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# The Effects of Korean Hotel Employee Follower Types on Job Attitudes\*

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## Abstract

**Purpose** – This study conducts an empirical analysis of Korean hotel employees' perceived follower types and job attitudes and the influence of social relationships. Management methods are proposed based on the follower relationships.

**Research, data, and methodology** – Data were collected from 400 surveys in eight top hotel restaurants in Seoul from March 16, 2016 to April 16, 2016. Of the 400, 359 valid surveys were used. The analysis was conducted using SPSS 19.0. Frequency and correlation, reliability and validity, and multiple regression tests were conducted.

**Results** – Social relationships had a control effect on the relationship between follower types and job attitudes in terms of independent critical thinking and job satisfaction. For the social exchange relationship, active enthusiastic participation and job satisfaction had a control effect. The relationship of independent critical thinking and changes in career also had a control effect. There was no control effect in the relationship between active enthusiastic participation and motives for changing a career.

**Conclusion** – By having followers with independent critical thinking and active enthusiastic participation, a company can achieve higher competitiveness.

**Keywords:** Followership, Job Attitude, Job Satisfaction, Intention to Change Career, Social Change Relationship.

**JEL Classifications:** C83, J30, L84, M53.

## 1. Introduction

As companies presents various forms and gets complicated due to globalization and open door policy, it has been considered to be important in fierce competition to develop information and human resources which a company possesses. Furthermore, to intensify competitiveness of an industry, producing valuable products and developing members' abilities through human resource development are considered crucial (Jin & Yoo, 2010). This dependence on human service is relatively high in the hotel industry to enhance efficiency of management which produces hotel

products and customer satisfaction through well-educated employees (Kim & Lee, 2010).

It has been realized that hotel companies have a close relationship with their members' independent thinking and active participation. However, by concentrating on short-term management achievements, inactive achievements become important which members recklessly follow leader. Hotel companies have neglected achievements which were accomplished by employees' creativity and voluntary efforts (Kim & Yum, 2003). It is impossible to survive among competition of organizations which have rapid changes in structures of followers who only move by leaders and expect personal development of the followers. Therefore, the importance of the roles of followers should be understood, and it is crucial to realize that the harmony of leaders and followers contributes to constant development of a company (Kang & Kang, 2006).

It is true that part-time followers who are restricted by time and contract are hired in hotel companies which rely on huge facilities and human resources to reduce a pressure of labor cost. Even though there are full-time

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employees, anxiety is getting worse because of redundancy dismissal and voluntary retirement (Cameron, 1994). This anxiety leads to a sense of loss which causes negative thinking and attitudes which reduce productivity and have a huge impact on a motive to change career (Greenhalgh & Rosenblatt, 1984). In the difficult environment to manage a company, a follower's ability which allows rapid and adequate reaction is considered as a crucial factor to lead the company to succeed. Companies should focus on the ways to put more emphasis on followers' significance regarding tasks and voluntary dedication. However, still, there is a lack of research about effective followership while studies about leadership are continuously conducted due to the custom which argues that previous leaders can solve problems. According to the fact, followership is considered to be passive and low class which is perceived as a negative image since leaders minimized followers' roles and maximized leadership effect (Agho, 2009). This distortion has been considered by Kelley (1992). Kelley (1992) proposed effective types of followership which is the same as an effective follower's thinking tendency, independent, critical, active and enthusiastic participation type by analyzing followership, variables should be found to encourage members' positive emotion towards career and reduce negative motives to change career. As a result, an effective relationship between a leader and a follower should be built and an organization's goal should be contributed through intensive management. Moreover, a study about the types of followership and social exchange relationship of members in a hotel which highly relies on human resource is meaningful since it helps effectively manage an organization's internal exchange management.

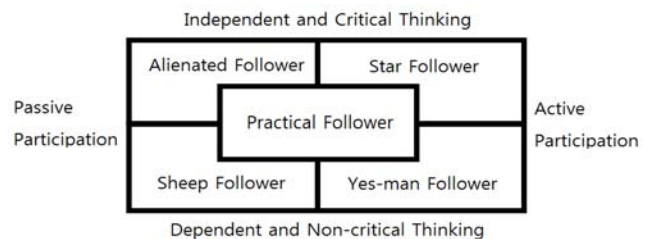
This study conducts an empirical analysis of an effect relationship among hotel members' types of followership, job attitudes and a social exchange relationship. By understanding an exchange relationship between followers' seniors and teams, motives to change career are minimized and the ways to provide a positive effect regarding career are proposed. Based on these studies, it is aimed to provide fundamental elements regarding hotel corporation's human resource management.

## 2. Literature Review

### 2.1. Types of Followership

When summing research about followership, it is possible to establish two perspectives regarding followership. First perspective is to separate followership as an independent factor, and the other one is the effort to identify a mutual relationship between leadership and followership. From the independent point of view, Kelley (1992) criticized a stereotype which argues that leadership is an important

element of systemicity. She also put emphasis on the roles of followers and categorized the types of followership into independent/dependent types of thinking and active/inactive types of participation (Oh, Seo, & Kim, 2009). In consequence, Kelley (1992) claimed that effective followership is described as unique, innovative and creative individuals who have independent and critical types of thinking which allows to think by themselves and criticize constructively. Members who have active and connective types of participation take the initiative, set as an example, have owner spirit, participate actively and act voluntarily. According to these two types of forms of combination, roles have been classified into Star, Practical, Yes-man, Alienated and Sheep, and Kelley (1992) made <Figure 1> about the types of followership.



<Figure 1> Types of Followership

#### 2.1.1. Independent-Dependent Types of Thinking

The type of thinking is divided into independence and dependence. Followers who have an independent type of thinking think independently and criticize constructively which help individuals use their full capacity to unpredictable situations and propose their opinions in every situation. However, individuals who have dependent thinking rely on leaders and accomplish their tasks by a leader's direction.

