

# The relationship between service-oriented leadership, organizational identity, and job performance of the new generation of employees: A case study of Chinese internet companies

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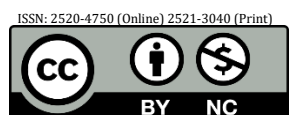
## Abstract

Although in recent years more and more research has begun to explore the relationship between servant leadership and the work performance of the new generation of employees, there is still a considerable lack of research on the antecedents and mechanisms of this relationship. Therefore, this objective of this quantitative research in this field will usher in new development opportunities. In the "Leader-New Generation of Employees" study, this study findings found that the performance of servant leadership in various types of teams varies, and their performance also differs. The purpose of this paper is to explore how servant leadership can improve organizational identification to improve the performance of the new generation of employees and examine how they are related to the service climate. This study selects new-generation employees of Internet companies as the research object, starting from the perspective of Social Cognitive Theory, and through literature analysis and the shortcomings of the real background, it attempts to explore in depth how servant leadership affects the work performance of new-generation employees. By analyzing its effect mechanism, a multi-factor model of servant leadership-organizational identification-service climate-new-generation employee work performance has been constructed. This paper theoretically sorts out the lineage of the four variables and systematically summarizes the research results with practical experience in order to provide valuable references for managers to achieve better performance improvement. Through the comprehensive application of leadership, creativity, organizational identification, and service climate, this study implication attempts to explore how servant leadership can improve the performance of the new generation of employees and enhance their role in the team. After careful analysis and appraisal, we conducted a detailed inspection of 864 published papers and formulated a comprehensive survey questionnaire.



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## Introduction

With the progress of the times, the work performance of the new generation of employees has become a powerful indicator for evaluating the operational capabilities of companies. It has received wide recognition from theorists and enthusiastic pursuits from practitioners. Therefore, how to effectively evaluate the performance of the new generation of employees has become a hot topic today. This paper focuses on a more complex social environment by analysing communication between the top and bottom levels, delving deeper into the responsibilities of direct supervisors to reveal the link between their functions and performance, and thus better guide the company's operations. In this section, the research carried out in this paper will be examined and analyzed from different perspectives. It will explore the challenges faced by this work and provide the methods used in it to address these challenges. And this paper will also present readers with a complete technical process (Bass, 2000; Bian, 2006, Bowen & Schneider, 2014; Brouer & Douglas, 2013).

Many emerging and thriving internet enterprises have emerged in China, and the development of internet enterprises is increasingly affecting our lives and the development of society. The internet industry is gradually becoming an important engine driving the development of Chinese economy. While internet companies are rapidly developing, they also face fierce competition. The competitive advantage of internet companies comes from leading core technology, which is essentially a competition for talent. This means that the sustained development of internet companies must rely on the effective development and utilization of talent potential. Due to the specific nature of the industry, the personnel of internet companies is characterized by youthfulness. In 2020, Liepin.com published the "Ecological Report on High-end Talents in the Internet Industry", which shows that "post-90s" and "post-95s" have become the main force of Internet companies. In the age structure of employees of Internet companies, the proportion of 25–30-year-old is the highest, reaching 43.74%, and the proportion of 20-25 year old is 11.91%. Employees born in the 'post-90s' and 'post-95s' belong to the new generation of employees. Therefore, the management of the new generation of employees such as "post-85s and post-90s" is crucial to the development of Internet companies.

In today's fiercely competitive market, a leader's abilities, wisdom, insight, innovation, resource allocation, etc., all have an impact on the success or failure of a company (Boal & Hooijberg, 2018). Therefore, as the core of the company, the chief executive officer (CEO) must not only have good management skills, but also good communication skills, be able to effectively grasp market opportunities, implement effective management measures and safeguard the interests of investors. They can create a more perfect team based on their personal strengths and abilities, and effectively promote its development. However, if there is mismanagement, it may lead to the demise of a team (Finkelstein, Hambrick & Cannella, 2019). Steve Jobs' outstanding example and decisive decision-making made him an entrepreneur who changed the world. His decision-making and execution have enabled a previously rigid company to have a more flexible structure, more effective communication, and more effective decision-making, thereby improving the company's operating conditions and making the company's future brighter. The decisions he's made and the actions he's taken have made the future of the company brighter, and the great decisions he's taken made the future of the company brighter. Nokia has maintained its position as the world's number one for the past 14 years, but due to poor strategic choices by their leadership and differences between their management style and the needs of the new generation of employees, Nokia's development has fallen into a slump. Leadership is an important factor in organizational development. Therefore, management scholars are actively exploring and researching how to enhance leadership to better promote organizational development.

With the progress of society, leadership has become an important skill that can help companies achieve more ambitious goals and change their operational models (Plsek & Wilson, 2018). With the progress of society, enterprises need a more proactive attitude and more comprehensive management in order to better achieve long-term development. In this fast-paced world, there is a greater emphasis on ethical and humanistic care, which is integrated into management. This trend has not only inspired public concern, but also brought higher expectations to all parties of the company, and in order to enable every new generation of employees to achieve greater success, it has also given the company higher responsibilities and obligations. With the development of the times, servant leadership abilities driven by basic moral concepts and caring attitudes have significantly increased.

As an excellent servant leader, he or she not only requires subordinates to fully develop their potential, but also requires them to cultivate good communication skills, thereby creating a good team atmosphere, and can arouse their positive emotions, thereby enhancing their ability to perform their duties. Therefore, in-depth analysis and recognition of the benefits of servant leadership can not only help organizations improve, but also enhance the level of leadership, which is more conducive to the operation of the team (Bass, 2000; Bian, 2006, Bowen & Schneider, 2014; Brouer & Douglas, 2013).

### **Problem Statement**

With the continuous upgrading of science and technology, the accelerating process of global economic integration, and the increasingly dynamic and changeable consumer demand, various external environmental factors of enterprises are becoming more dynamic and complex, and at the same time, the market competition pattern faced by enterprises is becoming increasingly fierce. In the face of intense competition and a complex market environment, talent competition has become increasingly critical for the survival and sustainable development of enterprises. As the post-90s gradually step out of campus and into society, on the one hand, enterprises draw innovative power needed for development from this fresh blood, while on the other hand, it also poses new challenges to the talent management of the company. In recent years, terms such as "naked resignation" and "flash quit" have frequently appeared in reports from major media outlets, and the issue of managing the new generation of employees has received increasing attention. The unique personalities they have are like a double-edged sword. How to use these young forces well and achieve a win-win situation between the enterprise and employees is an urgent topic that needs to be studied and practiced.

