The last category was Two or More cultures ($n = 11$) which showed a mean score of 25.55. Thus, Two or More cultures had the highest mean scores, followed by Latin Americans and Anglos, respectively.

Finally, as shown in Table 13, the largest ethnic group was Hispanic/Latino ($n=13$) with a mean score of 25.00, followed by White ($n = 11$) with a mean score of 24.82. The third largest ethnic group was Black ($n = 9$) with a mean score of 25.11. The smallest ethnic groups were Two or More ($n = 4$) with a mean score of 26.50 followed by Asian ($n = 2$) with a mean score of 22.00. Thus, overall the ethnic group with the highest perception of servant leadership was the Two or More ethnic group, followed by Black, then Hispanic/Latino and White. The Asian ethnic subgroup had the lowest perception of servant leadership.

Table 13

Multicultural Perceptions of Job Satisfaction

Birthplace/ Culture*/ Ethnicity	<i>n</i>	<i>M</i>	<i>SD</i>
Native-born**			
Anglo***			
Black	6	23.83	3.60
White	9	24.56	3.84
Two or More	1	28.00	
Sub-Total	16	24.50	3.63
Latin American			
Hispanic/ Latino	2	27.00	4.24
Two or More	1	25.00	
Sub-Total	3	26.33	3.21
Two or More			
Black	3	27.67	0.58
Hispanic/ Latino	1	29.00	
White	1	28.00	
Two or More	2	26.50	3.11
Sub-Total	7	27.57	2.23
Sub-total	26	25.54	3.44
Foreign-born			
Latin American			
Hispanic/ Latino	9	24.67	3.74
Sub-Total	9	24.67	3.74
Two or More			
Asian	2	22.00	9.90
Hispanic/ Latino	1	20.00	
White	1	24.00	
Sub-total	4	22.00	5.94
Sub-total	13	23.85	4.45
Total Job Satisfaction Score	39	24.97	3.84

*Cultural designations were selected from the 10 cultural clusters from the GLOBE Project (House et al., 2004).

**Native-born is defined as one born in the United States of America.

***Anglo is defined as countries with English as their native language.

However, because of the small sample sizes of the demographic subgroups, statistical significance was difficult to determine for observed differences and interaction of the subgroups because of single case occurrences within some ethnic subgroups.

Furthermore, the researcher had determined from the review of the literature that the core distinction of cultural designation was based upon regional value dimensions (Hofstede, 2001; House, et al., 2004; WVS, 2009). Thus, the researcher chose to examine the interaction of birthplace and cultural designation. Consequently, the researcher chose to conduct a two-way ANOVA utilizing the subgroup data from cultural designation and birthplace.

After completing the two-way ANOVA, the researcher discovered that there were no outliers and the data was normally distributed for each group, as assessed by boxplot and Shapiro-Wilk test ($p < .05$), respectively. There was homogeneity of variances, as assessed by Levene's Test of Homogeneity of Variance ($p = 0.19$). The total servant leadership score was not statistically, significantly different between the interaction of birthplace and cultural designation, $F(1,34) = 1.33, p = 0.26, \eta^2 = 0.04$. Tukey *post-hoc* analysis revealed that there were no statistically significant differences between culture subgroups (Table 14).

Table 14

Interactions of Cultural Subgroups on Job Satisfaction

Job Satisfaction		95% Confidence Interval				
		<i>M</i>	<i>SE</i>	<i>p</i>	Lower Bound	Upper Bound
Anglo	Latin American	-.58	1.41	.91	-4.05	2.88
	Two or More	-1.05	1.45	.75	-4.60	2.51
Latin American	Anglo	.58	1.41	.91	-2.88	4.05
	Two or More	-.46	1.55	.95	-4.25	3.33
Two or More	Anglo	1.05	1.45	.75	-2.51	4.60
	Latin American	.46	1.55	.95	-3.33	4.25

Examining the correlation among the study variables. The researcher conducted a Pearson's correlation to answer the study's research question. The data results revealed that there was correlation between servant leadership and job satisfaction and between birthplace and cultural designation in Table 15. The data results also revealed that the correlation between servant leadership and job satisfaction was $r = 0.635$ and that p was less than 0.0005. According to Cohen (1988), any r value above 0.05 suggests a large/strong correlation. Furthermore, any p value less than 0.01 suggests strong statistical significance. Based on the data results, the researcher concluded that there was a statistically significant correlation between servant leadership and job satisfaction within the multicultural hospitality organization. Therefore, the null hypothesis was rejected.

Table 15

Pearson's Correlation among Study Variables

	Birthplace	Culture	TSLS*	TJS*
Birthplace	1			
p (2-tailed)				
n	39			
Culture	.375**	1		
p (2-tailed)	.019			
n	39	39		
TSLS	-.143	-.140	1	
p (2-tailed)	.384	.394		
n	39	39	39	
TJS	-.211	.114	.635***	1
p (2-tailed)	.198	.498	.000	
n	39	39	39	39

*Total Servant Leadership perception (TSL), Total Job Satisfaction (TJS).

**Correlation is significant at the 0.05 level (2-tailed), $r > 0.50$, $n = 39$, $p < 0.0005$.

***Correlation is significant at the 0.01 level (2-tailed), $r > 0.50$, $n = 39$, $p < 0.0005$.

Analysis of errors. During data analysis within SPSS v. 20, the researcher discovered three sources of error; however, they did not significantly affect the overall purpose of the study. The first two sources were identified as sample size and subgroup size. According to Gay and Airasian (2000), all employees of an organization should take the survey in populations less than 100. However, Hill and Lewicki (2007) iterated that the chosen statistical procedure dictates the population's sampling. Consequently, the researcher concluded that the simple linear correlations did not require all of the employees to be surveyed (Hill & Lewicki, 2007).

Since the purpose of the study was to examine the relationship between servant leadership and job satisfaction within a multicultural hospitality organization, the researcher only required enough people to substantiate that the organization was multicultural and to collect enough data to examine employee perceptions. According to Marshall's (2013) definition of a multicultural society, an organization consisting of more than one cultural group would be considered multicultural. For the specific hospitality organization being examined, the total employee-base was 40 employees representing three different cultural groups. The appropriate sample size for the hotel's population of 40 employees was determined to be a minimum of 36 employee participants (Bartlett II et al., 2001; Creswell, 2005; Krejcie & Morgan, 1970; Neuman, 2003).

The confidence level of this sampling size was set at 95%, and the confidence interval was set at 5 %, which represents high confidence that the sample mean and population mean are not significantly different. The sample size, confidence level, and confidence interval were corroborated with the sample size calculator provided by

Creative Research Systems (2012). In this study, 39 of the 40 employees participated, and the confidence level was 99% with a confidence interval of 2.5%.

In regards to determining the proper sample size for the four subgroups represented, this calculation was not considered since the organization is being viewed as a single multicultural society within a hospitality organization. The multicultural variable was defined as a descriptive statistic showing the presence of more than one culture within the organization, as well as examining subgroup interaction on servant leadership and job satisfaction. This definition was derived from Marshall's (2013) definition of a multicultural society denoting the concept as an ideal that possesses cultural differences, which was made evident from the demographic survey (Appendix F). However, according to Bartlett II, Kotrlik, and Higgins (2001), Krejcie and Morgan (1970), and Neuman (2003), for future studies investigating cultural subgroups within an organization of more than one culture, the sample size of each subgroup would have to be calculated just as it was done for the entire organization.

The third source of error came from possible researcher bias. The method used to maintain objectivity was the continual referencing of previous peer-reviewed studies to compare and contrast data results. This provided significant benefit in providing data results that were consistent with other studies' methodology. Subsequently, the researcher selected a methodology that was similar to the previous studies and conducted similar statistical tests within an organization that had not been previously examined utilizing the OLA survey Instrument (OLA Group, 2012). The desired goal was to add to the body of knowledge by having a foundation built upon numerous scholarly works such as Amadeo

(2008), Anderson (2005), Chu (2008), Drury (2004a), Hannigan (2008), Hebert (2003), Herman (2008), Johnson (2008), Laub (1999), OLA Group (2012), and Salie (2008).

Summary

The quantitative, non-experimental descriptive study examined the perception of servant leadership measured by the job satisfaction of culturally diverse employees within a hospitality organization. Research Question 1 focused on the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. The researcher conducted a Pearson's correlation to answer the research question. The data results revealed that the correlation between servant leadership and job satisfaction within the multicultural hospitality organization was $r = 0.635$ and that p was less than 0.0005. According to Cohen (1988), any r value above 0.05 suggests a large/strong correlation. Furthermore, any p value less than 0.00005 suggests strong statistical significance. Based on the data results, the researcher concluded that there was a statistically significant correlation between servant leadership and job satisfaction within the multicultural hospitality organization. Therefore, the null hypothesis was rejected.