#### 2.1.2. Active-Inactive Types of Participation

A type of participation is divided into active and inactive behavioral elements. Followers, who have tendency of active participation, deal with any change in business through actively react to the situation and accept every challenge. They also do their best on every task by positive thinking energy and brisk behavior. However, followers with inactive types do not take a change in business as a challenge and require a leader's direction and supervision. They cannot motivate by themselves which reveals the tendency to not behave voluntarily.

## 2.2. Job Attitude

This paper limited factors of job attitude to job satisfaction and motives to change career.

### 2.2.1. Job Satisfaction

Since 1950s, job satisfaction has been considered as one

of the most important elements to evaluate a companies' operation achievement and defined in various way which makes it hard to define in one sentence. However, it has been considered as an important variable since it has a close relationship with an indication and a company's achievement of a company's human resource management (Park & Lee, 2012; Jang & Cha, 2016; Lee, 2016). Many researchers perceived that positive attitudes of members have a huge impact, and they have an interest of the level of their job satisfaction (Jang, 2002). This job satisfaction is also considered as an important variable in sociology, psychology, management and economics. Especially, job satisfaction is believed as a deciding variable of production in organization psychology and an estimation variable to estimates alienation in sociology (Bae, 2008).

Developing members' positive emotion contributes to an organization's achievement through job satisfaction and motivate each individual. From an organizational perspective, the level job satisfaction is a crucial standard to estimate operational conditions in a management team (Jung & Jang, 2012). An approach for employees' job satisfaction is divided into general job satisfaction and a cross-section approach. A cross-section approach is used for identifying whether tasks are satisfied or dissatisfied, and it is possible to much specifically understand an individual's job satisfaction than a general approach (Byun & Seo, 2012). Moreover, Jung and Jang (2012) proposed the factors of job satisfaction as payroll, opportunities to be promoted, relationships with leaders, extra benefits, compensation, organization operation, relationships with co-workers, tasks and emotions caused via communication. Personal characteristics and desires, values, importance of uniqueness are perceived as factors of job satisfaction with tasks, payroll supervision ways, co-workers and teams.

Job satisfaction enhances task values and maximizes a sense of accomplishment which has a crucial impact on achieving an organization's goal (Bae, 2008).

### 2.2.2. Motive to Change Career

Since 1970, motive to change career, which is defined as a voluntary psychological intention and action to leave current working place team, has been studied in changing job research (Seo, 2012). The reason of actively conducted research regarding motive to change career and behavioral intention is that it is a cognitive leading variable which is the most direct behavioral intention based on the field of attitude intention's conceptual and theoretical development. Through field test, it is possible to realize that intention to change career will lead to changing job although they are not the same. Therefore, intention to change career is the most proper estimated variable. Choi (2010) defined changing career as a member's personal path which cross limits which includes joining company, resignation, movement and promotion. Mobley (1997) claimed the definition of

discussion as giving up a role as a member to receive monetary compensation. After Mobley (1997)'s argument, when researchers tried to explain emotional and cognitive processes of a motive to change job, they followed Mobley (1997)'s definition. Moreover, Choi (2010) stated than changing job is about getting out of a position as a member of an organization and motive to change career is the intention to give up being a member and leave a company in the near future. As similar to those definitions, Gwon (2012) defined motive to change career as leaving current job and the willingness to change field of career.

### 2.3. Social Exchange Relationship

A basic premise of a social exchange is making a best choice of a situation for oneself by maximizing compensation and minimizing cost within an interaction between an individual and an individual, an individual and a team and a team and a team (Kim & Yang, 2012). This social exchange is a psychological trust that when a person received a benefit, the person repays for that profit. Through this psychological contract, a social exchange is formed (You, Park, & Lee, 1997). In an organization life, if there is one-way receiver, a social exchange cannot be fulfilled. As a result, an exchange theory is satisfaction and joyfulness felt by each other from interaction among team members. This means that it is a conceptualized exchange which allows members and teams to decide their roles. In the recent studies, an exchange concept is used as a social exchange relationship with a leader and a member and a team and a member. Based on a team-member exchange relationship theory, an inter-exchange relationship between a team and a member can be defined as an overall awareness of team members (Park, Seo & Kim, 2010). Moreover, a leader-member exchange relationship is criticized since it does not take account of the characteristic of an individual and cares about the whole team's relationship; furthermore, leaders act differently to each member and each member perceives the relationship with the leader differently which is categorized by horizontal ordered pair theory into internal and external groups (Graen & Sommerkamp, 1982).

The hospitality industry heavily relies on human resources affected by a social exchange relationship. If a supporting level about members is highly perceived in an organization, the members are defined as a social relationship from an economical relationship with the organization. This will cause a positive impact on their job attitude which will increase attachment and enthusiasm toward the organization.

### 2.4. Consideration of Previous Studies

<Table 1> is the summary of the analysis of the causal relationship between hotel employees' types of followership and job attitude, based on previous research.

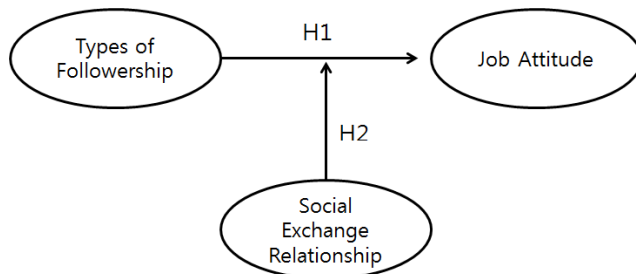
**<Table 1>** Consideration of Previous Studies