As a manager with a decision-making ability, the measures, attitudes, and decisions taken will directly or indirectly determine the success or failure of the company. They play a crucial role in the company's development and will directly determine the company's future development. Many researchers initially focused their research on demographic variables such as tenure, gender, age, and education level, attempting to reveal the leadership structure of the enterprise. However, with the continuous development of research, many people have questioned this and believe that relying solely on demographic variables cannot better understand the characteristics and actions of corporate leaders. With the development of the times, more and more researchers have begun to pay attention to the internal mentality of top leaders, such as their values, thinking patterns, behavior habits, and behavioral purposes. Subsequently, some scholars (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013) further explored the relationship between these contents and the performance of enterprises.

Although the complexity of leadership behavior may affect organizational performance, the importance of leadership cannot be ignored. It can help leaders better achieve goals and improve the overall performance of the organization. Therefore, leadership research has become an important branch of organizational behavior, aiming to explore the characteristics of leadership and its influencing factors. In recent decades, scholars have been deeply studying leadership from multiple perspectives, such as leader traits, leadership styles, and leader-subordinate interactions, exploring their personality characteristics, behavioral characteristics, contingency theory, etc., to better understand the formation, development, application, management, change, and adjustment of leadership. In the 1930s, scholars focused on the traits of leaders and explored the relationship between their personality traits and leadership; in the 1940s and 1950s, scholars focused on behavioral characteristics and delved into the specific actions of leaders and their impact on teams; in the 1960s, scholars began to explore contingency theory and the effectiveness of different leadership styles; in the 1980s, scholars began to delve deeper into the application of leadership in order to better change the team's operating mode and improve overall team performance. From a new perspective, leadership theory has developed various forms, such as transformational leadership, charismatic motivation, respect and consideration, and servant leadership. This paper will focus on exploring the characteristics of servant leadership.

Compared with traditional management models, the servant management style pays more attention to helping new-generation employees achieve more achievements and caring more about their personal development. Its purpose is to help the new generation of employees achieve more achievements, to guide the new generation of employees in a gentler attitude, and to better help the new generation of employees achieve their goals. By adopting a servant leadership style, it is possible to better gain the trust and recognition of subordinates, thereby improving team atmosphere, enhancing team cohesion, improving team efficiency, and inspiring the enthusiasm of the new generation of employees, thus improving team performance (such as trust atmosphere), and inspiring team activity, thus better achieving team goals. Although in recent years, more and more scholars have started to explore in depth the important role of servant leadership in improving corporate performance, improving positive emotions of new-generation employees, enhancing corporate culture, improving corporate cohesion, and improving internal control and have tried to dig deeper into the actual reasons behind them. In the current academic world, this paper needs to explore more comprehensively how leadership works in different contexts and to enhance the understanding of this paper through different analytical tools.

According to previous research results, most theories of leadership style and employee performance remain at the surface level, and only by exploring the interaction mechanism between individuals and teams, especially from the perspective of the collective, can we truly understand the characteristics of servant leadership and then explore how they can improve employee performance. Through nested data analysis of Hierarchical linear modeling (HLM), it can be found that servant leadership can significantly improve employee job performance. This model has certain regulatory capabilities, which can enhance our theoretical support and better help companies improve their employees' performance.

### **Research objectives**

In this study, five key factors are studied, including servant leadership, organizational identification, job performance of the new generation of employees, and service climate. Through the analysis of many literatures, this paper hopes to explore how these factors weaken the impact of servant leadership on organizational identification and job performance of the

new generation of employees. In recent years, scholars' research on servant leadership has developed from paternalistic leadership as the main dimension to servant leadership as an independent variable, exploring its relationship with organizational identification and work performance of the new generation of employees, but this research is still in its infancy (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013). In addition, the research shows that service climate has an important moderating effect on the relationship between servant leadership and the job performance of the new generation of employees, but the research in this field is still in the preliminary stage. Therefore, the purpose of this study is to explore the relevance of this issue: (1) To test the mediating role of organizational identification. Through this study, this paper found that there is a significant correlation between servant leadership and the performance of the new generation of employees, and this correlation can also be further explored by observing organizational identification. Therefore, this paper can draw an interesting conclusion: There is a significant correlation between servant leadership and the performance of the new generation of employees. By refining the organizational identity, salary, and managerial roles, as well as the performance of the new generation of employees, this paper allows for an in-depth exploration of the impact of each factor on business development and thus a better understanding of the operational mechanisms of the company. (2) To explore whether service climate plays a moderating role between servant leadership and organizational identity. The service climate can improve the overall image of the team by changing the response of the new generation of employees, such as emotions, behaviors and attitudes. According to the traditional Chinese culture, it can be inferred that the connection between service climate and organizational identification has not been fully verified in the Chinese environment. Through discussions with several experts and conversations with several companies' new-generation employees and operators, this paper can infer that, in the face of servant leaders, new-generation employees may lose self-possession, which affects their job satisfaction and may affect their organizational identification, thus affecting their performance. Through this research, that conclusion is drawn: The new generation of employees who have strong job performance and a good service climate will be less affected by negative emotional and psychological conditions, thus reducing the chances of being accepted by the organization. Therefore, the findings of this study will provide an effective strategy for companies, that is, to reduce the chances of being accepted by the organization by improving the service climate of the company, thus leading to improved performance. (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013).

### **Research questions**

The purpose of this paper is to explore how servant leadership affects the performance of the new generation of employees. The behavior of the immediate superior may be recognized by the new generation of employees, thus having a profound impact. Therefore, the new generation of employees should actively participate to better understand and emulate the work attitude and behavior of their direct superiors, thereby enhancing their own work ability. If the boss demonstrates good behavior, especially a leadership style that actively promotes the development of subordinates, it may have a positive impact on the behavior of subordinates. So, research question 1. What is the mechanism behind this influence? Research question 2, From the perspective of the interaction between individuals and teams, will the new generation of employees be influenced by organizational identification and then show the high level of performance? Therefore, we should have a deep understanding of how organisational identification acts as another mediating mechanism from the interaction perspective to influence the relationship between servant leadership and the work performance of the new generation of employees and examine their interactions as well as the limitations and constraints they face.