A two-way ANOVA which was conducted for the subgroups of birthplace and cultural designation to determine if any significant differences existed between these groups with regard to perceptions of servant leadership and job satisfaction. There were no statistically significant differences in servant leadership or job satisfaction perception scores between the subgroups. However, because of the small sample sizes of the demographic subgroups, the researcher exercised caution interpreting data results.

In summary, the results of the study showed that employees moderately perceived this hospitality organization as being servant led, as evidenced by a Level 4

organizational ranking (Laub, 2012). Secondly, the study demonstrated the multicultural nature of the organization. Finally, the null hypothesis was rejected, indicating that there was a correlation between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization. An interpretation of the data results is discussed further in Chapter 5.

Chapter 5: Summary, Conclusions, and Recommendations

Introduction

The research question for this study examined the extent to which employee perceptions of servant leadership correlated with job satisfaction. Previous studies established the reliability of the OLA survey instrument, and showed a positive relationship between servant leadership and job satisfaction in various types of organizations. However, this was the first study to be conducted in a multicultural hospitality setting, which investigated the correlation between servant leadership and job satisfaction. The results indicated that a correlation between servant leadership and job satisfaction within a multicultural hospitality organization was positive. Consequently, this study contributed to the body of knowledge regarding the utility of servant leadership within a multicultural hospitality organization to enhance employees' job satisfaction. This chapter presents a summary of the study, the findings and conclusions, as well as implications for theory and practice. The chapter concludes with recommendations for future research and practice, as well.

Summary of the Study

The purpose of this quantitative, non-experimental descriptive study was to examine the relationship between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic. The instrument used to collect the data was the OLA survey instrument (Appendix A), which collected data from 39 culturally diverse employees within a hotel setting (Chapter 4, Table 4). The data collected from the employees were entered into SPSS v. 20 and analyzed using descriptive statistics and correlation coefficient analyses to answer the research question.

Analyses were also run on subgroups of gender, employee level, culture and ethnicity to determine if any significant differences existed among these groups regarding employee perceptions of servant leadership and employee job satisfaction.

Because of the small sample sizes of the demographic subgroups, statistical significance was difficult to establish. Thus, the researcher reviewed the datasets and clarified participant cultural designations by comparing all the cultural responses from the demographic survey for each participant. From this examination, the researcher found that three participants had been entered incorrectly. Consequently, the participants were re-categorized and matched with their appropriate cultural designation. Furthermore, the researcher took the birthplace subgroup and reduced it from specific locations of birthplace and reduced them to two categories: United States of America – native-born and foreign-born. This reclassification was more aligned with the research conducted by the Bureau of Labor Statistics (2012). Therefore, the researcher determined that the only subgroups that provided sufficient data responses for examination were birthplace and cultural designation. The researcher conducted a two-way ANOVA with the two subgroups to examine subgroup interaction on employee perceptions of servant leadership and job satisfaction. After conducting the two-way ANOVA, the researcher conducted a Pearson's correlation coefficient analysis.

Summary of Findings and Conclusions

Research question 1. The research question focused on the correlation between servant leadership and job satisfaction within a multicultural hospitality organization.

R1: Is there a statistically significant relationship between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic?

All 39 employees completed the OLA survey to provide data that could be examined with specific statistical procedures within SPSS v.20 to answer this research question. First, the researcher collected the total mean scores and determined the employee perception level of servant leadership and job satisfaction. The total mean score of employee perceptions of servant leadership was 230.82 ($n = 39$) out of a possible 300. This indicated to the researcher that the employees did perceive servant leadership positively within the organization, according to the OLA organizational ranking of level 4 (Laub, 2012). It was further observed that the employees perceived a moderate level of job satisfaction as denoted by the total mean score of 24.97 ($n = 39$) out of a possible 30. This score was equivalent to a B rating of satisfaction within the organization.

Because of the small sample sizes of the demographic subgroups, statistical significance was difficult to determine for observed differences and interaction of the subgroups because of single case occurrences within some ethnic subgroups. Consequently, the researcher chose to conduct a two-way ANOVA to determine which culture-specific subgroups provided the best fit for examining the three variables under consideration: namely, servant leadership, job satisfaction and the multicultural variable.

The multicultural designation of the organization was established by the recognition of three specific cultures that could be statistically evaluated. According to Marshall (2013), the presence of two or more cultures constitutes a multicultural organization. Furthermore, through the utility of a two-way ANOVA, the researcher

determined that the two demographic subgroups best suited to measure the multicultural interaction on servant leadership and job satisfaction were birthplace and cultural designation. From this examination, the researcher determined that multicultural interactions were not statistically, significantly different on servant leadership and job satisfaction. Although the comparison of total mean scores for each of the subgroups did show variances of perception regarding servant leadership and job satisfaction, the total combined multicultural variable data did not reveal any statistically significant differences (Chapter 4, Table 11 and Table 14).

After completing the two-way ANOVA, the researcher discovered that there were no outliers and the data was normally distributed for each group, as assessed by boxplot and Shapiro-Wilk test ($p < .05$), respectively. There was homogeneity of variances, as assessed by Levene's Test of Homogeneity of Variance for both variables of servant leadership and job satisfaction ($p = 0.42$; $p = 0.19$). The total servant leadership score was not statistically, significantly different between the interaction of birthplace and cultural designation, $F(1,34) = 0.13$, $p = 0.90$, $\eta^2 = 0.00$. Furthermore, the total job satisfaction score was not statistically, significantly different between the interaction of birthplace and cultural designation, $F(1,34) = 1.33$, $p = 0.26$, $\eta^2 = 0.04$. In addition, Tukey *post-hoc* analysis revealed that there were no statistically significant differences between culture subgroups for both variable interaction on servant leadership and job satisfaction.

Finally, the researcher conducted a Pearson's correlation to answer the study's research question. The data results revealed that there was a correlation between servant leadership and job satisfaction and between birthplace and cultural designation (Chapter 4, Table 15). The data results also revealed that the correlation between servant

leadership and job satisfaction was $r = 0.635$ and that p was less than 0.0005. According to Cohen (1988), any r value above 0.05 suggests a large/ strong correlation.

Furthermore, any p value less than 0.01 suggests strong statistical significance. Based on the data results, the researcher concluded that there was a statistically significant correlation between servant leadership and job satisfaction within the multicultural hospitality organization. Therefore, the null hypothesis was rejected.

H_1 : There is a statistically significant correlation between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic.

H_0 : There is no statistically significant correlation between servant leadership and job satisfaction within a multicultural hospitality organization located in the Mid-Atlantic.

Conclusions. The results of this study were similar to other studies that have utilized the OLA survey instrument (Table 16). The significance of the comparison contributed to the existing body of knowledge by revalidating the reliability of the OLA survey instrument, as well as providing internal validity for the study. As noted in Table 16, the range of sample populations provided common results denoting a degree of reliability even within a small sample population.

Table 16

Comparison of Previous Studies

Studies	<i>n</i>	<i>M</i>	<i>SD</i>	Alpha	<i>r</i>	<i>p</i> <
Laub (1999)	828	223.79	41.08	0.98	0.635	0.01
Hebert (2003)	136	200.76	41.92	0.86	0.82	0.001
Drury (2004a)	170	224.65	34.18		0.63	0.0005
Chu (2008)	98	206.13	45.24	0.98	0.69	
Amadeo (2008)	313	210.73	37.76	0.98	0.83	0.001
Wilson (2013)	39	230.82	32.17	0.96	0.635	0.0005

Synthesized results with similar correlational studies. The correlation between leadership and job satisfaction has been extensively tested by researchers who found significant correlation between servant leadership and job satisfaction (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hebert, 2003; Laub, 1999; Thompson, 2002; Salie, 2008). Therefore, this study supported the existing body of knowledge by re-examining the relationship between servant leadership and job satisfaction and added further consideration for the utility of servant leadership within multicultural hospitality organizations to enhance employee job satisfaction.

Within the last 10 years, a significant amount of research focusing on servant leadership and job satisfaction has been conducted (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; OLA Group, 2012; Salie, 2008). Each cited researcher examined a followership's perception of servant leadership and job satisfaction employing Laub's (1999) OLA survey instrument in conjunction with other instruments measuring various moderating variables. For example, Drury (2004a), Hebert (2003) and Johnson (2008) examined the

correlation between servant leadership and job satisfaction with additional dependent variables such as organizational commitment, intrinsic job satisfaction, and emotional intelligence.