Researcher	Summary
Kelley (1992)	She systemized a followership theory, presented that followers will satisfy with their tasks if an organization structures itself to encourage followership, empowers followers to take responsibility of their decision and compensates them to think independently about their tasks.
Alchon (1992)	He claimed that followers who clearly understand an organization's objectives will concentrate on the team and be supported by leaders, and this will enhance the impact of their work via satisfaction.
Howell & Hall-Merenda (1999)	They proposed that an active and enthusiastic followership type has a high job satisfaction level.
Kim & Lee (2011)	An active and enthusiastic type of followership was identified as a positive (+) relationship between a type of followership and production enhancement. In the result of interaction effect between a type of leadership and followership, an independent and critical followership and transformational leadership's interaction was turned out to have a positive (+) impact on production enhancement.
Lee & Jang (2012)	Behavioral tendency of followership has a positive (+) impact on job satisfaction and organizational commitment but has no impact on disposition in thinking.
Day & Crein (1992)	The claimed that if employees' negative emotion is high, there is a negative (-) impact on an exchange relationship with leaders.
Deluga & Perry (1994)	They stated that assessed a member's effort and achievements from a leader's point of view has a positive impact on an exchange relationship between leader-member.
Park, Seo & Kim (2010)	They argued that according to the studies targeted employees, an exchange relationship between leader-member and team-member has a positive (+) impact on job satisfaction.
Kim (2010)	She found that quality of TMX, CMX, LMX relationships has affect job satisfaction and customer directivity. This means that before customer service, internal exchanges between employees and service companies should be effectively satisfied.

### 3. Research Construction

#### 3.1. Research Model and Hypothesis

Based on previous studies, this research tries to identify and verify types of followership of hotel members and causal relationship between a social exchange relationship's controls and variables from job attitude. The research model is presented in <Figure 2>.



<Figure 2> Research Model

##### 3.1.1. A Relationship Between Types of Followership and Job Attitude

Kelley (1992), who systemized a followership theory, presented that followers will satisfy with their tasks if an organization structures itself to encourage followership, empowers followers to take responsibility of their decision and compensates them to think independently about their

tasks.

Alchon (1992) claimed that followers who clearly understand an organization's objectives will concentrate on the team and be supported by leaders, and this will enhance the impact of their work via satisfaction. Howell and Hall-Merenda (1999)'s study proposed that an active and enthusiastic followership type has a high job satisfaction level.

In Kim and Lee (2011)'s research, an active and enthusiastic type of followership was identified as a positive (+) relationship between a type of followership and production enhancement. In the result of interaction effect between a type of leadership and followership, an independent and critical followership and transformational leadership's interaction was turned out to have a positive (+) impact on production enhancement.

According to Lee and Jang (2012), behavioral tendency of followership has a positive (+) impact on job satisfaction and organizational commitment but has no impact on disposition in thinking.

Based on previous research, there are few hypotheses to verify the impact of types of followership on job satisfaction.

- <Hypothesis 1> Types of followership will impact job attitude.
- <Hypothesis 1-1> Independent-critical thinking will positively (+) affect job satisfaction.
- <Hypothesis 1-2> Active-enthusiastic participation will positively (+) affect job satisfaction.
- <Hypothesis 1-3> Independent-critical thinking will have a negative (-) impact on the intention to

change career.

<Hypothesis 1-4> Active-enthusiastic participation will have a negative (-) impact on the motive to change career.

### 3.1.2. Control Effect of a Social Exchange Relationship

Mentioned studies below are about the impact of a social exchange relationship on followership and job attitude.

Day and Crein (1992)'s research claimed that if employees' negative emotion is high, there is a negative (-) impact on an exchange relationship with leaders. Deluga and Perry (1994) also stated that assessed a member's effort and achievements from a leader's point of view has a positive impact on an exchange relationship between leader-member.

Park, Seo and Kim (2010) argued that according to the studies targeted employees, an exchange relationship between leader-member and team-member has a positive (+) impact on job satisfaction. Kim (2010) found that quality of TMX, CMX, LMX relationships has affect job satisfaction and customer directivity. This means that before customer service, internal exchanges between employees and service companies should be effectively satisfied.

Hypothesis are set to control the impact of hotel employees' followership types and job attitude.

<Hypothesis 2> Social exchange relationship will control the relationship between the types of followership and job attitude.

<Hypothesis 2-1> Senior-subordinate exchange relationship will control a relationship between independent-critical thinking and job satisfaction.

<Hypothesis 2-2> Leader-subordinate exchange relationship will control a relationship between active-enthusiastic participation and job satisfaction.

<Hypothesis 2-3> Leader-subordinate exchange relationship will control a relationship between independent-critical thinking and intention to change career.

<Hypothesis 2-4> Leader-subordinate exchange relationship will control a relationship between active-subordinate participation and intention to change career.

<Hypothesis 2-5> Team-member exchange relationship will control a relationship between independent-critical thinking and job satisfaction.

<Hypothesis 2-6> Team-member exchange relationship will control a relationship between active-enthusiastic participation and job satisfaction.

<Hypothesis 2-7> Team-member exchange relationship will control a relationship between

independent-critical thinking and intention to change career.

<Hypothesis 2-8> Team-member exchange relationship will control a relationship between active-enthusiastic participation and intention to change career.

## 3.2. Operational Definition of Variables

### 3.2.1. Types of Followership

Hotel employees' types of followership is based on Kelley (1992)'s research, and defined as the process of independent-critical thinking and active participation of a follower to achieve an organization's objectives within given situations and categorized followership into two dimensions. The first dimension, independent-critical thinking, constructively criticizes, analyzes given information to followers and presents innovative, creative tendency. Second, active-enthusiastic participation has a sense of ownership and be a good example which lead followers to do more than assigned.

This research defined as an active attitude during the process of competitions and encouragement among followers and separated followership from leadership. To measure this, Gwon (2007) referred from Kelley (1992)'s invented, estimated method, and re-designed questionnaires which are used by Kim (2008) and estimated 10 articles by using Likert's 5-point scale.

### 3.2.2. Job Attitude

#### 1) Job Satisfaction

Megginson and Chung (1981) claimed that job satisfaction is the level of fulfilled desires of members in an organization and, job satisfaction is a psychological condition, related to tasks, which is related to an individual's attitude, value, faith and desire (Betty & Schnier, 1981).

