Perceptions On Supervisors' Servant Leadership Behaviors Among Employees in Hotels

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ABSTRACT. This study's primary objective was to determine the perception of supervisors' servant leadership behaviors among employees in selected hotels in Davao City. The perception of supervisors' servant leadership behaviors was determined based on behaving ethically, conceptual skills, empowering, creating values for the community, helping subordinates grow and succeed, emotional healing, and putting associates first. A descriptive survey method was being used in conducting the study. An online survey is being used through google forms to disseminate survey questionnaires in selected hotels in Davao City. There were a total of 400 respondents who participated in the study. The respondents were composed of 200 male and 200 female. Of these, the majority are from 26-35 years old, and most of them are single. ANOVA was used to determine the significant difference in employees' perception towards their supervisors' servant leadership behavior when analyzed according to demographic profile: age, marital status, length of service, and work department of the employees. No significant difference was found in the perception of supervisors' servant leadership behaviors regarding the length of service, marital status, and work department. There is a robust evident relationship between supervisors' servant leadership behavior towards the respondents' age.

INTRODUCTION

In every organized group, there must be a type of leadership that aides, control, coordinate, manage, and facilitate the group's exercises toward accomplishing the group's goal and objectives. The idea of leadership has created a great deal of contention and enthusiasm among researchers, government officials, and human resource management experts. Any association's success or failure is subject to the type and style of leadership in that organization (Kuruku & Ogwuche, 2018). According to Pollack (2019), there are numerous ways that leaders impact how those organizations work—including establishing the pace for organization culture. It takes those at the top to make a domain that causes followers to feel esteemed and enabled. If followers believe they are being overlook, the leaders begin to see destructive conflict. It can bring about high turnover, low commitment, and an absence of working environment fulfillment.Kellerman, as cited by Kiliç and Güncel (2019), toxic leader's destructive practices and attributes can make people, groups, organizations, communities seriously and permanently harmed. Hopkin (2018) also stated that a bad leader cares for one's own on many occasions. It means seeking to appear excellent at the detriment of the others with the top administration, especially his followers. The conclusion is questionable, not just only with the followers towards their leader, but also with the full administration, on the off chance of acknowledging what the bad leader says to their staffs. In the U.K., there is a report stating that a quarter of laborers do not believe in their senior leaders (Trapp, 2014).

In the study of Hirschy, Gomez, Patterson, and Winston (2014), in China, there is solid proof indicating Chinese individuals' worth or want more human direction than they are encountering. Also, given that the unfortunate behavior and corruption have prompted various business leaders' questioning, servant leadership, with a focus on the benefits for workers and

society at most, ought to be critically applied in Chinese enterprises trying to abstain from harming the business reputation and regain competitiveness. Servant leaders move in the direction of limiting or removing fundamental dysfunctions through selflessly helping. This sound honorable, and it is additionally hard to do and requires the leader to have exceptional people skill at all levels. They remove the pain away from the group, take the fire when things turn out badly, win, and help the group discover incredible approaches to exceed expectations (Whiteside, 2017).

The researchers have not come across a study that dealt with perceptions of supervisors' servant leadership behavior among employees in a local setting. In this context, the researchers are intrigued to determine if the employees' demographic profile can affect their perceptions of their supervisors' servant leadership behavior, as this can raise concern to the research beneficiaries and help these beneficiaries see how important leadership is in the organization.

The study's primary objective will determine the perceptions of supervisors' servant leadership behaviors among employees in selected hotels in Davao City in terms of: Behaving Ethically; Conceptual Skills; Creating Values for the Community; Empowering; Helping Subordinates Grow and Succeed; Emotional Healing; and Putting Subordinates First.

METHOD

This research used a descriptive research design. Descriptive research design may analyze one or more variables using a wide range of research methods. Although various quantitative research designs exist, they typically come under one of the two umbrellas: experimental and non-experimental research. What many lay-people think about when they think of science are experimental research designs. On the other hand, non-experimental research can be just as intriguing, but you cannot draw the same conclusions as possible with experimental research. The non-experimental study is typically descriptive or correlational, which means that a condition or phenomenon is represented as it stands, or a relationship between two or more variables is defined, all without the researcher's intervention (McCombes, 2019). Furthermore, the study also tries to determine the extent of the problem being studied.