Hebert (2003) and Johnson (2008) examined the intrinsic and extrinsic job satisfaction scale score by combining OLA with the Mohrman-Cooke-Mohrman Job Satisfaction Scale (MCMJSS) survey instrument. Johnson (2008), however, added an Emotional Intelligence Assessment (EAI) to examine the correlation between emotional intelligence and servant leadership as perceived by hi-tech employees. Drury (2004a) correlated organizational commitment to servant leadership and found a negative correlation between servant leadership and organizational commitment within a college setting. Similarly, Johnson (2008) could not show a correlation between emotional intelligence and servant leadership. In regards to the total OLA scale score, Hebert (2003) and Johnson (2008) observed their organizations to possess limited servant leadership attributes, but Drury (2004a) was ranked as a moderate servant leader organization ($n = 170$, $M = 224.65$). All three studies were able to show a positive correlation between servant leadership and job satisfaction in their respective organizations.

Hannigan (2008), and Herman (2008) examined the correlation between servant leadership and other variables pertaining to institutional performance and spirituality, but they still used the OLA survey instrument. Herman did not show a correlation between workplace spirituality and servant leadership, but the study did show a positive relationship between servant relationship and job satisfaction. Hannigan sought to examine a correlation between servant leadership and college performance, but was unable to acquire the required sample size to show statistical significance. However, with

the sample taken, Hannigan made some observations that suggested that servant leadership did correlate with job satisfaction, but it did not with college performance.

Amadeo (2008), Anderson (2005), Chu (2008), and Salie (2008) focused on the correlation between servant leadership and job satisfaction within specific types of organizations. All four demonstrated a significant correlation between servant leadership and job satisfaction with each organization. Amadeo (2008) conducted a study with a group of nurses; Anderson (2005) conducted a study within a church educational system. Chu (2008) conducted a study within a call-center. Salie (2009) conducted a study within Muslim centers and educational systems. Each organization was ranked between level 3 and level 6 on the OLA servant leadership scale. A summary of the studies can be found in Chapter 2, Table 2.

The majority of the studies found that the demographic variables of gender, age, ethnicity, education, work experience, and tenure did not demonstrate statistically significant differences regarding perceptions of servant leadership and job satisfaction. Similarly, this study found that the demographic variable of birthplace and cultural designation did not demonstrate statistically significant differences regarding the perceptions of servant leadership and job satisfaction. However, Drury (2004a) did note a significant difference of perception between age and tenure. Hebert (2003) found significant difference in age, gender, role, and industry type.

Within all the studies, except for two, a quantitative methodology with a correlation design was utilized. Anderson (2005) and Salie (2008) utilized a mixed-method approach. All of the studies conducted data analyses utilizing descriptive data, analysis of variance (ANOVA) with post hoc analyses, and Pearson's or Spearman's

correlation coefficient. Furthermore, the studies had statistically significant sample sizes to conduct the data analyses, except for Hannigan (2008). The sample size for this study was small, but the sample size proved sufficient to conduct the statistical procedures necessary to test the research question and hypotheses.

In comparison to this study, all of the studies examined a relationship between servant leadership and job satisfaction utilizing the OLA survey instrument, descriptive data analyses, and correlation analyses. The difference between this study and other studies was that it did not utilize other survey instruments such as MCMJSS to examine job satisfaction. Based on the previous studies' data, the MCMJSS proved to be redundant to the OLA survey instrument's collection of similar data (Drury, 2004a; Hebert, 2003; Laub, 1999). In addition, this study did not seek other variables to correlate with servant leadership such organizational commitment, emotional intelligence, work place spirituality, and college performance. However, the study did examine the multicultural nature of the hospitality organization, which had not been done by any of the noted previous studies.

In regards to population, this study represented the smallest sampling size of a single organization, which limited the use of a two-way ANOVA and post hoc analyses. The limited sampling size also prohibited the examination of subgroup differences, except for the subgroups of birthplace and cultural designation. However, the scope of the study was defined as an examination of the total multicultural organization's perception of servant leadership and job satisfaction. Overall, the compare and contrast of previous studies with the present study demonstrated that no studies were found that specifically examined the relationship between servant leadership and job satisfaction as

perceived by culturally diverse employees within a hospitality organization as measured by the utility of the OLA survey instrument.

This conclusion was further supported by a review of the literature pertaining to the relationship between servant leadership and job satisfaction within a hospitality organization. Only a few studies addressed servant leadership strategies within hotel management, and only two were found that conducted empirical studies considering servant leadership (Brown, Hassan, & Teare, 2011; Brownell, 2010; Gonzalez & Garazo, 2006; Wu et al., 2013.).

Synthesized results with similar organizational types. Gonzalez and Garazo (2006) performed a study in Spain with the purpose of examining how servant leadership principles coupled with human resource strategies could improve job satisfaction and organizational commitment. The methodology of the study was a quantitative exploratory analysis. The data was retrieved from an unknown number of participants from three surveys using a Likert-type scale, which measured individual perceptions of job satisfaction, organization commitment, and organizational service. After performing confirmatory factor analyses for the three survey areas, Gonzalez and Garazo (2006) identified four dimensions showing a relationship with job satisfaction and organizational commitment: Service Communicative Leadership (servant leadership), Human Resource Management, Service Systems Practice, and Service Encounter Practice. All four combined were suggested to yield increased job satisfaction and organizational commitment. This study provided insight into the relationship between servant leadership and job satisfaction within a hospitality organization in Spain.

In support of Gonzalez's and Garazo's (2006) study, Brown et al. (2011) provided a similar overview of strategies to improve organizational commitment through the development of a service-oriented leadership and staff. Although the article was not empirical, it did provide experiential evidence based on the Sandals' Philosophy. The significance of this article was the multiple references to a servant leadership model. This was a common observation of the researcher for many articles written from the hospitality sector's perspective.

Fortunately, though, Brownell (2010) provided a historical overview of leadership from the perspective of hospitality education. As noted in the Gonzalez and Garazo (2006) and referenced in Brown et al., (2011), the most logical leadership model to be practiced within a hospitality organization would be servant leadership. Brownell was the only author within the review of literature pertaining to servant leadership and hospitality management that stated the implications for servant leadership "are considerable for the hospitality industry, since it is based on the concept of leadership through service" (p. 363).

Motivated by the comments from Brownell (2010), Wu et al. (2013) conducted a comprehensive study involving 19 hotels located in China. Eight of the 19 hotels were state owned. The purpose of the study was to measure the relationship between servant leadership and the employees' organizational citizenship behavior moderated by attributes of leader-member exchange and employee empathy. The sample included 433 staff members: 19 HR managers, 110 supervisors, and 304 employees. Descriptive data and data collection were conducted in three phases.

The instruments used to collect the data were a unit-level organizational citizenship behavior survey to capture servant leader attributes, a sensitivity scale survey instrument, and a leader-member exchange survey instruments. All of the instruments had been previously validated by other studies. Hierarchical linear modeling (HLM) was used to perform the data analysis. The benefit of the HLM analysis was because of its ability to compensate for individual-level error between nested structures of supervisors and employees. An additional benefit of the HLM was that it could conduct simultaneous analysis between inter-groups and intra-groups (Wu et al., 2013). For the purpose of their study, Wu et al. (2013) examined the relationship at the individual level and the firm level to explore the variations in the perception of leader-member exchange and organizational citizenship behavior.

The results of the data analysis demonstrated that the practice of servant leadership principles had a significant connection with the influence of the leader-member exchange (Wu et al., 2013). In addition, the effect of the connection positively influenced individual's organizational citizenship behavior. Interestingly, the one moderating variable that limited the effect was the sensitivity of the employees, which had the effect of limiting the influence of servant leadership on leader-member exchange. Overall, this study was significant to the present study because of the positive perception Chinese employees had towards servant leadership.

From this review of the literature focusing on servant leadership within the hospitality sector, the researcher observed that a prescribed leadership model and job satisfaction were not associated. What was associated with job satisfaction were singular attributes of leadership or innovative team building strategies. The practice of a

leadership model was not considered as a viable solution to the improvement of job satisfaction. Although alluded to in the studies of Brown et al. (2011) and Gonzalez and Garazo (2006), only Brown (2010) and Wu et al. (2013) provided data suggesting the credibility of servant leadership as a leadership model that would be effective within the hospitality sector. Thus, the lack of data examining the relationship between servant leadership and job satisfaction within a multicultural organization was noted as a significant gap in the research.