The level of satisfaction is defined a positive emotional condition of evaluation of tasks and desire fulfillment of an individual. One of the ways of estimation is an overall single dimension and the other way is multiple dimensions including the task itself, promotion, and exchange relationship. Lee (2016) redesigned Kim (2005)'s commons of job satisfaction factors which were proposed by Locke (1976), Lee (2016), and Jang and Cha (2016).

#### 2) Intention to Change Career

Allen and Meyer (1990) claimed intention to change career as the current opinion or intention to leave an organization, and Stone and Cannon (1997) defined it as a behavior of permanently or temporarily leaving an organization purposely or accidentally. Intention to change career is used as a proxy measure of changing job which is caused by a negative emotion towards assigned organization.

This study defined the intention to change career as an attitude to find a new chance via a spontaneous willingness because of payroll, working environment and relationship dissatisfaction. To estimate this, Maeng (2012), and Yook and Jo (2013)'s research edited and supplemented Mobley (1982)'s study and used 5 articles to estimate it by Likert's 5 scale.

3.2.3. Social Exchange Relationship

This research limited a social exchange relationship to a leader-member exchange relationship (LMX) and a team-member exchange relationship (TMX).

3.2.3.1. Exchange Relationship of Leader-Member (LMX)

LMX means that depending on an exchange relationship between leader and subordinate, they dedicated based on trust loyalty to achieve each one's goals. This paper tried to define LMX as a mutual collaborative relationship based on a good feeling, trust, loyalty to achieve an organization's objective by understanding and respecting each member. To estimate, Son, Oh and Kim (2015) and Kim and Sul (2014) edited Grane and Uhl-Bien (1995)'s invented estimating method, and selected 6 articles in the research and tested by Likert 5 scale.

3.2.3.2. Exchange Relationship of Team-Member (TMX)

TMX means perceived quality of an exchange relationship between the whole team and each member which is based on a social exchange relationship. This exchange

relationship is based on mutual trust to share information and feedback and feel helps and recognition from members. TMX is defined as escalating an organization's validity by sacrifice and collaboration from maintaining intimacy within a team in this research paper. To estimate, Son, Oh and Kim (2015) and Kim and Sul (2014) edited Seers et al. (1995)'s research, and selected 6 articles in the research and tested by Likert 5 scale.

3.3. Sample Design and Data Collection

This study selected self-administered questionnaire to conduct research which is based on previous studies. Investigation period is from March 15th of 2016 to April 15th (approximately 1 month), targeting employees working in restaurants in Seoul five star eight hotels. Four hundred questionnaires are distributed by visiting the places. Only 359 valid survey papers were used in an empirical analysis excluding no responded or dishonest papers. SPSS 19.0 package was used, and a frequency analysis, a reliability and validity analysis and multiple regression analysis were conducted.

4. Empirical Analysis

4.1. General Characteristic of the Sample

<Table 2> is geodemographic characteristic of 359 targets.

<Table 2> Geodemographic Characteristic of the Target

Classification		Frequency	Percentage	Classification		Frequency	Percentage	
Gender	Male	255	71.0	Working Period	Less than 1-3 years	87	24.2	
	Female	104	29.0		Less than 3-5 years	69	19.2	
Marital Status	Married	141	39.3		Less than 5-10 years	101	28.1	
	Single	218	60.7		Less than 10-15 years	74	20.6	
Age	20s	130	36.2		More than 15 years	28	7.8	
	30s	157	43.7	Continuous Service Years	Less than 2 years	73	20.3	
	40s	72	20.0		Less than 2-5 years	95	26.5	
Education	Less than high school graduation	20	5.6		Less than 5-10 years	90	25.1	
	2-year university enrolled/ graduated	196	54.6		Less than 10-15 years	73	20.3	
	4-year university enrolled/ graduated	126	35.1	More than 15 years	28	7.8		
Department	More than postgraduate	17	4.7	Position	Staff/Employee	249	69.4	
	Promotional department	4	1.1		Manager	81	22.6	
	Executive department	26	7.2		Section chief	18	5.0	
	Reservation Center	10	2.8		Assistant manager	11	3.0	
	Food and Beverage department	Food and Beverage department	128	35.7	Annual Income	Less than ₩1,000,000	5	1.4
		Cooking department	174	48.5		₩1,010,000-₩1,500,000	83	23.1
		Maintenance department	2	0.6		₩1,510,000-₩2,000,000	95	26.5
Other		15	4.2	₩2,010,000-₩2,500,000		85	23.7	
Total						₩2,510,000-₩3,000,000	54	15.0
						₩3,010,000-₩3,500,000	20	5.6
						More than ₩3,510,000	17	4.7
					Total		359	100.0
					Total		359	100.0
					Total		359	100.0

4.2. Reliability and Validity Analysis of Estimating Method

To reveal lower dimensions of 'Types of Followership', 10 articles was analyzed and the result is presented in <Table 3>.

4.2.1. Analysis of the Types of Followership's Factors

<Table 3> Result of Factor Analysis of the Types of Followership

Article	Classification	Element	
		Active · Enthusiastic Participation	Independent · Critical Thinking
Actively searching for extra tasks except given works		.809	.226
Making co-workers lively and happy via enthusiasm of work		.775	.311
Looking for extra tasks to successfully accomplish given tasks		.738	.344
Distinguishing oneself when doing new task		.698	.344
Trying to accomplish tasks through best ideas and abilities		.629	.483
Proposing opposite opinions against leaders or teams if it is necessary		.172	.864
Self-identification of importance to achieve a team's goal		.432	.714
Solving a problem by oneself, instead of relying on others		.421	.663
Admitting positive and negative evaluation of the individual		.499	.614
Eigenvalue		3.326	2.691
Variance Explanability (%)		36.950	29.897
Cumulative Explanability (%)		36.950	66.847
Cronbach's á		.833	.870
KMO = .930    Bartlett's sphericity test $\chi^2 = 1705.908$ df = 36    Sig. = .000			

The value of KMO is 0.930, and for Bartlett's unit matrix  $\chi^2=1705.908$  (df=36, Sig.=.000) which means that there is enough reason to make a correlation among variables. Also as a result of commonality check, measurement data satisfied factor analysis hypothesis; therefore, we performed factor analysis.

