

THE RELATIONSHIP BETWEEN SERVANT LEADER ATTRIBUTES
AND ORGANIZATIONAL EFFECTIVENESS
IN THE HOTEL INDUSTRY
IN MALAYSIA

THEVIDARSNY KALIAPAN

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ABSTRACT

This study aims to examine for any viable relationships between servant leader attributes (altruistic calling, emotional healing, wisdom, persuasive mapping and organisational stewardship) of the superiors or reporting lines and its connection with employees' organisational commitment and job satisfaction among hoteliers in Malaysia. Despite the growing number of hotels, both the contentment and participation of the employees serving in hotel industry remains vague in view of the organizational effectiveness in comparison with other service industries. Therefore, the need for team leaders to imply the most effective yet appropriate leadership style to motivate, aspire, lead and work together with the fellow subordinates to enhance service delivery and performance are cardinal. Quantitative method was employed to aid the analyses of data and derive findings in examining the hypotheses statement of this study and to answer the research questions. Survey questionnaires were distributed to all the selected business hotels registered under Malaysian Association of Hotels (MAH) and 410 respondents participated, and their responses were examined in various stages of the writing to ensure credibility of the results gained. The questionnaire consists of four main sections and represented each components of the factors; servant leadership, organisational commitment, job satisfaction and demographic profile of the survey participants. Statistical analysis such as descriptive statistics, coefficient correlation and regression were used to investigate for any potential relationships between these variables. The results attained from the analyses confirmed that the relationship between the servant leadership styles and the dependent variables were significant, however, varies from one another in terms of the strength and direction, either positively or negatively. The results affirmed that servant leadership has a relationship with job satisfaction and commitment of the employees especially through wisdom and organisational stewardship characteristics. The highlight of this research is the connection between affective commitment and the leaders' style were in negative correlation. A positive relationship was evident between the leadership and job satisfaction. These findings serve as a profound contribution of servant leadership and its relationship in Malaysia hotel industry.

APPROVAL PAGE

I certify that I have supervised /read this study and that in my opinion it conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, as a thesis for the fulfilment of the requirements for the degree of Doctor of Philosophy.

Prof Dr Ibrahim Ali
Adjunct Professor
Asia e University
Supervisor

Examination Committee:

Prof Dr Rosman Md Yusoff
Centre for General Studies and Co-Curricular
Universiti Tun Hussein Onn Malaysia
Examiner

Prof Dr Mohammad Yazam Sharif
Industry Collaboration and Research & Development
Metropolitan University
Examiner

Prof Dr Juhary bin Ali
Dean, School of Management
Asia e University
Examiner

Prof Dr Siow Heng Loke
Dean, School of Graduate Studies
Asia e University
Chairman, Examination Committee

This thesis is submitted to Asia e University and is accepted as fulfilment of the requirements for the degree of Doctor of Philosophy.

Prof Dr Juhary bin Ali
Dean, School of Management
Asia e University

Prof Dr Siow Heng Loke
Dean, School of Graduate Studies
Asia e University

DECLARATION

I hereby declare that the thesis submitted in fulfilment of the PhD degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the program and/or exclusion from the award of the degree.

Name of Candidate: Thevidarsny Kaliapan

Signature of Candidate:

Date:

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LIST OF ABBREVIATIONS

SL	Servant Leadership
OC	Organisational Commitment
JS	Job Satisfaction
AC	Affective Commitment
NC	Normative Commitment
CC	Continuance Commitment
AL	Altruistic Calling
EH	Emotional Healing
WI	Wisdom
PM	Persuasive Mapping
OS	Organisational Stewardship
PY	Pay
PN	Promotion
SU	Supervision
BE	Benefits
OP	Operating Procedures
CW	Co-workers
NW	Nature of Work
CO	Communication
CR	Contingent Rewards
SPSS	Statistical Package for Social Sciences
SLQ	Servant Leadership Questionnaire

OCQ

Organisational Commitment Questions

JSS

Job Satisfaction Survey

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Hotel is a unique industry as the employees or hoteliers are trained practically and theoretically to cater different market segments and multitudinous challenges are faced, especially in services industries that have a weak support system between the management and employees or followers. Additionally, this sector has been contributing in various ways to Malaysia's economy, particularly in terms of career opportunities, income factor of the service industry's population and helping the growth of inbound tourism, secondary activities and all the domestic facets. The success of an organisation relies mostly on the commitment as well as the participation of their employees that encompasses both the managerial and non-managerial levels along with directions of the leaders. Serving a guest or customer is a 'one-to-one' situation which determines the quality of service and the moment-of-truth based on the perception and reputation that the organisation withholds.

An empowering style of leadership can create a transformational climate that endures and conveys their commitment towards rendering a quality service and creates a shared value to improve the overall employees' job satisfaction. However, different leadership behavior that a manager practices and implements towards their subordinates or team has a high possibility to influence their colleagues' commitment level in various dimensions. Nonetheless, the identification of the most effective leadership style remains subjective and elusive in the most areas of research and industries. Leaders whom delineates a conspicuous function in ensuring their subordinates work together in achieving these objectives of the organisation and their radical vision should indeed assist in enhancing the motivation levels of their subordinates and overall working conditions which helps in attaining a positive outcome.