The researchers used the purposive sampling method wherein the researchers can choose and approach eligible participants that can answer the questionnaire. The first section encloses the demographic profile of the respondents, lack of this information. The researchers would risk the point of view of absolutism in which they would assume individuals have the same interests or perception (Hammer, 2011). The study respondents were the four hundred (400) employees working in the selected hotels in Davao City. The online survey was conducted on October 2020. Link of the google forms was e-mailed to the three selected hotels' managers in Davao City and was disseminated to their employees.

The researcher used the questionnaire that was adopted and modified from the study of Ruya Han in 2014 entitled: "Hotel Employees' Perceptions of Supervisors' Servant Leadership Behaviors, and Relationship with Employees' Affective Commitment," which was checked by the adviser for editing emendation and submitted to the panels for validation to guarantee credibility. The first part of the approved questionnaire is the demographic profile of the respondents, which includes: sex, age, marital status, length of service, and work department.

The second part contains twenty-one (21) questions of the indicator seven-dimensions of servant leadership scale, which includes: (1) behaving ethically, (2) conceptual skills, (3) empowering, (4) creating values for the community, (5) emotional healing, (6) helping subordinates grow and succeed, and (7) putting subordinates first that was developed by

Liden, Wayne, Liao and Meuser as cited by Han (2014). In assessing the variable of the study, a Likert type scale of 5 points was used.

In interpreting the data gathered, the researchers used the following analytical tools for analyzing the data: Frequency Count. This was used to determine the number of respondents distributed according to their respective profiles. Percentage. This was used to determine the percentile of the respondents distributed according to their respective profiles. T-Test. This was used to determine the significant difference of perceptions on supervisors' servant leadership among employees in selected hotels in Davao City when analyzed by sex. ANOVA. The Analysis of Variance was used to determine the significant difference in supervisors' servant leadership perceptions among employees in selected hotels in Davao City when analyzed by age, marital status, work department, and length of service.

RESULTS AND DISCUSSIONS

Perceptions of supervisors' servant leadership behaviors

The first research problem was "what is the perception of supervisors' servant leadership behaviors among employees in selected hotel in Davao City in terms of the seven-dimension of servant leadership scale?" The perception of employees among supervisors' servant leadership behaviors are shown in Table 1, with a standard deviation of 0.539, has an overall mean score of 4.13. The highest-rated dimension was conceptual skills with a mean score of 4.40, followed by helping subordinates grow and succeed and empowering with a mean score of 4.28. Meanwhile, behaving ethically has a mean score of 4.21, then creating values for the community with a mean score of 4.04. On the other hand, the dimensions with the lowest mean scores are putting subordinates first with a mean score of 3.85 and emotional healing, with a mean score of 3.82.

Table 1. Perception of supervisors' servant leadership behaviors among employees in selected hotels in Davao City.

Indicators	Mean	Std. Deviation
Behaving Ethically	4.21	0.574
Conceptual Skills	4.40	0.560
Empowering	4.28	0.578
Creating Values for the Community	4.04	0.679
Emotional Healing	3.82	0.876
Helping Subordinates Grow and Succeed	4.28	0.597
Putting Subordinates First	3.85	0.844
Overall	**4.13**	**0.539**

The dimension with the highest mean garnered was conceptual skill, which is an essential attribute of a leader because it enables a person to create innovative solutions to challenging situations or scenarios (Forster & Kahan, 2020). In the study of Han (2014), it shows that the dimension that was strongly perceived by the employees to their supervisors was behaving ethically followed by conceptual skills, which has the most substantial perception in our study while the dimension that was least perceived by the employees was putting subordinates first.

This implies that supervisors' conceptual skills were mostly perceived by the employees towards their supervisor among the seven dimensions of servant leadership behavior. This means that their supervisor can tell if something work-related is going wrong; their supervisor can think effectively through complex problems and can solve work problems by creating new ideas.