As a result of factor analysis, 1 factor was eliminated, and total of 9 factors, confirmed to have enough validity,

were deduced into 2 factors. Cronbach's Alpha value for each factor was higher than 0.8, which confirms reliability of measurement data.

4.2.2. Factor Analysis Regarding Job Attitude

To reveal lower dimensions of 'Job Attitude', 10 articles was analyzed and the result is presented in <Table 4>.

<Table 4> Result of Factor Analysis of Job Attitude

Article	Classification	Element	
		Motive to change career	Job satisfaction
I want to work in different company		.879	-.042
Usually, I want to quit this job		.851	-.149
I will live the company if conditions are worse than now		.848	-.090
I have a little to earn from current company even though I work for a long time		.823	-.134
I am planning to search for a new working place		.806	-.065
Satisfaction regarding tasks that I am taking charge of		-.133	.828
Self-esteem regarding tasks that I am taking charge of		-.072	.807
I am satisfied with education regarding my tasks		-.075	.753
I am satisfied with training regarding my tasks		-.171	.748
I have satisfactory relationships with seniors and co-workers		-.004	.732
Eigenvalue		3.601	3.053
Variance Explanability(%)		36.013	30.533
Cumulative Explanability(%)		30.533	66.546
Cronbach's á		.902	.837
KMO = .840    Bartlett's sphericity test $\chi^2 = 1889.217$ df = 45    Sig. = .000			

The value of KMO is 0.840, and for Barlett's unit matrix  $\chi^2=1889.217$  (df=45, Sig.=.000) which means that there is enough reason to make a correlation among variables. Also as a result of commonality check, measurement data satisfied factor analysis hypothesis; therefore, we performed factor analysis.

As a result of factor analysis, total of 10 factors, confirmed to have enough validity, were deduced into 2 factors. Cronbach's Alpha value for each factor was higher than 0.8, which confirms reliability of measurement data.

4.2.3. Factor Analysis of Social Exchange Relationship

To reveal lower dimensions of 'Social Exchange

Relationship', 10 articles was analyzed and the result is presented in <Table 5>.

The value of KMO is 0.915, and for Barlett's unit matrix  $\chi^2=1934.008$  (df=45, Sig.=.000) which means that there is enough reason to make a correlation among variables. Also as a result of commonality check, measurement data satisfied factor analysis hypothesis; therefore, we performed factor analysis.

As a result of factor analysis, total of 10 factors, confirmed to have enough validity, were deduced into 2 factors. Cronbach's Alpha value for each factor was higher than 0.8, which confirms reliability of measurement data.

<Table 5> Result of Factor Analysis About Social Exchange Relationship

Classification Article	Element	
	Exchange relationship of team-coworker	Exchange relationship of leader-subordinate
Have flexibility to smoothly accomplish team members' tasks	.810	.252
Voluntarily help co-workers when they are busy with tasks	.809	.226
Help team members to finish their tasks	.807	.295
Team members help me finish my tasks	.794	.274
Propose better ways to team members	.746	.298
Leader believes any decision that I made	.166	.808
Leader helps me when I have a problem while working	.217	.792
Leader and I have a good understanding	.303	.737
Leader know my subconscious abilities	.300	.711
Leader understands any problem and requirement regarding my tasks	.363	.703
Eigenvalue	3.537	3.188
Variance Explanability(%)	35.359	31.882
Cumulative Explanability(%)	35.359	67.251
Cronbach's á	.894	.857
KMO = .915    Bartlett's sphericity test $\chi^2 = 1934.008$ df = 45    Sig. = .000		

<Table 6> Correlations Among Constructs

Classification		(1)	(2)	(3)	(4)	(5)	(6)
Types of Followership	Independent · critical thinking(1)	1					
	Active · enthusiastic participation(2)	.771**	1				
Job Attitude	Job satisfaction(3)	.666**	.748**	1			
	Motive to change career(4)	.003	-.074	-.228**	1		
Social Exchange Relationship	Leader-subordinate exchange relationship(5)	.476**	.585**	.645**	-.156**	1	
	Team-coworker exchange relationship(6)	.675**	.742**	.676**	-.115*	.618**	1

\*\*p<.01

4.3. Correlation Analysis

To examine relevance among factors, we performed correlation analysis of 'types of followership', 'job attitude' and 'social exchange relationship', correlation between each factors was revealed to be significant.

4.4. Hypothesis Verification

To verify hypothesis, control regression analysis was

conducted based on multiple regression analysis.

4.4.1. Types of Followership and Job Attitude: Hypothesis1 Verification

To verify hypothesis 1-1 and 1-2, 'types of followership' was considered as an independent variable and 'job satisfaction' from 'job attitude' was considered as dependent variable. Then, a multiple regression analysis was conducted and the results are shown in <Table 7>.



<Table 7> Analysis of the Effect of the Types of Followership on Job Satisfaction

	Non-standardized coefficient		Standardized coefficient	t	p
	B	Standard error	$\beta$		
(Constant)	.779	.118	-	6.607	.000
Independent · critical thinking	.201	.049	.220	4.075***	.000
Active · enthusiastic participation	.549	.051	.579	10.722***	.000
R <sup>2</sup> =.579		Adj R <sup>2</sup> =.577	F=245.014	p=.000	

\*p<.05, \*\*p<.01, \*\*\*p<.001

As a result, both 'Independent · critical thinking' ( $\beta$ =.220, p<.001) and 'Active · enthusiastic participation' (F=245.014, p=.000) factors of 'type of followership' turned out to have positive (+) influence on 'job satisfaction'. 'Type of followership' explains 57.9% variate of 'job satisfaction'.