According to the concept of organizational identification, an individual's attitude and emotions can influence their actions. This means that individuals with a stronger sense of organizational identification are more likely to actively engage in their work, and numerous experimental results have shown that this identification may help improve the work performance of new-generation employees. According to social identity theory, when a person is in a favorable organization, their service awareness and enthusiasm can enhance their sense of belonging. Past research has shown that directing team members with a service attitude can effectively enhance their sense of belonging. Due to this reason, servant leaders are expected to gain public support within the organization, thereby improving their performance.

### **Scope of study**

This study is divided into two parts: pre-survey and formal survey.

#### **(1) Pre-survey**

The pre-survey involved two Internet companies. To complete the research, the HR managers of two companies were invited to help complete the questionnaire. Through communication with HR, they were asked to distribute the questionnaire to the company's new-generation employees and asked to fill it out, and the background and purpose of the survey were explained in the instructions for filling out the questionnaire. This survey was started on September 21, 2022, and the questionnaires were delivered and filed separately by the heads of the human resources departments of the two companies, according to the relevant rules, and were collected on October 8, 2022. The pre-survey conducted in this paper achieved satisfactory results: a total of 243 were distributed, of which 214 were correctly responded to, while 201 were correctly processed, giving an overall return rate of 88.1%, while the questionnaire had an effective response rate of 82.7%.

#### **(2) Formal survey**

To evaluate the survey results more accurately, we distributed questionnaires to another four Internet enterprises in Guangdong Province within a limited time and energy. These enterprises are of different sizes and types, such as large, medium, and small enterprises, state-owned enterprises, private enterprises, and foreign enterprises. This survey adopted online + offline survey mode. The author established good communication with the respondents' company managers and the relevant human resources management team to better understand the respondents' situation and respond to their doubts. From the middle of October to the first ten days of November 2022, the questionnaires were distributed through the Wenjuanxing platform. To make it easier for respondents, the survey was completely anonymous so that we can better understand what was going on with the survey. 600 anonymous questionnaires were distributed successfully, 546 valid questionnaires were collected, and the effective response rate of this survey reached 91.0%.

### **Literature review**

#### ***Overview of Servant Leadership***

Research shows that leadership can not only inspire the enthusiasm of new-generation employees, but also effectively improve the performance of organizations. In recent years, the focus of leadership research has shifted from traditional transformational leadership to a new leadership model that emphasizes mutual benefit and building good relationships. In the past, the Agency Theory believed that individuals were selfish, only concerned with their own interests, and liked to be opportunistic. The key factor of this thinking mode is not being influenced by one's own selfish desires, and not limited to one's own interests. Unlike traditional management concepts, servant management emphasizes the needs of the new

generation of employees, strives to improve their work efficiency, and is committed to helping them achieve maximum income (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013). In addition, this management approach, which focuses on the needs of new-generation employees, helps to establish good teamwork among new-generation employees. The important role of servant leadership, pointing out its benefits: its humility, trust, respect and confidence in people to achieve anything, thereby motivating the new generation of employees to pursue their own dreams and have the motivation to achieve the organization's goals. Its purpose is not to achieve personal success, but to help the team achieve common goals. (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013) suggested that service climate can be seen as a kind of team culture, which reflects the positive attitude of the new generation of employees in the workplace, including obtaining motivation, appreciation, recognition and compliance with relevant rules and regulations, and being able to obtain a greater sense of accomplishment in this environment. The concept of "multilevel emergence", which refers to the mutual influence of individual thoughts, emotions, actions, and other factors in the social environment, and the continuous change from individuals to groups and organizations, forming a complex social environment. Servant leadership prioritizes customer interests, strives to meet customer expectations, and makes it their goal. This concept is in stark contrast to traditional management models.

### ***Organizational Identification Research Review***

Organizational identification can be seen as a personal reflection, which can change their views through personal reflection, thus enabling them to better understand the environment they are in. In addition, organizational identification can be seen as a complex process, and individuals' reflection can change their views through personal reflection, thereby enabling them to better understand the environment they are in. In addition, (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013) pointed out that organizational identification can be viewed as an independent, organic, conscious, and regular individual cognition, which can help individuals better understand the environment they are in. (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013) divided organizational identification into four dimensions: perception, attractiveness, belief, and depersonalization. Organizational Identification Scale consists of six independent questionnaires which can help services to better understand the views of individuals from different social classes, especially those with specific occupations such as soldiers, farmers, engineers, entrepreneurs, politicians, researchers, cultural workers, entrepreneurs, politicians, entrepreneurs, etc. The personal qualities, values, and loyalty of new-generation employees are crucial, as they not only directly reflect the cohesion of a team, but also profoundly change the atmosphere of a team, thereby enhancing the overall performance of the team. In addition, when they have a strong sense of this identification, they are more willing to cooperate with the team, thereby reducing their turnover rate. (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013)

### **Overview of Service Climate**

The organizations should take various measures to enhance customer satisfaction, including improving product quality, perfecting service processes, providing more thoughtful after-sales support, and meeting customers' value and emotional needs, thus creating a good service climate that customers can feel. This paper should comprehensively consider these two aspects to evaluate the level and intensity of the service climate. The behavior of leaders can significantly influence the perception of organizational service quality among new-generation employees, thereby changing the atmosphere of the organization. Empirical studies have shown that providing adequate resources can effectively promote the establishment of a service climate, while sales competition can have a negative impact on the service climate.

(Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013) found in his research that there is a close relationship between service climate, the personality of new-generation employees, and the characteristics of service teams. The service climate of an organization is positively correlated with the job satisfaction and organizational commitment of new-generation employees. In a company with a service climate, the work enthusiasm and loyalty of the new generation of employees will be enhanced, and it will have a positive impact on the job performance of the new generation of employees. Research shows that a good service climate can not only improve individual job performance, but also improve organizational performance and profitability, thereby enhancing customer satisfaction. (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013)

### **Research Framework**

The organizational identification of new-generation employees is influenced by multiple factors, including interaction between superiors and subordinates, hierarchical control of the organization, and job independence. A good organizational environment helps to improve the job performance and sense of belonging of the new generation of employees in the company. Service climate negatively affects the performance of new-generation employees with low autonomy". According to the research in this paper, it is found that servant leadership can improve the performance of new-generation employees from three different perspectives: firstly, it can directly improve the performance of new-generation employees; secondly, it can improve the performance of the team by increasing the identification of team members; thirdly, it can improve the performance of the team through both direct and indirect means. Conservation of resources theory, this paper found that when new-generation employees have a strong organizational identification, they are more likely to have better work efficiency when facing servant leadership. This paper found that a good organizational atmosphere can improve the work attitude of new-generation employees and can also increase their work enthusiasm (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013).