Significant differences in the perception of supervisors' servant leadership behaviors when analyzed according to the profile of respondents

Table 2 shows a significant difference in the perceptions of supervisors' servant leadership behavior among employees in selected hotels in Davao City when analyzed by age. The results showed that the overall sum of squares between groups is 4.116 and 111.845 within groups, with 115.961. At the same time, the overall Degrees of Freedom (df) between groups is 3 and 396 within groups for a total of 399. The overall mean square between groups is 1.372 and .282 within groups. With an overall F-value of 4.858 and a significance value of 0.002, they are thus rejecting the null hypothesis. This further means that there are differences in the perception of supervisors' servant leadership behavior in terms of age.

Table 2. Significant differences in the perception of supervisors' servant leadership behaviors when analyzed by age.

		Sum of Squares	df	Mean Square	F	Sig.
Behaving Ethically	Between Groups	3.015	3	1.005	3.096	0.027*
	Within Groups	128.583	396	.325		
	Total	131.599	399			
Conceptual Skills	Between Groups	4.231	3	1.410	4.606	0.004*
	Within Groups	121.236	396	.306		
	Total	125.466	399			
Empowering	Between Groups	3.316	3	1.105	3.360	0.019*
	Within Groups	130.283	396	.329		
	Total	133.599	399			
Creating Values for the Community	Between Groups	6.120	3	2.040	4.532	0.004*
	Within Groups	178.240	396	.450		
	Total	184.360	399			
Emotional Healing	Between Groups	15.155	3	5.052	6.858	0.000*
	Within Groups	291.712	396	.737		
	Total	306.866	399			
Helping Subordinates Grow and Succeed	Between Groups	5.872	3	1.957	5.671	0.001*
	Within Groups	136.670	396	.345		
	Total	142.542	399			
Putting Subordinates First	Between Groups	9.237	3	3.079	4.433	0.004*
	Within Groups	275.085	396	.695		
	Total	284.322	399			
Overall	**Between Groups**	**4.116**	**3**	**1.372**	**4.858**	**0.002***
	Within Groups	**111.845**	**396**	**.282**		
	Total	**115.961**	**399**			

*p<0.05

In general, elderly adults have lower emotion-perception accuracy than younger adults, according to Murry and Isaacowitz (2017). Compared to young people, older adults are more common in their social accomplices in positive and negative expressivity. Moreover, older adults are imperceptibly inaccurate in perceiving emotions than young adults. In younger adults, the social partners' positive expressiveness projected lower emotional experience than in older adults. Therefore, older adults have poorer emotion-perception towards their hotel supervisors, unlike younger adults who are more sensitive and aware of their environment, most especially to their supervisor's behavior, which implies that the latter would interpret their supervisor's emotion or behavior accurately.

In table 3, dimensions of behaving ethically (0.562), creating values for the community (0.117), emotional healing (0.719), and putting subordinates first (0.595) have accepted the null

hypothesis. In contrast, conceptual skills (0.002), empowering (0.015), and helping subordinates grow and succeed (0.008) have rejected the null hypothesis. Therefore, as Patterson (2017), both males and females tend to have a different understanding, which is rational thinking about the immense contrast in how both sexes are brought up in different cultures and their physical and psychological differences. This implies that the perception of employees' towards supervisors' servant leadership behavior varies in terms of sex-difference. Both males and females interpret their supervisors' behavior differently since both sexes are brought up in various environments, women and men have different understandings.

Table 3. Independent samples t-test results showing the differences in the perception of supervisors' servant leadership behaviors when analyzed by sex.

Variables	Group	N	Mean	Std. Deviation	t-value	p-value
Behaving Ethically	Male	200	4.20	0.597	0.580	0.562
	Female	200	4.23	0.550		
Conceptual Skills	Male	200	4.32	0.634	3.156	0.002*
	Female	200	4.49	0.460		
Empowering	Male	200	4.21	0.628	2.434	0.015*
	Female	200	4.35	0.516		
Creating Values for the Community	Male	200	3.99	0.700	1.572	0.117
	Female	200	4.09	0.655		
Emotional Healing	Male	200	3.81	0.869	0.361	0.719
	Female	200	3.84	0.886		
Helping Subordinates Grow and Succeed	Male	200	4.20	0.612	2.669	0.008*
	Female	200	4.36	0.573		
Putting Subordinates First	Male	200	3.82	0.841	0.533	0.595
	Female	200	3.87	0.848		
Overall	**Male**	**200**	**4.08**	**0.570**	**1.834**	**0.067**
	Female	**200**	**4.17**	**0.502**		