Synthesized results with other organizational types. Further review of the literature pertaining to job satisfaction within other organizations composed of a multicultural employee-base was conducted. Unlike the search for studies examining the variables of servant leadership and job satisfaction within a hospitality organization, more studies were available for review. The common trends within the studies were similar to the variables examined in leadership research such as gender, age, training, national culture, organizational culture, and generational culture. A myriad of culture combinations were reviewed. The focus of this review of literature was to find studies that examined job satisfaction within a hospitality organization composed of culturally diverse employees.

At the time of this study, eight articles were found that contained research examining the relationship between job satisfaction and hospitality organization composed of culturally diverse employees. Seymen (2006) and Littrel (2013) discussed synergistic theoretical concepts defining the reciprocal relationship culturally diverse employees share with the organizational culture from differing perspectives of implicit and explicit motivators. Eskildsen, Kristensen, and Antvor (2013), Friday and Friday

(2003), Testa (2004), and Testa and Mueller (2009) discussed the theoretical concept that perception of job satisfaction was motivated by cultural identity, and management competence was contingent upon this knowledge. Dimitrov (2012) discussed the theoretical concept that job satisfaction was motivated by the organizations ability to find common core value-dimensions leading to a humane organization.

A synthesis of the eight articles revealed that cultural differences and ethnicity demonstrated statistically significant differences of perception regarding job satisfaction. These differences of perception were discerned to be the absence of a recognized leadership model based on universally accepted leadership value-dimensions. Thus, the researcher discovered that this concept of core leadership value-dimensions was also absent in the majority of studies examining the perception of job satisfaction within organizations.

Seymen (2006) and Littrel (2013) introduced the cultural synergy concept through their general overviews of perceptions relating to the management of cultural diversity from a pragmatic theoretical worldview. Seymen presented a review of the literature examining various viewpoints related to the management of cultural diversity. Furthermore, Littrel (2013) presented a pragmatic theory based on a positivist, quantitative approach examining the relationship between social and individual value dimensions on explicit leadership value dimensions through the utility of Leader Behavior Description Questionnaire-XII. The significance of both these articles provided an overview of the theories associated with the management of cultural diversity as measured by job satisfaction and job performance. The diverse and complex views associated with leadership and culture was demonstrated within both articles. However,

in application, the complexities of both articles were minimized by the acceptance that sharing is a universal component.

Eskildsen, Kristensen, and Antvor (2013), Friday and Friday (2003), Testa (2004), and Testa and Mueller (2009) suggested that an organization maintains goals by effectively managing employees cultural values that contribute to success of the organization and the culturally diverse employees. Much like the character of the multicultural hospitality organization under examination, paternalistic leadership appears to be an attribute that satisfies the desires of leadership and the followership. However, as noted from Laub's (1999; 2012) observations, this type of leadership does not support the goal of optimal organizational health leading to sustainable job satisfaction through the reciprocity of service.

The results of Eskildsen, Kristensen, and Antvor (2013), Friday and Friday (2003), Testa (2004), and Testa and Mueller (2009) studies demonstrated that culture, race, and ethnicity do effect perception of job satisfaction, but that it did not predict the same job satisfaction within another national culture. Thus, according to the researchers, culturally and ethnically diverse organizations should use caution when interpreting job satisfaction data from other multicultural organizations within different regions. However, based on the review of the literature, the researcher noted that culturally endorsed leadership principles that were practiced within the organization have the potential to predict overall job satisfaction.

This concept was further supported by the comparison of the results of this study with previous, similar studies. Furthermore, the differences of culture did not prove to be statistically significant in regards to a multicultural hospitality organization's positive

perception of servant leadership and job satisfaction in this study. Thus, the researcher has developed the concept that the value-dimensions of a leadership model of an organization produce inherent results that interact with job satisfaction. Simply stated, a leadership receives what it gives to the followership. The result of such interactions between the leadership and followership supports organizational identity, good or bad. The results from the above studies demonstrated that when individual values were emphasized over organizational identity, significant differences in perception were manifested.

In consideration of the organizational identity, Dimitrov (2012) conducted a case study with 17 participants from diverse cultural backgrounds working within a hospitality organization. The purpose of the study was to glean insight into meaningful work and a humane organization from the perception of culturally diverse employees. The data were collected through interviews and analyzed using content and constant comparative analysis to establish themes. The study was based on five themes of importance to establish a meaningful work experience and a humane organization: “1) employee-friendly work environment; 2) leading by example; 3) balance of work and life; 4) in touch with the community; 5) sources of meaningfulness” (Dimitrov, 2012, p. 356). The result of the examination revealed that work was an expression of values in conduct and product, which was manifested by reciprocal respect for others and the organization. One significant observation in Dimitrov’s (2012) study was that cultural backgrounds did not affect common core themes of a meaningful work life. The data results of this study concurred with Dimitrov’s (2012) observation.

Based on the summary of findings and conclusions of this study and previous studies, the following observations were made:

1. There were no studies found that specifically examined the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization as measured by the utility of the OLA survey instrument.
2. From this review of the literature focusing on servant leadership within the hospitality sector, the researcher observed that a prescribed leadership model and job satisfaction were not associated. The practice of a leadership model was not considered as a viable solution to the improvement of job satisfaction.
3. A synthesis of the eight articles pertaining to job satisfaction within culturally or ethnically diverse organizations revealed that cultural differences and ethnicity demonstrate statistically significant differences in perception regarding job satisfaction when there is no recognized leadership model based on universally accepted leadership value-dimensions.
4. The study's findings supported the reliability of the OLA survey instrument, which was also found in prior studies. The data results for the study demonstrated a 0.96 alpha (Table 15).
5. Employee perceptions of servant leadership was determined to be moderate to high, which rated the hotel at a Level 4 (Laub, 2012) Based on the OLA ranking legend and the conclusion from previous studies, the researcher determined that the multicultural organization positively perceived servant leadership attributes.

6. No significant differences regarding employee perceptions of servant leadership and job satisfaction were revealed based on gender, employment level, ethnicity and cultural designation, as noted in the summary of findings and conclusions in the above paragraphs.
7. There was a positive correlation between servant leadership and job satisfaction within a multicultural hospitality organization. More specifically, 30 different correlational tests were performed to see if any statistically significant correlations were present. The correlations examined were between the total mean scores of job role, gender, birthplace, cultural designation, ethnicity, total job satisfaction score, and total servant leadership score. The only correlations found were between servant leadership and job satisfaction and birthplace and cultural designation within a multicultural hospitality organization. This observation was significant in that no other demographic variable demonstrated any significant correlation with servant leadership or job satisfaction.

Implications

The purpose of the study was to examine the relationship between servant leadership and job satisfaction through the utility of the OLA survey instrument within a multicultural hospitality organization located in the Mid-Atlantic. This study was conducted based on the premise that a group of culturally diverse employees positively perceived servant leadership principles. The evidence of the positive correlation would be manifested in the culturally diverse employees' positive perception of job satisfaction. Additionally, the researcher wanted to determine if perceptions of servant leadership and

job satisfaction differed among employees from different cultures. Thus, the independent variable in the study was servant leadership, and the dependent variable was job satisfaction. Servant leadership and job satisfaction formed the theoretical framework for this study.

Theoretical implications. It was previously discussed in the summary of findings and conclusions that the prior studies conducted by Amadeo (2008), Anderson (2005), Chu (2008), Drury (2004a), Hannigan (2008), Hebert (2003), Herman (2008), Johnson (2008), and Salie (2008) supported the theoretical framework of this study by showing a positive correlation between servant leadership and job satisfaction within various organizations (Table 15). It was further supported that any level of perception attributed to servant leadership contributed to employees' job satisfaction regardless of moderating variables such as gender, employment level, birthplace, cultural designation, and ethnicity. Similarly, this study presented results supporting the notion that a statistically significant relationship existed between servant leadership and job satisfaction.

Furthermore, the study demonstrated that the positive correlation was examined within a multicultural hospitality organization. Thus, the significance of the study, in a small way, supported the findings of previous studies, and supported the utility of servant leadership within a multicultural hospitality organization.

Practical implications. Based on the review of the literature and the data results, this study contributed to the findings of previous research suggesting that servant leadership and job satisfaction positively correlate within various types of organizations. Furthermore, the study contributed to the findings of previous studies that examined the effect of moderating variables on the capacity of servant leadership to support improved

job satisfaction. For example, Chu (2008) and Anderson (2005) found that gender and employment level did not affect employee perceptions of servant leadership and job satisfaction. Salie (2008) found that gender did not affect employee perceptions of servant leadership and job satisfaction. Herman (2008) also found that gender, ethnicity and race did not significantly affect employee perceptions of servant leadership. Results of this study did not show any significant effect of the moderating variables of gender, employment level, culture and ethnicity on the correlation between servant leadership and job satisfaction.