To verify hypothesis 1-3 and 1-4, 'types of followership' was considered as an independent variable and 'motive to change career' from 'job attitude' was considered as dependent variable. Then, a multiple regression analysis was conducted and the results are shown in <Table 8>.

<Table 8> Analysis of Types of Followership Effect on Motive to Change Career

	Non-standardized coefficient		Standardized coefficient	t	p
	B	Standard error	$\beta$		
(Constant)	3.354	.183	-	18.306	.000
Independent · critical thinking	.106	.077	.114	1.381	.168
Active · enthusiastic participation	-.188	.080	-.195	-2.361*	.019
R <sup>2</sup> =.170		Adj R <sup>2</sup> =.167	F=23.025	p=.045	

\*p<.05, \*\*p<.01, \*\*\*p<.001

As a result, among 'type of followership only 'active · enthusiastic participation' ( $\beta$ =-.195, p<.05) turned out to have negative (-) influence on 'job satisfaction' (F=23.025, p=.000). 'Type of followership' explains approximately 17.0% variate of 'motive to change career'.

followership had positive (+) influence on job satisfaction and negative (-) influence on motive to change career. As a result, it turned out that effective follower had positive emotion on job satisfaction and negative emotion on motive to change career. Kwon (2009) empirically studied that all types of followership had positive influence on job satisfaction, which again confirms that independent · critical thinking and active · enthusiastic participation increase job satisfaction.

Summarizing verification of hypothesis 1, both independent · critical thinking and active · enthusiastic participation factors have positive (+) influence on job satisfaction. Meanwhile, in terms of motive to change career, only active · enthusiastic participation had negative (-) influence. This result partially agrees on study conducted by Lee and Jang (2012) where only participation factor had influence on job satisfaction while thinking factor did not. Also, studies conducted by Jung and Lim (2010) and Kim and Lee (2011) found that participation factor in type of followership had higher positive influence on job than thinking factor.

4.4.2. Control Effect of Social Exchange Relationship : Hypothesis 2 Verification

Hypothesis 2-1: The result of verification regarding control effect of 'Senior-subordinate exchange relationship' on relationship between 'job satisfaction' of 'job attitude' and 'independent · critical thinking' of 'type of followership' is as <Table 9>.

<Table 9> Analysis of A Exchange Relationship's Control Effect of Independent · Critical Thinking and Job Satisfaction

Model	R	R <sup>2</sup>	Edited R <sup>2</sup>	Standard error of estimated value	Statistic variation				
					R <sup>2</sup> Variation	F Variation	df1	df2	Significant probability F variation
1	.666a	.443	.442	.554	.443	284.304	1	357	.000
2	.763b	.582	.580	.481	.139	117.988	1	356	.000
3	.764c	.584	.581	.480	.002	2.060	1	355	.152

- a. estimated value: (constant), independent · critical thinking
- b. estimated value: (constant), independent · critical thinking, leader-subordinate exchange relationship
- c. estimated value: (constant), independent · critical thinking, leader-subordinate exchange relationship, independent · critical thinking\* leader-subordinate exchange relationship

For R<sup>2</sup> of model 1 is 44.3%, of model 2 is 58.2%, and model 3 is 58.4%, which appears to increase. However, significant probability of model 3 is .152 (p>.05) which indicates that there is no control effect. In other words, among social exchange relationship factor, 'Senior-subordinate exchange relationship' does not have control effect on relationship between 'independent · critical thinking'

and job satisfaction.

Hypothesis 2-2: The result of verification regarding control effect of 'Senior-subordinate exchange relationship' on relationship between 'job satisfaction' of 'job attitude' and 'active · enthusiastic participation' of 'type of followership' is as <Table 10>.

<Table 10> Control Effect Analysis of Leader-Subordinate Exchange Relationship in Active · Enthusiastic Participation and Job Satisfaction Relationship

Model	R	R <sup>2</sup>	Edited R <sup>2</sup>	Standard error of estimated value	Statistic Variation				
					R <sup>2</sup> Variation	F Variation	df1	df2	Significant possibility F variation
1	.748a	.560	.558	.493	.560	453.603	1	357	.000
2	.790b	.625	.623	.455	.065	61.787	1	356	.000
3	.793c	.629	.626	.454	.004	3.965	1	355	.047

a. estimated value: (constant), active · enthusiastic participation

b. estimated value: (constant), active · enthusiastic participation, leader-subordinate exchange relationship

c. estimated value: (constant), active · enthusiastic participation, leader-subordinate exchange relationship, active · enthusiastic participation\* leader-subordinate exchange relationship

For R<sup>2</sup> of model 1 is 56.0%, of model 2 is 62.5%, and model 3 is 62.9%, which appears to increase. Also, significant probability of model 3 is .047 (p<.05) which indicates that there is control effect. In other words, among social exchange relationship factor, 'Senior-subordinate exchange relationship' has control effect on relationship between 'active · enthusiastic participation' and job

satisfaction.

Hypothesis 2-3: The result of verification regarding control effect of 'Senior-subordinate exchange relationship' on relationship between 'motive to change career' of 'job attitude' and 'independent · critical participation' of 'type of followership' is as <Table 11>.

<Table 11> Control Effect Analysis of Leader-Subordinate Exchange Relationship in A Relationship Between Independent · Critical Thinking and Motive to Change Career

Model	R	R <sup>2</sup>	Edited R <sup>2</sup>	Standard error of estimated value	Statistic variable				
					R <sup>2</sup> Variable	F Variable	df1	df2	Significant possibility F variable
1	.003a	.000	-.003	.936	.000	.004	1	357	.948
2	.179b	.032	.027	.922	.032	11.781	1	356	.001
3	.190c	.036	.028	.921	.004	1.475	1	355	.225

a. estimated value: (constant), independent · critical thinking

b. estimated value: (constant), independent · critical thinking, leader-subordinate exchange relationship

c. estimated value: (constant), independent · critical thinking, leader-subordinate exchange relationship, independent · critical thinking\* leader-subordinate exchange relationship

For R<sup>2</sup> of model 1 is 0%, of model 2 is 3.2%, and model 3 is 3.6%, which appears to increase. However, significant probability of model 3 is .235 (p>.05) which indicates that there is no control effect. In other words, among social exchange relationship factor, 'Senior-subordinate exchange relationship' does not have control effect on relationship between 'independent · critical thinking' and motive to change

career.