### **Methodology**

#### **Research Design**

To better evaluate the effectiveness of the questionnaire, this paper refers to the mature domestic servant leadership, organizational identification, job performance and service climate scale, and invites relevant professionals to determine the scope of the questionnaire and discuss possible semantic ambiguities. This paper uses the back-translation method (Brislin, 1980) to translate an English professional scale into Chinese, and the scale is translated by an English professional doctoral student to improve the quality of translation services. At the same time, this study invited an HR with rich experience in human resources and a Ph.D. in the Chinese language to conduct a detailed examination of the question items of domestic scales and translated foreign scales, and finally developed the initial questionnaire for this survey.

To ensure that respondents can fill out the questionnaire more accurately, this paper selects scales with higher reliability and fewer questions as much as possible in order to reduce the fatigue and resistance of the respondents when filling out the questionnaire.

#### **(1) Independent variable**

The servant leadership is a management model that focuses on respect, care, support, and collaboration. It emphasizes the leader's service climate and authority and requires new-generation employees to comply with rules and regulations to achieve effective management objectives.



## (2) Mediator variables

The organizational identification as: the suggestions of new-generation employees may help improve and enhance the performance of the organization, but for various reasons, they may choose to ignore or resist their own views, and this behavior is called organizational identification. Organizational identification can be divided into systems, compensation, and leadership.

## (3) Dependent variable

The job performance of new-generation employees can be divided into two parts: task performance and contextual performance. The former refers to direct actions taken to achieve goals, while the latter refers to indirect communication aimed at promoting goal achievement.

## (4) Moderator variable

This paper defines service climate as a psychological quality that is closely related to an individual's moral concept, reflecting the new generation of employees' job performance towards others, society, and the country. It is an important component of a person's character.

## Data collection

In this study, a new method was used to evaluate the reliability of the questionnaire in this paper. This paper provides a formal questionnaire for two internet companies, Company A and Company B, in Guangzhou. Beginning on September 21, 2022, the questionnaire was delivered and filed separately by the heads of the human resources departments of the two companies in accordance with the relevant rules. On September 28, 2022, this paper collected the questionnaires distributed in the pre-survey: a total of 243 questionnaires were distributed, of which 217 were collected, excluding questionnaires with missing or incomplete information, a total of 201 valid questionnaires were collected. Overall, the return rate of the questionnaire reached 88.1%, and the effective questionnaire response rate reached 82.7%.

Through statistical analysis, it is found that the variables in the table below may affect the conclusions of this paper. This paper uses these variables to evaluate the reliability of the hypothesis in this paper. This paper categorizes these variables into five categories: gender, age, educational background, job position and employment time. According to the data in Table 3-5, it is found that in terms of gender, the proportion of male new-generation employees in Internet companies is much higher than that of female employees, reaching 74.1%. In addition, the largest percentage of the new generation of employees is 27-30 years old, about 47.8%, which is about half of the overall. In addition, most employees in Internet companies have a higher level of education. The percentage of the new generation of employees with a bachelor's degree or higher is almost 70%, while the percentage of the new generation of employees with no higher education is only 10.4%. Moreover, most of the new generation of employees have not worked for a long time: more than 80% have worked for less than 5 years, and the share of the new generation of employees with 8 years or more of work experience is only 2%. After statistics, it can be used with confidence for the next reliability assessment.

## Target population

To increase the measurability of the survey, four Internet companies other than the pre-surveyed company were selected for the questionnaire survey within the time and capacity of the researchers. To ensure the representativeness of the sample data, data was collected from four companies within Guangdong Province. These enterprises include both large and medium-sized enterprises, as well as small and medium-sized enterprises, and include state-owned

enterprises, private enterprises, and foreign-funded enterprises in terms of scale. Mainly, researchers establish personal connections with the company's executives or human resources managers of the research target company, and with their help, provide face-to-face guidance and answers to the new generation of employees in the company, and explain the questions they have doubts about. The survey respondents for formal survey have no limitations other than age. The official method of distributing the questionnaire was to ask the company's human resources department to distribute it on the Wenjuanxing platform, and the company's human resources department informed the survey points and questionnaire links. The distribution took place from mid-October 2022 to early November 2022, lasting for half a month.

### **Sampling frame and sampling location**

This paper provides a formal questionnaire for two internet companies, Company A and Company B, in Guangzhou.

### **Sampling size**

After multiple tests, this study finally distributed 600 questionnaires to 4 surveyed companies and received 584 responses, with a questionnaire return rate of 97.3%. This paper will exclude failed questionnaires based on the following principles: (1) no test content containing demographic variables, (2) similar content was repeatedly tested, (3) conflict test content occurred, and (4) most test results were similar and had similar trends. According to this standard, 38 meaningless questionnaires were removed, leaving a total of 546 valid questionnaires and an overall questionnaire response rate of 91.0%. It took two months for this study to find these 546 meaningful data, which were then used for subsequent statistical analysis and hypopaper testing.

### **Questionnaire design and instrumentation**

In this study, based on some fundamental hypotheses, including servant leadership, organizational identification, the job performance of new-generation employees, and service climate, this paper formulated an appropriate survey questionnaire. This paper uses the five-point Likert scoring method to measure the impact of these factors, where 1 represents Strongly disagree, 2 represents Disagree, 3 represents Neither disagree nor agree, 4 represents Agree, and 5 represents Strongly agree. In order to accurately collect and evaluate information, this paper has taken a number of measures, including 1. Combining the main information of the survey questionnaire with the actual research background and model; 2. Expressing the survey requirements clearly and unambiguously; 3. Using an objective and fair expression method without deviating from reality; 4. Strictly controlling the survey requirements without mentioning any terms or symbols that do not correspond to reality; 5. Providing accurate and reliable survey results in strict accordance with the survey requirements; 6. Providing detailed survey reports and conducting strict reviews of the survey results in strict accordance with the survey requirements. Based on the 6 principles proposed by Yang et al. in 2006, this paper has rethought the survey questionnaire to better understand the research objectives of this paper.