However, Drury (2004a) did note that employment level did show a significant difference with employee perceptions of servant leadership. Hebert (2003) also found significant difference in gender and employment level. Laub (1999) also found significant difference in employment level and ethnicity. As noted in Amadeo (2008) and Herman (2008), employment level affected employee perceptions of servant leadership and job satisfaction. Salie's (2008) study also found that employment level did affect employee perceptions of job satisfaction.

All of the studies cited in the above paragraphs used the OLA survey instrument within various types of organizations such as public schools, private schools, medical industry, customer service industry, religious institutions, and manufacturing (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hebert, 2003; Laub, 1999; Salie, 2008). Each of these studies also demonstrated a positive correlation between servant leadership and job satisfaction moderated by organizational-specific variables. This is not to say that every organization was a servant-led organization. On the contrary, many of the studies were primarily focused on the potential positive affect servant leadership could have if

applied. Consequently, this study provided additional support suggesting the practicality of the OLA survey instrument as a diagnostic tool. That is, the OLA survey instrument is an effective diagnostic tool for various types of organizations composed of culturally diverse employees (Laub, 1999).

The limitation of the study was exhibited in the sample size of the research. Based on previous studies, this study represented one of the smaller populations that have been examined. Consequently, the small sampling size contributed to the limited mean comparison among culture-specific sub-groups. For future research, the benefit of larger cultural subgroups would provide significant data examining specific cultural differences between groups.

In reflection of the above observation, the perception of one member of a sub-group may differ from combined participant perceptions within the same culture-specific sub-group, which would affect the subgroup's mean score of servant leadership and job satisfaction. However, this does not invalidate the study. On the contrary, the study examined a small population sample representative of a real-world application of servant leadership principles within a multicultural hospitality organization. The findings of this real-world study demonstrated a positive correlation between servant leadership and job satisfaction as perceived by culturally diverse employees within a servant-led hospitality organization. Therefore, the capacity of servant leadership to be an effective, sustainable leadership model within a multicultural hospitality organization was shown to be possible based on the results of this study. More research is needed, though, to further examine the multicultural effect on the relationship between servant leadership and job satisfaction within other hospitality organizations.

Future implications. The practical implication of the above observations for future research and application revealed that this study made three significant contributions to the body of knowledge. First, the study filled the gap of missing empirical data pertaining to the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. Second, the data results of the study contributed to the body of knowledge pertaining to the utility of servant leadership within a hospitality organization. Third, the study validated the reliability of the OLA survey instrument within a multicultural hospitality organization.

Several studies exist that have found a relationship between servant leadership and job satisfaction (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; Laub, 1999; OLA Group, 2012; Thompson, 2002; Salie, 2008). However, there were no studies found by the researcher that examined the relationship between servant leadership and job satisfaction within a multicultural hospitality organization. Thus, this study contributed to the body of knowledge by re-examining the relationship between servant leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization.

Secondly, there were only a few studies that addressed servant leadership strategies within hotel management, and only two were found that conducted empirical studies considering servant leadership (Brown, Hassan, & Teare, 2011; Brownell, 2010; Gonzalez & Garazo, 2006; Wu et al., 2013.). From the review of the literature, the researcher determined that the driving motivation for seeking improved job satisfaction was customer satisfaction, which is critical to the success of most hospitality

organizations. This theme was further supported by a review of the literature pertaining to job satisfaction within hospitality settings (Dimitrov, 2012; Eskildsen, Kristensen & Antvor, 2013; Friday & Friday, 2003; Littrel, 2013; Seymen, 2006; Testa, 2004; Testa & Mueller, 2008). The motivation for each study was the desire to improve organizational performance by improving job satisfaction. Consequently, this study contributed to the body of knowledge by finding a positive correlation between servant leadership and job satisfaction within a multicultural hospitality organization.

Thirdly, the statistical method of Cronbach's Alpha was utilized within SPSS v.20 to check for measurement reliability and inter-relatedness of the OLA survey instrument (Hill & Lewicki, 2007; Tavakol & Dennick, 2011). The test for reliability was based on the ratio of true variability to total variability based on participants' responses. Based on the OLA's total internal reliability of 0.98, the data results for the study demonstrated a 0.96 Alpha. This finding supported the data results found within previous studies, which further supported the reliability of the OLA survey instrument and this study (Amadeo, 2008; Anderson, 2005; Chu, 2008; Drury, 2004a; Hannigan, 2008; Hebert, 2003; Herman, 2008; Johnson, 2008; Laub, 1999; OLA Group, 2012; and Salie, 2008). In comparison with other studies utilizing the OLA survey instrument, the results of the study demonstrated significant similarity (Table 16). The significance of the comparison added to the existing body of knowledge by revalidating the reliability of the OLA survey instrument, as well as providing internal validity for the study.

Recommendations

The study's goal was to observe employee perceptions of servant leadership and job satisfaction within a multicultural hospitality organization and to observe any

relationship that might exist between servant leadership and job satisfaction. According to Laub (2012), the multicultural hospitality organization under examination possessed a moderate level of servant leadership attributes, which identified it as a servant-led organization. With organizations possessing this level of servant leadership attributes and job satisfaction, general recommendations can be made to suggest ways to improve servant leadership performance to gain greater job satisfaction.

In order for the organization to improve employee perception of servant leadership and job satisfaction, interaction between leaders and employees should be increased in order to establish organizational identity (Laub, 2012). Initially, this could be accomplished with a general meeting reviewing the results from the OLA survey instrument. This would be followed up with an effort to purposefully educate the staff regarding the six leadership principles of value people, develop people, build community, display authenticity, provide leadership, and share leadership. The focus of these efforts would possibly promote more interaction between the leadership and followership, which promotes clarity in purpose and direction. According to Laub (2012) and the studies conducted by Amadeo (2008), Anderson (2005), Chu (2008), Drury (2004a), Hebert (2003), Herman (2008), and Salie (2008), the significance of servant leadership is the daily interaction of a leader with the employees. According to Dimitrov (2012), the result of such interaction promoted a work life that was an expression of humane values in conduct and product. The evidence of the interaction would be manifested by reciprocal respect for others and the organization. Consequently, according to Laub (2012), the means by which an organization grows was through the communication of organizational values, the emulation of those values, and a method of assessing the effect of those values

on the staff and customers. This can be achieved through heightened awareness of the servant leadership principles and through training as well as systematic communication and operationalization of these principles in organizations.

Recommendations for future research. Five possible future studies emerged based on the results of this research. First, a replication of the study with a larger population would provide contributory knowledge to examine if, and to what extent the multicultural variable affects the perception of servant leadership and job satisfaction within a hospitality organization. To build upon this general study, the researcher recommends another study with a larger, servant-led multicultural hospitality organization that has a statistically significant sample size per culture-specific sub-group in order to expose any culture-specific variances.. Furthermore, a larger study would add new knowledge to the study's theoretical viewpoint that servant leadership value-dimensions are multiculturally endorsed.

The second suggestion for research would be the examination of a multicultural, group-owned or franchised hospitality organization. Similar statistical analysis would be conducted as in the first recommendation. However, the population would be more associated with the study than the first recommended population since the multiple organizations would be operated under the same leadership construct. Accordingly, such a study would effectively build on the findings presented in the study. Nevertheless, both would contribute to the study: one from a common leadership paradigm manifested within associated organizations; the other from a common leadership theory manifested within separate and autonomous hospitality organization.

Third, a mixed-methods study could identify a servant-led, multicultural hospitality organization. The mixed-method study would follow the statistical analyses conducted in this study, and the second part of the study would include interview questions. The interview questions would probe further the presence of servant leadership and job satisfaction to determine if the multicultural variable was coincidental within common occurrences of work place acculturation and enculturation. This qualitative aspect of the future study could also be structured around the six sub-scales to investigate further the cultural transference of implicit leadership value-dimension identified within the ten cultural clusters of the GLOBE Project.

Fourth, a study could be done with the use of the WVS (2009) archival data sets. This future mixed-method study would perform a content analysis between the WVS survey instrument and the OLA survey instrument to determine appropriate match. Since the WVS survey instrument extracts cultural value perceptions regarding aspects of work, leadership, job satisfaction, and cultural values in general, this data would be a great resource with access to multiple cultures within 97 countries. Following the content analysis, a quantitative correlations study could be conducted using the archival data sets applying the same statistical treatments found with in this dissertation's methodology. The study could provide good insight and direction in the opportunity of employing the servant leadership principles within an organization possessing the observed cultures or within a multinational organization.