Hypothesis 2-4: The result of verification regarding control effect of 'Senior-subordinate exchange relationship' on relationship between 'motive to change career' of 'job attitude' and 'active · enthusiastic participation' of 'type of followership' is as <Table 12>.

**<Table 12>** Control Effect Analysis on Leader-Subordinate Exchange Relationship in A Active · Enthusiastic Participation and Motive to Change Career Relationship

Model	R	R <sup>2</sup>	Edited R <sup>2</sup>	Standard error of estimated value	Statistic Variable				
					R <sup>2</sup> variable	F variable	df1	df2	Significant possibility F variable
1	.074a	.005	.003	.933	.005	1.961	1	357	.162
2	.157b	.025	.019	.925	.019	7.020	1	356	.008
3	.159c	.025	.017	.926	.000	.157	1	355	.692

- a. estimated value: (constant), active · enthusiastic participation
- b. estimated value: (constant), active · enthusiastic participation, leader-subordinate exchange relationship
- c. estimated value: (constant), active · enthusiastic participation, leader-subordinate exchange relationship, active · enthusiastic participation\* leader-subordinate exchange relationship

For R<sup>2</sup> of model 1 is 3.0%, of model 2 is 1.9%, and model 3 is 1.7%. Significant probability of model 3 is .692 (p>.05) which indicates that there is no control effect. In other words, among social exchange relationship factor, 'Senior-subordinate exchange relationship' does not have control effect on relationship between 'active · enthusiastic participation' and motive to change career.

Hypothesis 2-5: The result of verification regarding control effect of 'team-coworker exchange relationship' on relationship between 'job satisfaction' of 'job attitude' and 'independent · critical thinking' of 'type of followership' is as <Table 13>.

**<Table 13>** Control Effect Analysis Between Team-Coworker Exchange Relationship in An Independent · Critical Thinking and Job Satisfaction Relationship

Model	R	R <sup>2</sup>	Edited R <sup>2</sup>	Standard error of estimated value	Statistic variable				
					R <sup>2</sup> variable	F variable	df1	df2	Significant possibility F variable
1	.666a	.443	.442	.554	.443	284.304	1	357	.000
2	.733b	.537	.535	.506	.094	72.411	1	356	.000
3	.739c	.546	.542	.502	.008	6.353	1	355	.012

- a. estimated value: (constant), independent · critical thinking
- b. estimated value: (constant), independent · critical thinking, team-coworker exchange relationship
- c. estimated value: (constant), independent · critical thinking, team-coworker exchange relationship, independent · critical thinking\*team-coworker exchange relationship

For R<sup>2</sup> of model 1 is 44.3%, of model 2 is 53.7%, and model 3 is 54.2%, which appears to increase. Also, significant probability of model 3 is .012 (p<.05) which indicates that there is control effect. In other words, among social exchange relationship factor, 'team-coworker exchange relationship' has control effect on relationship between 'independent · critical thinking' and job satisfaction.

Hypothesis 2-6: The result of verification regarding control effect of 'team-coworker exchange relationship' on relationship between 'job satisfaction' of 'job attitude' and 'active · enthusiastic participation' of 'type of followership' is as <Table 14>.

**<Table 14>** Control Effect Analysis Between Team-Coworker Exchange Relationship in An Active · Enthusiastic Participation and Job Satisfaction Relationship

Model	R	R <sup>2</sup>	Edited R <sup>2</sup>	Standard error of estimated value	Statistic variable				
					R <sup>2</sup> variable	F variable	df1	df2	Significant possibility F variable
1	.748a	.560	.558	.493	.560	453.603	1	357	.000
2	.769b	.592	.590	.475	.032	28.235	1	356	.000
3	.778c	.605	.602	.468	.013	11.850	1	355	.001

- a. estimated value: (constant), active · enthusiastic participation
- b. estimated value: (constant), active · enthusiastic participation, team-coworker exchange relationship
- c. estimated value: (constant), active · enthusiastic participation, team-coworker exchange relationship, active · enthusiastic participation\* team-coworker exchange relationship

For R<sup>2</sup> of model 1 is 56.0%, of model 2 is 59.2%, and model 3 is 60.5%, which appears to increase. Also, significant probability of model 3 is .001 (p<.05) which indicates that there is control effect. In other words, among social exchange relationship factor, 'team-coworker exchange relationship' has control effect on relationship between 'active · enthusiastic participation' and job satisfaction.

Hypothesis 2-7: The result of verification regarding control effect of 'team-coworker exchange relationship' on relationship between 'motive to change career' of 'job attitude' and 'independent · critical thinking' of 'type of followership' is as <Table 15>.

<Table 15> Control Effect Analysis Between Team-Member Exchange Relationship in Independent · Critical Thinking and Intention to Change Career

Model	R	R <sup>2</sup>	Edited R <sup>2</sup>	Standard error of estimated value	Statistic variable				
					R <sup>2</sup> variable	F variable	df1	df2	Significant possibility F variable
1	.003a	.000	-.003	.936	.000	.004	1	357	.948
2	.159b	.025	.020	.925	.025	9.196	1	356	.003
3	.192c	.037	.029	.921	.012	4.347	1	355	.038

- a. estimated value: (constant), independent · critical thinking
- b. estimated value: (constant), independent · critical thinking, team-member exchange relationship
- c. estimated value: (constant), independent · critical thinking, team-member exchange relationship, independent · critical thinking\* team-member exchange relationship

For R<sup>2</sup> of model 1 is 0%, of model 2 is 2.5%, and model 3 is 3.7%, which appears to increase. Also, significant probability of model 3 is .038 (p<.05) which indicates that there is control effect. In other words, among social exchange relationship factor, 'team-coworker exchange relationship' has control effect on relationship between 'independent · critical thinking' and motive to change career.