First, this paper has conducted a systematic literature review on a global scale, established a series of reliable and verifiable variables, and applied them to various reliable and verifiable scales. After careful evaluation, this paper has decided to use the scale created by experts such as Zheng, Zheng, Wang, and Morrison & Phelps as a reference for the pre-survey. These references include their reliability, validity, test type, and the psychological state of the respondents.

After in-depth research, this paper defines 5 main topics as: basic information, servant leadership, organizational identification, the job performance of new-generation employees, and service climate. To make these main question items clear to the new generation of employees in ordinary companies, this paper conducted in-depth communication with front-line, middle and senior managers from 10 Internet companies to refine these main question items and make them easy to understand for ordinary new generation employees of the company.

Second, in order to ensure the accuracy of the pre-survey questionnaire, this paper conducted a small sample pre-test to better evaluate the data analysis results and combined the opinions of respondents and relevant experts to streamline the questions items in the questionnaire to ensure the quality of the final formal survey questionnaire.

### **Reliability Analysis**

Both CITC and Cronbach's  $\alpha$  coefficient play important roles in the accuracy, consistency, and reliability of the scale. The CITC reflects the degree of variation of the latent variables, while the 'junk items' reflect the degree of variation of the latent variables, therefore both the CITC and Cronbach's alpha can more accurately reflect the accuracy of the scale. Cronbach's  $\alpha$  is an effective indicator of internal consistency, which is widely used in current management research to evaluate its reliability and validity. Lu (2022) pointed out that by deleting items with CITC below 0.3, the accuracy of Cronbach's  $\alpha$  can be effectively improved; Nunnally (1978) pointed out that the accuracy of Cronbach's  $\alpha$  is between 0.5 and 0.7, which has become an important reference standard for measuring the accuracy of scales. When the accuracy of the scale exceeds 0.7, it indicates that its reliability is strong. To further improve this, when conducting the research in this paper, the relevant topics will be finely screened for more accurate testing.

According to the data in Table 3-7, the Servant Leadership Scale shows that the corrected item-total correlation (CITC) for valuing employees reached the highest level, with a dimensional alpha coefficient of 0.811, exceeding 0.7; the CITC for promoting growth also reached the highest level, with a dimensional alpha coefficient of 0.768, exceeding 0.7; the CITC for treating people honestly reached the highest level, with a dimensional alpha coefficient of 0.740, exceeding than 0.7; the CITC of leading employees also reached the highest level, with a dimensional alpha coefficient of 0.717, which exceeded 0.7. After testing, the CITC level of shared leadership exceeded the expected threshold, and the alpha coefficient also reached 0.661, which is between 0.5 and 0.7. Therefore, this paper can safely retain all the question items in the servant leadership scale.

**Table 0-1 CITC and Internal Consistency of Servant Leadership**

Variables	Variable Dimension	Title number	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Alpha coefficient of dimension	Alpha coefficient of scale	
Servant Leadership	Value employees	AL1	.678	.724	α=0.811	α=0.877	
		AL2	.600	.803			
		AL3	.718	.681			
	Promote growth	AL4	.642				α=0.768
		AL5	.642				
	Treat people honestly	AL6	.578				α=0.740
		AL7	.678				
	Leading Employees	AL8	.636	.499	α=0.717		
		AL9	.521	.648			
		AL10	.460	.716			
	Shared Leadership	AL11	.455	.590	α=0.661		
		AL12	.524	.498			
		AL13	.441	.608			

Data source: collated by this research.

**Correlation analysis of variables**

According to the data in Table 3-8, the CITC of task performance exceeded the threshold, with an α coefficient as high as 0.808, far exceeding 0.7; while the CITC of contextual performance also exceeded the threshold, with an α coefficient as high as 0.769, also exceeding 0.7. Therefore, all items in the job performance scale for new-generation employees can be retained in this paper.

**Table 0-2 Citc and Internal Consistency of the Job Performance of New-Generation Employees**

Variables	Variable Dimension	Title number	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Alpha coefficient of dimension	Alpha coefficient of scale
Job performance of new-generation employees	Task Performance	TP1	.553	.800	α=0.812	α=0.841
		TP2	.732	.710		
		TP3	.640	.754		
		TP4	.592	.775		
	Contextual Performance	CP1	.490	.764	α=0.771	
		CP2	.623	.702		
		CP3	.679	.654		
		CP4	.536	.734		
		TP1	.553	.800		

Data source: collated by this research.

## Findings

### Demographic Profile

**Table 0-3 Internet Companies in the Broad Sense**

Category	Name	Definition	Examples
First category	Basic Internet companies	layer Mainly to provide network equipment, communication environment, access services and other infrastructure necessary for network operation	China Telecom, China Mobile, China Unicom, etc.
Second category	Service Internet Companies	Layer Mainly engaged in the production and development of network application equipment, providing technical services, technical consulting, technological innovation and other services, its products are network software, website development, etc.	Microsoft, Intel, etc.
Category 3	Application Internet companies	layer Companies that provide related free and value-added information services mainly based on Internet platforms	Baidu, Tencent, Alibaba, etc.

**Table 0-4 Internet Companies in the Broad Sense**

Category	Name	Definition	Examples
First category	Basic Internet companies	layer Mainly to provide network equipment, communication environment, access services and other infrastructure necessary for network operation	China Telecom, China Mobile, China Unicom, etc.
Second category	Service Internet Companies	Layer Mainly engaged in the production and development of network application equipment, providing technical services, technical consulting, technological innovation and other services, its products are network software, website development, etc.	Microsoft, Intel, etc.
Category 3	Application Internet companies	layer Companies that provide related free and value-added information services mainly based on Internet platforms	Baidu, Tencent, Alibaba, etc.