Fifth, a qualitative study could be done investigating the effect of foreign-born workers on the U.S. workforce. The underlying question would be similar to most leadership questions seeking the motivation for organizational direction. In this future

study, the examination would compare the shifts of leadership theory in comparison with the immigration of foreign-born people entering the U.S. workforce. The approach taken would consider the period between 1996 and 2012, since this was one of the greatest increases in immigrant population in U.S. history. This could be compared with leadership paradigm shifts. The anticipated results would suggest that leadership was motivated mainly by the ability and demands of the followership. In conjunction with this observation, the rise of servant leadership could be considered to determine if the multicultural variable is what motivated the natural trend of hospitality organizations to innately follow servant leadership principles as suggested by Trompenaars and Voerman (2010). The significance of this study could also provide insight to the discipline of human resource management.

Recommendations for future practice. Based on these findings, hospitality organizations that purposefully or innately follow the servant leadership value-dimensions of values people, develops people, displays authenticity, builds community, provides leadership, and shares leaders could conduct an organizational self-examination. The self-examination would compare their customer satisfaction scores with their job satisfaction scores in relation to employee-base's perception of servant leadership. Following this organizational inventory, the hospitality organization could implement leadership practices that seek to harmonize the observed organizational leadership value-dimension with servant leadership principles. That is, the organization would identify its opportunities for improvement and apply the servant leadership principles to produce servant-leader character building within the entire organization applicable to all employees regardless of culture or work assignment.

The second practice suggested would be the implementation of an annual or semi-annual assessment utilizing a company specific servant leadership survey instrument or the OLA survey instrument as a diagnostic tool. Much like the monthly reports generated for many hotels to assess customer satisfaction, the servant leader survey instrument could be utilized as an assessment tool demonstrating how well the organization is practicing the principles. A comparative analysis would be conducted to examine if, and to what extent, a relationship exists between servant leadership and customer satisfaction as measured by the perception of job satisfaction. The findings could potentially reveal to the organization opportunities to increase sales and revenue by addressing the needs of the staff.

The third recommendation for practice would involve the implementation of a weekly gathering of the staff, and a monthly gathering of management. Within both meetings, which would be scheduled during different time blocks and different days, the servant leader would invest time in discussing one of the servant leadership principles and how it would be applied to daily practice among associates and customers. The training would be supported by examples of how opportunities were confronted, what lessons were learned, and what actions were taken to improve. The focus of the staff meeting would be on the sharing of tasks to accomplish mutual goals. The same training would be provided in the manager's meeting, but the focus would be on sharing the responsibility of leadership with management in order to achieve mutual goals. Thus, the servant leader practices and demonstrates the principles of servant leadership with the entire organization by valuing people through developing people; building community through displaying authenticity; providing leadership through sharing leadership.

The fourth recommendation for future practice could be the restructuring of a human resource department within a hospitality organization. The objective would be to build the entire philosophy of the human resource department around the servant leadership principles. The benefit of such a restructuring would provide significant support in the communication and development of the servant leadership principles within the organization. The benefits would be manifested in the approach to recruitment, hiring, training, and advancement of staff members, which could possibly increase overall job satisfaction based on the evidence from previous studies and the findings of this study.

The organizations, departments, or individuals that could most benefit from the above suggested practices would primarily be from the hospitality industry, since the study was conducted within a hospitality organization. More specifically, the human resource hiring and training departments could benefit the most. The research development department could also benefit because of the diagnostic tool that could be utilized in the assessment process of customer and employee satisfaction. However, as other studies have revealed, job satisfaction is crucial to the sustainability of any organization. The findings of this study demonstrated that the principles of servant leadership positively correlate with job satisfaction. Thus, the researcher is of the opinion that any organization or institution, whose goal is service, would benefit reading the study and implementing some of the diagnostic strategies to improve productivity through increased job satisfaction. From an academic perspective, the researcher believes that researchers involved with cross-cultural studies, servant leadership studies, and hotel

management studies could benefit from the reading and replication of this study within other organizations or institutions.

Conclusion

In the researcher's opinion, the achievement of sustainable governance by a group of people composed of diverse cultural backgrounds demonstrates the natural order of sustainable governance. The value-dimensions revealed in this process represent the theoretical framework of an organization to produce individuals capable of serving the needs of the organization through the emulation of these value-dimensions. The manifestation of these value-dimensions has been witnessed throughout history within various organizations, and has been labeled by various descriptors. However, the means by which these value-dimensions have been measured has been through an assessment of a people's satisfaction.

Based on the review of literature and research conducted in the study, the researcher has come to the awareness that the principles set forth by servant leadership capture the essence of these value-dimensions. Within the leadership construct there are six leadership value-dimensions that promote the acceptance of a person willing to grow along spiritual principles. These principles are focused on a common purpose sustained by servant-leader character building, which is manifested in service given to others. As has been discussed in the study, the value-dimensions have been identified as values people, develops people, builds community, displays authenticity, provides leadership, and shares leadership (Laub, 1999). The value of the principles has been examined in several studies and has consistently yielded results indicating that the principles do contribute to a quality of living promoting comprehensive satisfaction. To the researcher,

this observation provided a deeper insight into the capacity of servant leadership to be considered as a multiculturally endorsed leadership theory.

True leadership, we find, depends upon able example and not upon vain displays of power or glory...Service, gladly rendered, obligation squarely met, troubles well accepted or solved with God's help, the knowledge that at home or in the world outside we are partners in a common effort... (Wilson, & Smith, 1953, p. 124)

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Appendix A: OLA Survey



Organizational Leadership Assessment

General Instructions

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The purpose of this instrument is to allow organizations to discover how their leadership practices and beliefs impact the different ways people function within the organization. This instrument is designed to be taken by people at all levels of the organization including workers, managers and top leadership. As you respond to the different statements, please answer as to what you believe is generally true about your organization or work unit. Please respond with your own personal feelings and beliefs and not those of others, or those that others would want you to have. Respond as to how things *are* ... not as they could be, or should be.

Feel free to use the full spectrum of answers (from Strongly Disagree to Strongly Agree). You will find that some of the statements will be easy to respond to while others may require more thought. If you are uncertain, you may want to answer with your first, intuitive response. Please be honest and candid. The response we seek is the one that most closely represents your feelings or beliefs about the statement that is being considered. There are three different sections to this instrument. Carefully read the brief instructions that are given prior to each section. Your involvement in this assessment is anonymous and confidential.

Before completing the assessment it is important to fill in the name of the organization or organizational unit being assessed. If you are assessing an organizational unit (department, team or work unit) rather than the entire organization you will respond to all of the statements in light of that work unit.

IMPORTANT please complete the following

Write in the name of the organization or organizational unit (department, team or work unit) you are assessing with this instrument.

Organization (or Organizational Unit) Name: _____

Indicate your **present role/position** in the organization or work unit. Please **circle one**.

- 1 = Top Leadership (top level of leadership)
- 2 = Management (supervisor, manager)
- 3 = Workforce (staff, member, worker)

Please provide your response to each statement by placing an **X** in one of the five boxes

Appendix A Cont'd

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Section 1

In this section, please respond to each statement as you believe it applies to **the entire organization** (or organizational unit) including workers, managers/supervisors and top leadership.