Hypothesis 2-8: The result of verification regarding control effect of 'team-coworker exchange relationship' on relationship between 'motive to change career' of 'job attitude' and 'active · enthusiastic participation' of 'type of followership' is as <Table 16>.

<Table 16> Control Effect Analysis Between Team-Member Exchange Relationship in Active · Enthusiastic Participation and Intention to Change Career

Model	R	R <sup>2</sup>	Edited R <sup>2</sup>	Standard error of estimated value	Statistic variable				
					R <sup>2</sup> variable	F variable	df1	df2	Significant possibility F variable
1	.074a	.005	.003	.933	.005	1.961	1	357	.162
2	.116b	.013	.008	.931	.008	2.889	1	356	.090
3	.134c	.018	.010	.930	.004	1.582	1	355	.209

- a. estimated value: (constant), active · enthusiastic participation
- b. estimated value: (constant), active · enthusiastic participation, team-member exchange relationship
- c. estimated value: (constant), active · enthusiastic participation, team-member exchange relationship, active · enthusiastic participation\* team-member exchange relationship

For R<sup>2</sup> of model 1 is 3.0%, of model 2 is 8.0%, and model 3 is 10%, which appears to increase. However, significant probability of model 3 is .209 (p>.05) which indicates that there is no control effect. In other words, among social exchange relationship factor, 'team-member exchange relationship' does not have control effect on relationship between 'active · enthusiastic participation' and motive to change career.

between job satisfaction and both thinking and participation factors of type of followership, while LMX had control effect on relationship between job satisfaction and only participation factor among type of followership. Also, in terms of control effect with motive to change career, only TMX and thinking factor for type of followership had control effect. This partially agrees to a study about effects type of followership on job attitude which revealed that leader-subordinate exchange relationship had influence on job satisfaction (Park & Song, 2010).

As a result of hypothesis 2 verification, among social exchange relationship, TMX had control effect on relationship

Current study had similar effect with a study which

revealed that that quality of leader-secretary exchange relationship had influence on job attitude. Also, as a secretary valued quality of leader-secretary exchange relationship highly, that individual had high job satisfaction, while there was no influence on motive to change career.

## 5. Conclusion

### 5.1. Summary of the Result of the Study and Expectations

The following is the summary of the current study.

First, by testing this study's hypothesis, both 'independent · critical thinking' and 'active · enthusiastic participation' factors of 'type of followership' had positive (+) relationship, while only 'active · enthusiastic participation' had negative (-) influence on motive to change career.

This is because followers with effective thinking and participation tend to have strong positive emotion on their jobs, thereby independently thinking and effectively participating. They do not just manually follow what their leaders say. Followers with active · enthusiastic participation have high participation rate in terms of team work and become harmonized into the company. This leads to them having lower emotion on motive to change career than those with independent · critical thinking.

Second, by testing control effect of relationship between type of followership and job attitude, the relationship between 'independent · critical thinking' and 'job satisfaction' had control effect on 'team-member exchange relationship'. Meanwhile, the relationship between 'active · enthusiastic participation' and 'job satisfaction' had control effect on both 'leader-subordinate exchange relationship' and 'team-member exchange relationship'. Also, the relationship between 'independent · critical thinking' and 'motive to change career' had control effect on and 'team-member exchange relationship', while the relationship between 'active · enthusiastic participation' and 'motive to change career' had no effect on 'social exchange relationship'.

This indicates that control effect of independent · critical thinking followership type and job satisfaction/motive to change career had influence on team-member exchange relationship. In other words, they show positive attitude towards their work by helping out their coworkers, having constructive conversation about each other's job, and having a spirit of sacrifice. On the other hand, followers who do not have good relationship with their coworkers tend to have higher motive to change career, which shows that company should not have excessive restriction and bias towards its

followers and support them to do their job freely.

Through testing results, here are the implications of the current study.

First, by having followers with independent · critical thinking and active · enthusiastic participation, a company can have higher competitiveness. By restricting these followers excessively or inputting standardized knowledge to their followers, a company can make its followers depend and passive which does not help growth of the company at all. Therefore, a company should motivate followers to think independently and actively participate, thereby having a new awareness of followers which contributes to growth of company itself and individuals.

Second, a company's effective management of human resource is to minimize the cost produced by change of career and enhance positive emotion of follower, thereby increasing efficiency of jobs to reach company's goal. Therefore, a company should create atmosphere focused on free followers, not strict relationship between subordinates and superiors. This would help followers utilize their ability as much as possible and participate their jobs actively, which would contribute to growth of company by having competition in good faith among its followers.

### 5.2. Limits and Suggestions for Future Studies

The following are limitations of the current study and implications for future studies.

First, as this study was conducted targeting only five-star hotels in Seoul, there is limitation to generalize the result to followers of all hotels and it lacks represent ability. Therefore, the sample should be extracted from various cities and standards for its generalization and usage to various research methods.

Second, in order to collect data for hypothesis testing, we used self-report methods. Although this is the most commonly used method for suitability test, with short period of time for data collection, it is hard to apprehend current condition of survey participants and their emotion towards leader-subordinate exchange relationship. Therefore, it is necessary to explain about the survey enough and provide time for the participants to focus on the survey.

Third, although the current study limited types of followership to internal exchange relationship, which are leaders and team, it is necessary to conduct a study on effects of external exchange relationship such as relationship between the company and its customers or between external environment and the company. In other words, it is considered to worth finding various factors which maximize follower's ability which would contribute to growth of the company and individual followers.

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