**Table 0-5 Mean and Standard Deviation**

Variables	Mean	SD	Servant Leadership	Task Performance	Contextual Performance	Institutional Identity	Compensation Identity	Leadership Identity	Service Climate
Servant Leadership	2.257	0.877	1						
Task Performance	4.465	0.624	-.281***	1					
Contextual Performance	4.322	0.663	-.295***	.530***	1				
Institutional Identity	2.030	1.132	.637***	-.289***	-.355***	1			
Compensation Identity	1.869	1.061	.562***	-.207***	-.244***	.720***	1		
Leadership Identity	1.590	0.833	.477***	-.300***	-.375***	.601***	.695***	1	
Service Climate	4.395	0.746	-.270***	.487***	.515***	-.357***	-.307***	-.405***	1

Note: \* represents  $p < 0.05$ , \*\* represents  $p < 0.01$ , \*\*\* represents  $P < 0.001$ , Mean represents the mean, SD represents the standard deviation

**Table 0-6 Assignment of Control Variable**

Variable name (type)	Variable assignment
Gender (dummy variable)	Male as the reference group
	Male=0, Female=1
Age (continuous variable)	20-23 years old = 1
	24-27 years old = 2
	28-30 years old = 3
	20-32 years old = 4
Educational background (dummy variable)	High school and below as the reference group
	E1: College = 1, Other = 0
	E2: Bachelor's degree = 1, Other = 0
	E3: Master's degree and above = 1, others = 0

**Table 0-7 Impact of Servant Leadership on the Job Performance of the New Generation of Employees**

Variables	Dependent variable: Task performance		Dependent variable: Contextual Performance	
	Equation 1	Equation 2	Equation 3	Equation 4
Control variables				
Women	0.089*	0.042	0.128**	0.082*
Age	0.021	0.051	-0.062	-0.032
College	-0.011	-0.011	-0.063	-0.062
Bachelor's degree	-0.040	-0.039	-0.048	-0.046
Master's degree and above	-0.099	-0.089	-0.175**	-0.164**
Independent variable				
Servant Leadership		-0.277*		-0.273***
R <sup>2</sup>	0.018	0.091	0.044	0.115
Adjusted R <sup>2</sup>	0.010	0.082	0.036	0.106
F-value	2.201	10.021***	5.497***	12.967***
ΔR <sup>2</sup>		0.073		0.071

**Table 0-8 Impact of Servant Leadership on Organizational Identification**

Variables	Dependent variable: Institutional identity		Dependent variable: Compensation identity		Dependent variable: Leadership Identity	
	Equation 1	Equation 2	Equation 3	Equation 4	Equation 5	Equation 6
Control variables						
Women	-0.168	0.036	-0.023	0.072*	-0.063	0.015
Age	0.162**	0.041	0.125**	0.063	0.154***	0.103**

College	0.088	0.030	-0.007	-0.008	0.074	0.073
Bachelor's degree	0.270*	0.115**	0.053	0.050	0.147**	0.145**
Master's degree and above	0.557	0.162***	0.082	0.061	0.125*	nln,*
Independent variable						
Servant Leadership		0.634***		0.565***		0.466***
R <sup>2</sup>	0.041	0.426	0.021	0.326	0.037	0.245
Adjusted R <sup>2</sup>	0.033	0.420	0.013	0.320	0.029	0.238
F-value	5.118***	74.038***	2.565*	48.348***	4.674***	32.483***
ΔR <sup>2</sup>		0.385		0.305		0.208

**Table 0-9 Impact of Organizational Identification on the Job Performance of the New Generation of Employees**

Variables	Dependent variable: Task performance				Dependent variable: Contextual Performance			
	Equation 1	Equation 2	Equation 3	Equation 4	Equation 5	Equation 6	Equation 7	Equation 8
Control variables								
Women	0.089*	0.069	0.084*	0.070	0.128**	0.104**	0.123**	0.105**
Age	0.021	0.052	0.046	0.067	-0.062	-0.025	-0.033	-0.006
College	-0.011	-0.002	-0.013	0.011	-0.063	-0.052	-0.064	-0.036
Bachelor's degree	-0.040	-0.007	-0.029	0.004	-0.048	-0.008	-0.035	0.006
Master's degree and above	-0.099	-0.047	-0.083	-0.062	-0.175	-0.113*	-0.156**	-0.129*
Independent variable								
Institutional Identity		0.283***				-0.333***		
Compensation Identity			-0.205***				0.230**	
Leadership Identity				0.301**				-0.363***
R <sup>2</sup>	0.018	0.095	0.059	0.105	0.037	0.150	0.096	0.170
Adjusted R <sup>2</sup>	0.010	0.086	0.050	0.096	0.029	0.142	0.087	0.162
F-value	2.201	10.472*	6.297*	11.753	4.674***	17.675	10.567**	20.516**
ΔR <sup>2</sup>		0.077	0.041	0.087		0.113	0.063	0.133

**Table 0-10 Mediating Role of Organizational Identification**

Variables	Dependent variable: Task performance				Dependent variable: Contextual Performance			
	Equation 1	Equation 2	Equation 3	Equation 4	Equation 5	Equation 6	Equation 7	Equation 8
<b>Control variables</b>								
Women	0.042	0.049	0.048	0.046	0.082*	0.092*	0.090*	0.087*
Age	0.051	0.058	0.056	0.074	-0.032	-0.021	-0.025	-0.001
College	-0.011	-0.005	-0.011	0.005	-0.062	-0.054	-0.063	-0.040
Bachelor's degree	-0.039	-0.018	-0.035	-0.007	-0.046	-0.015	-0.040	-0.002
Master's degree and above	-0.089	-0.060	-0.084	-0.065	-0.164	-0.121	-0.157**	-0.132**
<b>Independent variable</b>								
Servant Leadership	-0.277***	-0.162	-0.233***	-0.174***	-0.273***	-0.102*	-0.207***	-0.132**
Institutional Identity		-0.181***				-0.269***		
Compensation Identity			-0.077				-0.116*	
Leadership Identity				-0.221***				-0.302***
R <sup>2</sup>	0.091	0.110	0.095	0.128	0.115	0.156	0.124	0.184
Adjusted R <sup>2</sup>	0.082	0.100	0.085	0.118	0.106	0.147	0.114	0.174
F-value	10.021***	10.555***	8.986***	12.536***	12.967***	15.839***	12.092***	19.207***
ΔR <sup>2</sup>		0.019	0.004	0.037		0.041	0.009	0.069

**Table 4-11 Validation Results of the Hypotheses in This Study**

	Content of hypopaper	Whether hypopaper supported	the is
H1	Servant leadership has a significant impact on the job performance of the new generation of employees.	Supported	
H1-1	Servant leadership has a significant negative impact on task performance.	Supported	
H1-2	Servant leadership has a significant negative impact on contextual performance.	Supported	
H2	Servant leadership has a significant impact on organizational identity.	Supported	
H2-1	Servant leadership has a significant positive impact on institutional identity.	Supported	
H2-2	Servant leadership has a significant positive impact on compensation identity.	Supported	
H2-3	Servant leadership has a significant positive impact on leadership identity.	Supported	
H3	Organizational identification has a significant impact on the job performance of the new generation of employees.	Supported	