In general, people within this organization

	1	2	3	4	5
1 Trust each other					
2 Are clear on the key goals of the organization					
3 Are non-judgmental – they keep an open mind					
4 Respect each other					
5 Know where this organization is headed in the future					
6 Maintain high ethical standards					
7 Work well together in teams					
8 Value differences in culture, race & ethnicity					
9 Are caring & compassionate towards each other					
10 Demonstrate high integrity & honesty					
11 Are trustworthy					
12 Relate well to each other					
13 Attempt to work with others more than working on their own					
14 Are held accountable for reaching work goals					
15 Are aware of the needs of others					
16 Allow for individuality of style and expression					
17 Are encouraged by supervisors to share in making <i>important</i> decisions					
18 Work to maintain positive working relationships					
19 Accept people as they are					
20 View conflict as an opportunity to learn & grow					
21 Know how to get along with people					

Appendix A Cont'd

Please provide your response to each statement by placing an **X** in one of the five boxes

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Section 2

In this next section, please respond to each statement as you believe it applies to the **leadership** of the organization (or organizational unit) including managers/supervisors and top leadership

Managers/Supervisors and Top Leadership in this Organization		1	2	3	4	5
22	Communicate a clear vision of the future of the organization					
23	Are open to learning from those who are <i>below</i> them in the organization					
24	Allow workers to help determine where this organization is headed					
25	Work alongside the workers instead of separate from them					
26	Use persuasion to influence others instead of coercion or force					
27	Don't hesitate to provide the leadership that is needed					
28	Promote open communication and sharing of information					
29	Give workers the power to make <i>important</i> decisions					
30	Provide the support and resources needed to help workers meet their goals					
31	Create an environment that encourages learning					
32	Are open to receiving criticism & challenge from others					
33	Say what they mean, and mean what they say					
34	Encourage each person to exercise leadership					
35	Admit personal limitations & mistakes					
36	Encourage people to take risks even if they may fail					
37	Practice the same behavior they expect from others					
38	Facilitate the building of community & team					
39	Do not demand special recognition for being leaders					
40	Lead by example by modeling appropriate behavior					
41	Seek to influence others from a positive relationship rather than from the authority of their position					
42	Provide opportunities for all workers to develop to their full potential					
43	Honestly evaluate themselves before seeking to evaluate others					
44	Use their power and authority to benefit the workers					
45	Take appropriate action when it is needed					

Appendix A Cont'd

Please provide your response to each statement by placing an **X** in one of the five boxes

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Managers/Supervisors and Top Leadership in this Organization		1	2	3	4	5
46	Build people up through encouragement and affirmation					
47	Encourage workers to work <i>together</i> rather than competing against each other					
48	Are humble – they do not promote themselves					
49	Communicate clear plans & goals for the organization					
50	Provide mentor relationships in order to help people grow professionally					
51	Are accountable & responsible to others					
52	Are receptive listeners					
53	Do not seek after special status or the “perks” of leadership					
54	Put the needs of the workers ahead of their own					

Section 3

In this next section, please respond to each statement as you believe it is true about **you personally** and **your role** in the organization (or organizational unit).

In viewing my own role ...		1	2	3	4	5
55	I feel appreciated by my supervisor for what I contribute					
56	I am working at a high level of productivity					
57	I am listened to by those <i>above</i> me in the organization					
58	I feel good about my contribution to the organization					
59	I receive encouragement and affirmation from those <i>above</i> me in the organization					
60	My job is important to the success of this organization					
61	I trust the leadership of this organization					
62	I enjoy working in this organization					
63	I am respected by those <i>above</i> me in the organization					
64	I am able to be creative in my job					
65	In this organization, a person's <i>work</i> is valued more than their <i>title</i>					
66	I am able to use my best gifts and abilities in my job					

Appendix B: Permission to Use the OLA Survey Instrument



www.olagroup.com

September 6, 2012

Douglas Wilson

Dear Douglas,

I hereby give my permission for you to use the Organizational Leadership Assessment (OLA) instrument in your research study. I am willing to allow you to utilize the instrument with the following understandings:

- You will use the OLA in its entirety, as it is, without any changes
- You will use the online version of the OLA but have permission to use a hard copy of the instrument for participants without email or internet access. You will enter the data from these hard copies into the www.olagroup.com site so that all of the data from this study is provided to the OLAgroup.
- You will use this assessment only for your research study and will not sell or use it with any compensated management/curriculum development activities
- You will include the copyright statement on all copies of the instrument used for your dissertation
- You will provide a digital copy of your final dissertation as well as any future reports, articles or other publications that make use of the OLA data.
- You will allow me to post your research and dissertation on the OLAgroup website

Sincerely,

A handwritten signature in dark ink, appearing to read 'Jim Laub'.

Jim Laub, Ed.D.
OLAgroup
18240 Lake Bend Drive
Jupiter, FL 33458

I understand these conditions and agree to abide by these term and conditions

DocuSigned by:
A handwritten signature in dark ink, appearing to read 'Douglas Francis Wilson'.

Douglas Wilson

Date: 9/8/2012

Appendix C: Site Authorization Letter

8/20/2012

Office of Academic Research
Grand Canyon University
College of Doctoral Studies
3300 W. Camelback Road
Phoenix, AZ 85017
Phone: 602-639-7804

Dear IRB Members,

After reviewing the proposed study, *"The Sustainability of Servant-leadership within a Multicultural Hospitality Organization"*, presented by Doug Wilson, I have granted authorization for Doug Wilson to conduct research at our hotel, [REDACTED]

I understand the purpose of the study is to examine the relationship between Servant-leadership and job satisfaction as perceived by culturally diverse employees within a hospitality organization. Doug Wilson will conduct the following research activities: collect data from our company through the use of a survey instrument. It is understood that this project will end no later than December 31, 2012.

I have indicated to Doug Wilson that my company will allow the following research activities: *onsite data collection and employees to use work time to fill out surveys.* [REDACTED] places no restrictions on this research activity, but restricts the use of the [REDACTED] other name associated with the [REDACTED] within the published dissertation. Furthermore, [REDACTED] does not assume any responsibility for the views or opinions of this research study.

To ensure that the employees are protected, Doug Wilson has agreed to provide to me a copy of any Grand Canyon University IRB-approved, consent document before he *recruits* participants at [REDACTED]. Doug Wilson has agreed to provide a copy of the study results, in aggregate, to me, Gary [REDACTED].

If the IRB has any concerns about the permission being granted by this letter, please contact me at the phone number listed above.

Sincerely,

Gary [REDACTED]
Title: General Manager

GARY [REDACTED]
Printed Name
GA [REDACTED] 08/22/12
Signature Date

Appendix D: Consent Form

The Sustainability of Servant-leadership within a Multicultural Hospitality Organization

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Grand Canyon University
College of Doctoral Studies
3300 W. Camelback Road
Phoenix, AZ 85017
Phone: 602-639-7804
Fax: 602- 639-7820

INFORMED CONSENT FORM

TITLE OF RESEARCH STUDY

The Sustainability of Servant-leadership within a Multicultural Hospitality Organization

INTRODUCTION

The purposes of this form are to provide you (as a survey participant) information that may affect your decision as to whether or not to participate in this research and to record the consent of those who agree to be involved in the study.

RESEARCH

Doug Wilson, a doctoral student from Grand Canyon University requests your participation in a survey for a research study.

STUDY PURPOSE

The purpose of the research is to examine the relationship between the presence of servant-leadership and job satisfaction as perceived by employees from diverse cultural backgrounds within a hotel environment.

DESCRIPTION OF RESEARCH STUDY

If you decide to participate, then as a survey participant you will join a study involving research examining culturally diverse employees' perception of servant-leader attributes within the leadership of the hotel and culturally diverse employees' job satisfaction within a servant-led hotel. Your role in this study is to answer the survey questions provided to you by Doug Wilson to the best of your ability. This survey is 100% confidential and if there are any questions you feel uncomfortable answering, you may skip the question.

If you say YES, then your participation will last for 20 minutes. Approximately 40 team members will be participating in this study. All individuals who decide to participate will be entered into a raffle for \$100.00 cash.

Appendix D Cont'd

The Sustainability of Servant-leadership within a Multicultural Hospitality Organization

2

RISKS
There are no known risks from taking part in this study, but in any research, there is some possibility that you may be subject to risks that have not yet been identified. If at any time during or after they survey you feel uncomfortable with the survey, you may stop or withdraw from participating. You may also discuss your concern with the researcher (Doug Wilson: (919) 601-9936) and/ or the Chair of the Institutional Review Board, through the College of Doctoral Studies at (602) 639-7804.
BENEFITS
The possible benefits of your participation in the research are to improve organizational relationships and work environment by receiving input from employees about their perception of the leadership. A secondary benefit to participating in this study is the opportunity to win \$100.00 cash.
NEW INFORMATION
If the researcher finds new information during the study that is new and valuable to the present research being conducted, the researcher will reveal such information to the participants.
CONFIDENTIALITY
<p>All information obtained in this study is strictly confidential. The results of this research study may be used in reports, presentations, and publications, but the researcher will not identify you. In order to maintain confidentiality of your records, Doug Wilson will administer a survey that does not require your name as a participant. You as a participant will remain anonymous. The only specific information required will be regarding ethnicity, job role, gender, and geographic region of birth. However, the demographic information does not require the use of your name as a participant. Upon completion of the survey you shall fold the survey and place it in a secure box labeled surveys located within the room. You shall also fold and place the confidentiality statement and the consent form in a secure box labeled confidentiality statement and consent forms located next to the survey box. In addition to these confidential documents, you shall also be given a raffle ticket with the survey that provides you an opportunity to win \$100.00 cash. You shall separate the raffle ticket and place the duplicate in the raffle box. The number must be kept in order to claim the prize, which shall be announced one week after the survey date. Since the entire staff of the hotel shall be considered a part of the survey, every staff member shall receive a raffle ticket. Since the entire staff has the opportunity to participate or not to participate, the award of the \$100.00 cash prize does not allow participants to be identified.</p> <p>These documents shall be collected by Doug Wilson. The surveys, consent forms, confidentiality statements, and raffle tickets shall be taken to Doug Wilson's home office and stored in a secure, fireproof location for a period of six years for the surveys and three years for the consent form and confidentiality statement. After the three-year mandatory storage procedure for the consent form and confidentiality statement, the two documents shall be shredded. No one will have access to the surveys except for Doug Wilson. Each survey shall receive a number code for order. After the data has been analyzed, the surveys shall be kept for six years. After six years the data shall be destroyed through the use of a shredder and the electronic storage devices shall be destroyed by electronic removal and dismantling of storage devices.</p>
WITHDRAWAL PRIVILEGE
Participation in this study is completely voluntary. It is ok for you to say no. Even if you say yes now, you are free to say no later, and withdraw from the study at any time prior to the analysis of the data that will take place one week from the receipt of all the surveys. If you wish to withdraw after you complete the survey, please contact Doug Wilson at 919-601-9936 or by email: dglws5@aol.com.