One of the industries that evolve fully in serving customers or guests from different background and much diverse is the hotel industry; as services are delivered face-to-face on a daily basis, hence, being vulnerable by the influence of variety of external environments. Apart from the typical external environments such as economic, political and legal, social or cultural and technological surroundings that could undermine business operations in an unexpected manner or situation, internal support plays a crucial role and other factors may serve as threats to service operations and businesses alike. Hotel industry has proliferated over the years which align with Ministry of Tourism's marketing effort to visit Malaysia which has been enacted in year 2005, 2010, 2014, 2017 respectively and the famous tagline that is always incorporated as 'Malaysia truly Asia', caused vehement competition from other service sectors and countries.

Service being an intangible element of sales, thus, making it more challenging in satisfying the customers or guests in creating memories and mystique experience which have become an integral part in the hotel industry to establish a good reputation and star-ratings amidst of their guests or prospects. Besides, hotels these days may not necessary focus in their core business, which is accommodation alone, whilst their food and beverage service has a fair contribution towards revenue and triumph of the confederacy. Servant leadership are leaders that both operation and exercise-oriented, also, an individual who are driven with an exceptional personality in most scenarios compared to other leader behaviors (Shekari & Nikooparvar,2012; Eva et al., 2019, Coetzer et al., 2017). As per Greenleaf (1997), a servant leadership focuses on their subordinates and people around rather than their own self that leads to comprehension beyond the term leader, whom are regarded as a servant. Many theorists have invested valuable time and effort in overcoming issues or problems relating phenomenon that affects business operation, also, each of them has their own perceptions, findings, contributions and views towards the term leadership. It is never a denial forte, whereby, leadership is undoubtedly paramount towards achieving the organisation's vision and mission which are the

key to success and progression of an enterprise including the hotel industry which is continuously blooming in Malaysia.

Therefore, hotel organisation has an intense need to employ an efficacious leadership behavior to excel in their overall performance in customer-orientated culture and its service quality that is rendered to their guests or prospects; may help to generate adequate gain to their company both in short and long-run process. Vice versa, if the leadership is substandard, employees will not be willing to change as they probably assume it as a menace and not as an opportunity for career growth (Rehman et al., 2012; Focht & Ponton, 2015; Sun & Shang, 2019). According to Mensah-Kufuor and Doku (2017) research results showed that hotel guests pay attention to the standard and service delivery of a hotel and believe that it should be equally competitive in the industry. Moreover, when the managers themselves possess and demonstrate their personal commitment towards service delivery and quality, the employees, who work under their supervision or guidance, will be motivated and influenced with their positivity and will follow their leader especially their working style and continuously delivering exceptional service.

Therefore, commitment towards the organisation and the allegiance towards the enterprise reflect as whether the employees are willing to be in the industry for years to come and to be part of the hotel's development and progression. This is because, commitment is indeed a psychological or cognitive association exists between an organisation and the employee (Islam et al., 2013). Moreover, there have been substantiating scientific researchers proved, when staffs of an organisation have a higher level of fidelity, they tend to be more fecund, unswerving and even being accountable for all their actions and completion of work-related assignment (Ahmadi et al., 2012; Tischler et al., 2016). Organisational commitment is referred as the willingness of the employees to remain with the organisation, both in present as well as in the future (Mohanty et al., 2012). Despite of the benefits such as income and level of management,

instilling and adhering to their core and ethical values can be different from one individual to another. While one may tend to rely on their authority for completion of a specific project, other types of leaders, alternatively focus on giving empowerment to employees at all level to form an independent and decentralized working condition (Kim & Beeher,2018; Fong & Snap; 2015).

Service providers are very much inseparable in terms of service sector and the satisfaction of the employees is crucial as it is primary human resources (Forne, 2015; Tischler et al., 2016; Chandra & Priyono, 2016). In fact, affirmative perspective among the assemblage, alleviate participation to a contributive service bureau. Besides that, employees' gratification serves as a good principle in many ways in the organisation such as upsurges their commitment and scales down customer liberation, allegiance and referrals and lower employment tariff. An organisation profoundly depends on the commitment level and job gratification among their workforce that directly influence the sustainability of their profitableness. Due to this, organisations must validate working conditions that will satisfy people by fulfilling their needs in terms of stipend, career furtherance and other work operations (Setyaningdyah et al., 2013; Suharno et al., 2016; Chandra & Priyono, 2016).

1.2 Statement of Problem

In Malaysia, hotel is one of the industries that has been recognised and characterised as a great constituent and prospect of development and growth of our country's service industry (Abdullah et al., 2012). Additionally, hotel industry is the second highest benefactor towards Malaysia's Gross Domestic Product (GDP), and it contributes nearly 9% of the country's total GDP as per the report disclosed and codified, as one of the very promising areas in economic (Saad et al., 2012). This sector has been classified as a noteworthy value that help in the growth