H3-1-1	Institutional identity has a significant negative impact on task performance.	Supported
H3-1-2	Compensation identity has a significant negative impact on task performance.	Supported
H3-1-3	Leadership identity has a significant negative impact on task performance.	Supported
H3-2-1	Institutional identity has a significant negative impact on contextual performance.	Supported
H3-2-2	Compensation identity has a significant negative impact on contextual performance.	Supported
H3-2-3	Leadership identity has a significant negative impact on contextual performance.	Supported
H4	Organizational identification plays a mediating role between servant leadership and the job performance of new-generation employees.	Supported
H4-1-1	Institutional identity plays a mediating role between servant leadership and task performance.	Supported
H4-1-2	Compensation identity plays a mediating role between servant leadership and task performance.	Not supported
H4-1-3	Leadership identity plays a mediating role between servant leadership and task performance.	Supported
H4-2-1	Institutional identity plays a mediating role between servant leadership and contextual performance.	Supported
H4-2-2	Compensation identity plays a mediating role between servant leadership and contextual performance.	Supported
H4-2-3	Leadership identity plays a mediating role between servant leadership and contextual performance.	Supported
H5	Service climate plays a moderating role between servant leadership and organizational identification.	Supported
H5-1	Service climate plays a moderating role between servant leadership and institutional identity.	Supported
H5-2	Service climate plays a moderating role between servant leadership and compensation identity.	Supported
H5-3	Service climate plays a moderating role between servant leadership and leadership identity.	Supported
H6	Service climate moderates the mediating effect of organizational identity in the relationship between servant leadership and the job performance of new-generation employees.	Not supported

## Reliability and Validity

### Reliability analysis of the scale

In this study, Cronbach's  $\alpha$  coefficient is used to evaluate the reliability of different testing methods. Using the SPSS 24.0 software, this paper analyzed 546 real questionnaires, and the conclusion is presented in Table 3-13. Among these questionnaires, the Servant Leadership Questionnaire has 13 question items with a Cronbach's alpha coefficient of 0.851. In addition, the Job Performance and Contextual Performance Questionnaire have 4 question items with Cronbach's alpha coefficients of 0.865 and 0.735, respectively. In addition, there are four question items in the Institutional Identity, Compensation Identity, and Leadership Identity questionnaires. In terms of Cronbach's alpha coefficient, the first three items are 0.919, 0.914,

and 0.847, respectively; through systematic analysis, it is found that in terms of Cronbach's  $\alpha$  coefficient value, the experimental results of this paper show that each variable in the experiment is reliable, and the experimental conclusion of this paper is consistent with expectations.

**Table 0-12 Reliability Analysis Results**

Variables	Number of questions	Alpha coefficient
Servant Leadership	13	0.851
Task Performance	4	0.865
Contextual Performance	4	0.735
Institutional Identity	4	0.919
Compensation Identity	4	0.914
Leadership Identity	4	0.847
Service Climate	5	0.885

### Validity analysis of the scale

Through experimental verification, it is found that the scale used in this paper is already very perfect and has been widely adopted by the academic community at home and abroad. This paper also adopts bidirectional translation and professional review and update to ensure the accuracy of the measurement results in this study. In order to better evaluate the results of this paper, a small amount of simulation was conducted on similar environments before the start of the experiment, and CITC and Cronbach's  $\alpha$  coefficient were used to optimize the measurement results of this paper. Through in-depth experiments, it is found that using a questionnaire method for investigation can help improve the accuracy of the results. The experiment in this paper particularly focuses on the results of the scale, including the construct validity, completeness, accuracy, and effectiveness of the results.

We evaluated the comprehensive validity of the evaluation scale for 546 new-generation employees by using structural equation modeling and AMOS18.0 data analysis software. Multiple indicators were used to evaluate the accuracy and reliability of the model, including questionnaire quality, composite reliability, and average variance extracted. After analysis, It is found when using NFI, CFI, and IFI for absolute fit, if the values of these variables are greater than or equal to 0.7, it indicates a high degree of latent variable aggregation (Bogozzi & Yi, 1988). However, if the values of these variables are less than or equal to 0.9, it indicates that the aggregation degree of latent variables is poor. Through this method, the density of latent variables will be greatly enhanced. According to the research results of Wu (2012) and Qiu and Lin (2012), the goodness of fit of the measurement model is better when Chi-Square/df is less than 5, but MacCallum et al. (1996) proposed that the minimum threshold of RMSEA should be set to 0.1.

After evaluation of CFA, it is found that in different environments, servant leadership, the job performance of new-generation employees, organizational identification, and service climate all have different impacts. Specifically, in Table 3-13, it is found that the impact in each environment is significant, with t-values exceeding 2 and having high statistical significance. In terms of the potential value of the new generation of employees, this paper found that the CR value of valuing employees is 0.786, AVE is 0.552, CR value of promoting growth is 0.717, AVE is 0.559, while the CR value of treating people honestly is 0.788, AVE is 0.655, while for leading

employees is 0.715, AVE is 0.458, and for shared leadership has a CR of 0.703 and an AVE of 0.445. According to the evaluation of CFA, the fitting of multiple parameters such as Chi-Square/df, RMSEA, CFI, and NFI in this scale is excellent, as shown in Table 3-13, indicating its excellent aggregation performance.

**Table 0-13 CFA Results for Servant Leadership**

Dimension	Title number	Factor loading	Measurement residuals	CR	AVE
Value employees	AL1	0.740	0.863	0.786	0.552
	AL2	0.667	0.626		
	AL3	0.814	0.556		
Promote growth	AL4	0.772	0.546	0.717	0.559
	AL5	0.723	0.849		
Treat people honestly	AL6	0.681	0.925	0.788	0.655
	AL7	0.920	0.260		
Leading Employees	AL8	0.719	0.873	0.715	0.458
	AL9	0.725	0.736		
	AL10	0.576	0.964		
Shared Leadership	AL11	0.788	0.721	0.703	0.448
	AL12	0.612	0.906		
	AL13	0.593	0.981		

## Conclusion

Job performance is an important indicator for measuring the actual performance of a company. It can help the company better achieve its goals and achieve greater success. The leadership of the company is the core of the company, and they need to give full attention to the company's performance in order to better guide the company's future.