Appendix D Cont'd

The Sustainability of Servant-leadership within a Multicultural Hospitality Organization

3

COSTS AND PAYMENTS		
<p>There is no payment for your participation in the study; however, all staff members will be given a chance to win \$100.00 for participating in a raffle.</p>		
VOLUNTARY CONSENT		
<p>Any questions you have concerning the research study or your participation in the study, before or after your consent, will be answered by Doug Wilson, 11320 Clubhaven Place Raleigh, NC 27617, 919-601-9936.</p> <p>If you have questions about your rights as a subject/participant in this research, or if you feel you have been placed at risk, you can contact the Chair of the Institutional Review Board, through the College of Doctoral Studies at (602) 639-7804.</p> <p>This form explains the nature, demands, benefits and any risk of the project. By signing this form you agree knowingly to assume any risks involved. Remember, your participation is voluntary. You may choose not to participate or to withdraw your consent and discontinue participation at any time without penalty or loss of benefit. In signing this consent form, you are not waiving any legal claims, rights, or remedies. A copy of this consent form will be offered to you.</p> <p>Your signature below indicates that you consent to participate in the above study.</p>		
<p>_____ Subject's Signature</p>	<p>_____ Printed Name</p>	<p>_____ Date</p>
<p>_____ Other Signature (if appropriate)</p>	<p>_____ Printed Name</p>	<p>_____ Date</p>
INVESTIGATOR'S STATEMENT		
<p>"I certify that I have explained to the above individual the nature and purpose, the potential benefits and possible risks associated with participation in this research study, have answered any questions that have been raised, and have witnessed the above signature. These elements of Informed Consent conform to the Assurance given by Grand Canyon University to the Office for Human Research Protections to protect the rights of human subjects. I have provided (offered) the subject/participant a copy of this signed consent document."</p>		
<p>Signature of Investigator_____</p>		<p>Date_____</p>

Appendix E: Confidentiality Statement



Grand Canyon University
College of Doctoral Studies
3300 W. Camelback Road
Phoenix, AZ 85017
Phone: 602-639-7804
Fax: 602-639-7820

(Persons assisting the researcher should complete this document.
If the study includes sensitive information, it must also be utilized by the researcher.)

CONFIDENTIALITY STATEMENT

Title of Research Study
The Sustainability of Servant-leadership within a Multicultural Hospitality Organization

As a researcher working on the above research study at Grand Canyon University, I understand that I must maintain the confidentiality of all information concerning research participants. This information includes, but is not limited to, all identifying information and research data of participants and all information accruing from any direct or indirect contact I may have with said participants. In order to maintain confidentiality, I hereby agree to refrain from discussing or disclosing any information regarding research participants, including information described without identifying information, to any individual who is not part of the above research study or in need of the information for the expressed purposes on the research program.

DocuSigned by:

 Signature of Researcher Douglas F. Wilson 9/25/2012
 Printed Name Date

 Signature of Witness Printed Name Date

Appendix F: Demographic Survey

Please answer the following questions:

1. What is your gender?

- ☐ Female
☐ Male

2. To what culture do you believe you belong?

- | | | |
|---|--|--|
| <input type="checkbox"/> Anglo (Cultures with English as the native language) | <input type="checkbox"/> Germanic Europe | <input type="checkbox"/> Two or More: Specify_____ |
| <input type="checkbox"/> Arab | <input type="checkbox"/> Latin America | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Confucian Asia | <input type="checkbox"/> Latin Europe | |
| <input type="checkbox"/> Eastern Europe | <input type="checkbox"/> Nordic Europe | |
| | <input type="checkbox"/> Southern Asia | |
| | <input type="checkbox"/> Sub-Sahara Africa | |

3. To what ethnic group do you believe you belong?

- | | |
|--|--|
| <input type="checkbox"/> American Indian and Alaska Native | <input type="checkbox"/> Native Hawaiian or Pacific Islander |
| <input type="checkbox"/> Asian | <input type="checkbox"/> White |
| <input type="checkbox"/> Black | <input type="checkbox"/> Two or more races: Specify_____ |
| <input type="checkbox"/> Hispanic or Latino | |

4. Location of Birth

- | | |
|--|--|
| <input type="checkbox"/> Africa | <input type="checkbox"/> Middle East |
| <input type="checkbox"/> Asia | <input type="checkbox"/> North America |
| <input type="checkbox"/> Australia | <input type="checkbox"/> Pacific Islands |
| <input type="checkbox"/> Caribbean Islands | <input type="checkbox"/> South America |
| <input type="checkbox"/> Central America | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Europe | |

Appendix G: Description of All Six Organizational Health Levels

Servant Leadership	org ⁶	Optimal Health	Workers experience this organization as a servant-minded organization characterized by authenticity, the valuing and developing of people, the building of community and the providing and sharing of positive leadership. These characteristics are evident throughout the entire organization. People are trusted and are trustworthy throughout the organization. They are motivated to serve the interests of each other before their own self-interest and are open to learning from each other. Leaders and workers view each other as partners working in a spirit of collaboration.
	org ⁵	Excellent Health	Workers experience this organization as a servant-oriented organization characterized by authenticity, the valuing and developing of people, the building of community and the providing and sharing of positive leadership. These characteristics are evident throughout much of the organization. People are trusted and are trustworthy. They are motivated to serve the interests of each other before their own self-interest and are open to learning from each other. Leaders and workers view each other as partners working in a spirit of collaboration.
Paternalistic Leadership	org ⁴	Moderate Health	Workers experience this organization as a positively paternalistic (parental-led) organization characterized by a moderate level of trust and trustworthiness along with occasional uncertainty and fear. Creativity is encouraged as long as it doesn't move the organization too far beyond the status quo. Risks can be taken, but failure is sometimes feared. Goals are mostly clear, though the overall direction of the organization is sometimes confused. Leaders often take the role of nurturing parent while workers assume the role of the cared-for child.
	org ³	Limited Health	Workers experience this organization as a negatively paternalistic (parental-led) organization characterized by minimal to moderate levels of trust and trustworthiness along with an underlying uncertainty and fear. People feel that they must prove themselves and that they are only as good as their last performance. Workers are sometimes listened to but only when they speak in line with the values and priorities of the leaders. Conformity is expected while individual expression is discouraged. Leaders often take the role of critical parent while workers assume the role of the cautious child.
Autocratic Leadership	org ²	Poor Health	Workers experience this organization as an autocratic-led organization characterized by low levels of trust and trustworthiness and high levels of uncertainty and fear. People lack motivation to serve the organization because they do not feel that it is their organization or their goals. Leadership is autocratic in style and is imposed from the top levels of the organization. It is an environment where risks are seldom taken, failure is often punished and creativity is discouraged. Most workers do not feel valued and often feel used by those in leadership. Change is needed but is very difficult to achieve.
	org ¹	Toxic	Workers experience this organization as a dangerous place to work ... a place characterized by dishonesty and a deep lack of integrity among its workers and leaders. Workers are devalued, used and sometimes abused. Positive leadership is missing at all levels and power is used in ways that are harmful to workers and the mission of the organization. There is almost no trust and an extremely high level of fear. This organization will find it very difficult to locate, develop and maintain healthy workers who can assist in producing positive organizational change.