Through this research, this paper proposes a multi-dimensional and controllable intermediary method to explore how servant leadership can improve the job performance of new-generation employees. The results show that organizational identification can promote the relationship between the two to some extent, and the innovative environment can change the relationship between the two, thereby improving their relationship. This new model can help this paper to understand how servant leadership can play its role and how it affects different individuals, which will provide a new perspective for this paper to further study how it can improve the job performance of new generation employees. As a result of the study, the following conclusions can be found in this paper.

(1) The impact of servant leadership on the job performance of the new generation of employees.

After in-depth investigation and analysis, this paper found that teams with good servant leadership will have a positive impact on their professional performance and the work performance of the new generation of employees. Among them, having higher-level servant leadership will bring higher professional performance and better work performance for the new generation of employees, and this influence is also the consensus of the previous academic

circle (Liu, 2016). By adopting a servant leadership style, new-generation employees can feel valued and respected, and gain a sense of achievement through continuous effort and improvement. This approach can not only give the new generation of employees a sense of achievement, but also help them to grow professionally, so that they can feel the value of their career and stimulate their enthusiasm, such as participating in social activities and participating in social construction. When a person receives care and help from others, they may develop a sense of gratitude, which is consistent with the principle of social exchange. Therefore, companies should strengthen their service awareness towards the new generation of employees to improve their job performance.

## (2) The mediating role of organizational identification.

Through comparative experiments, this paper proposes a new method to explore the relationship between servant leadership, organizational identification, and the job performance of the new generation of employees. The experiment in this paper shows that organizational identification plays an important moderating role in promoting the effectiveness of servant leadership (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013). Through in-depth analysis, it is found that organizational identification can effectively improve the performance of new-generation employees. This suggests that the new generation of employees with strong organizational identification can clearly realize their identity as members of the organization and integrate the organization's vision and goals into their daily lives.

Through the understanding of the organization, this paper can better understand and evaluate the organizational identification and job performance of new-generation employees, which has also been confirmed by previous studies. Some scholars have pointed out that when a new generation of employees realizes their important position in the organisation, their job performance and sense of contribution will also improve. Their active participation and contribution will also be improved so that they can better achieve their goals. Even if these goals are not rewarded by the organization, it still has a positive impact on their careers. Adopting a servant leadership style can effectively enhance the organization's civic consciousness and helps to enhance team members' sense of social responsibility.

In addition, the experiments in this paper also prove that the servant leadership style effectively enhances team members' sense of social responsibility, making them more passionate and loyal to the team. In other words, servant leadership can effectively improve the job performance of new-generation employees, and it can also promote organizational identification among team members and enhance team cohesion. The organizational identification of team members can promote team cooperation, and team cooperation of team members can enhance team cohesion, thereby enhancing overall organizational cohesion. A high level of professional passion can lead to better job performance, and civic behaviour can promote the sustainable development of the company, even without being incentivised by the salary system. (Bass 2000; Bian 2006, Bowen & Schneider 2014; Brouer & Douglas 2013).

Through in-depth exploration of "bridges", this paper establishes a new intermediary model, namely servant leadership-organizational identification-job performance, which effectively refutes the arguments of triarchic theory and organizational identification theory and provides strong data support through statistical means. Through this study, it can be clearly seen that the ability of service leaders, organizational identification, and the loyalty of the new generation of employees are the key factors affecting the job performance of the new generation of employees. In order to promote the long-term development of companies, it is

necessary to cultivate and introduce leaders with a good sense of service and strengthen respect and trust in these leaders, so as to better arouse the enthusiasm of the new generation of employees and help them better perform their tasks, thus laying the foundation for the long-term success of the company.

(3) Service climate plays a moderating role between servant leadership and organizational identification.

The results of this study indicate that the service climate has a positive regulatory effect on both the servant leadership and organizational identification dimensions, that is, employees with a higher service climate are more likely to develop organizational identification when facing servant leadership. Among them, service climate has the strongest moderating effect between servant leadership and leadership identity, suggesting that employees with higher service climate have a better understanding that the core idea of servant leadership is to demand obedience from employees, and thus display leadership identity behaviour that is mainly based on obedience.

(4) Moderated Mediation Effect

This study analyzes in detail how servant leadership affects the job performance of new generation employees and finds that they achieve this by enhancing organizational identification, and this influence may vary due to different environments. Through this study, this paper can deeply explore how servant leadership can influence the job performance of new-generation employees from multiple levels, and under what circumstances organizational identification can achieve the best effect. Based on the ecosystem theory, this paper can also provide a clearer understanding of the relationship between the organizational environment and personal characteristics that affect the performance of new-generation employees. In the environmental system, servant leadership can effectively improve individual job performance and organizational citizenship behavior, and at the same time, it can also improve the overall performance of the team by influencing individual identity.

Through this study, adopting a servant leadership style can significantly improve the performance of new-generation employees. This management approach requires leaders not only to generously provide necessary support to the new generation of employees, but also to give them necessary help, so that they can succeed in the workplace and receive good rewards. In addition to bringing practical gains to new-generation employees, servant leadership can also stimulate their enthusiasm, make them regard themselves as the core of the company, and strive to achieve the best performance, thus obtaining identification and appreciation from the company. Therefore, companies must strengthen the construction of organizational identification for the new generation of employees, which is conducive to the development and economic growth of the company. Research shows that a good service climate can effectively improve the performance of servant leadership, thereby promoting their performance in task performance, contextual performance, and organizational identification. Especially, when the service climate is weak, servant leadership may have a negative impact, but when the service climate is becoming strong, their performance can be significantly improved. To effectively improve the operation of the enterprise, this paper needs to stimulate the enthusiasm of the new generation of employees and give them more room to play, so as to stimulate their creative thinking. In this case, new-generation employees with higher innovation ability will benefit from higher-level servant management, thus better achieving the organization's goals. In-depth analysis shows that the work performance of the new generation of employees is closely linked to a few other factors, that changes in these factors can lead to higher performance, and that

this can only be achieved by coordinating different systems. To achieve this goal, collaboration must be carried out in various fields.

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