*$p < 0.05$

Table 4 shows the overall significance value of 0.001, which indicates that it rejected the null hypothesis. The dimensions conceptual skills (0.000), empowering (0.000), creating values for the community (0.008), emotional healing (0.008), and helping subordinates grow and succeed (0.000) rejected the null hypothesis except behaving ethically (0.249) and putting subordinates first (0.092). On the other hand, the overall sum of squares in between groups is 4.004, while within groups is 111.957 for 115.961. The overall df of between groups is two, while the overall df within groups is 397 for a total of 399, with an overall F value of 7.100. In daily life, social hierarchies are omnipresent and profoundly affect how we view others (Mattan, Kubota & Cloutier, 2017). Different marital status can also be a reason to affect someone's perception of others. Therefore, when based on an employee's marital status, it can affect their perception towards their supervisors' servant leadership behavior because hotel employees with different marital status have a different situation in life and can affect their views towards the behavior of their supervisor.

Table 4. Significant differences in the perception of supervisors' servant leadership behaviors when analyzed by marital status.

		Sum of Squares	df	Mean Square	F	Sig.
Behaving Ethically	Between Groups	.917	2	.459	1.393	0.249
	Within Groups	130.682	397	.329		
	Total	131.599	399			
Conceptual Skills	Between Groups	4.782	2	2.391	7.866	0.000*
	Within Groups	120.684	397	.304		
	Total	125.466	399			
Empowering	Between Groups	6.252	2	3.126	9.746	0.000*
	Within Groups	127.347	397	.321		
	Total	133.599	399			
Creating Values for the Community	Between Groups	4.381	2	2.191	4.832	0.008*
	Within Groups	179.979	397	.453		
	Total	184.360	399			
Emotional Healing	Between Groups	7.435	2	3.717	4.929	0.008*
	Within Groups	299.432	397	.754		
	Total	306.866	399			
Helping Subordinates Grow and Succeed	Between Groups	8.577	2	4.289	12.709	0.000*
	Within Groups	133.965	397	.337		
	Total	142.542	399			
Putting Subordinates First	Between Groups	3.392	2	1.696	2.397	0.092
	Within Groups	280.930	397	.708		
	Total	284.322	399			
Overall	**Between Groups**	**4.004**	**2**	**2.002**	**7.100**	**0.001***
	Within Groups	**111.957**	**397**	**.282**		
	Total	**115.961**	**399**			

*$p < 0.05$

The result of table 5 shows that the overall significance value is 0.890, and it indicates that there is no significant difference in behaving ethically (0.541), conceptual skills (0.850), empowering (0.885), creating values for the community (0.892), emotional healing (0.750), helping subordinates grow and succeed (0.233), and putting subordinates first (0.525) when analyzed according to the length of service of the respondents, which means employees' different length of service doesn't determine their perception on supervisors' servant leadership behavior.

Table 5. Significant differences in the perception of supervisors' servant leadership behaviors when analyzed by the length of service.

		Sum of Squares	df	Mean Square	F	Sig.
Behaving Ethically	Between Groups	.713	3	0.238	0.719	0.541
	Within Groups	130.886	396	0.331		
	Total	131.599	399			
Conceptual Skills	Between Groups	.252	3	0.084	0.266	0.850
	Within Groups	125.214	396	0.316		
	Total	125.466	399			
Empowering	Between Groups	.219	3	0.073	0.217	0.885
	Within Groups	133.380	396	0.337		
	Total	133.599	399			
Creating Values for the Community	Between Groups	.287	3	0.096	0.206	0.892
	Within Groups	184.073	396	0.465		
	Total	184.360	399			

		Sum of Squares	df	Mean Square	F	Sig.
Emotional Healing	Between Groups	.937	3	0.312	0.404	0.750
	Within Groups	305.929	396	0.773		
	Total	306.866	399			
Helping Subordinates Grow and Succeed	Between Groups	1.530	3	0.510	1.433	0.233
	Within Groups	141.012	396	0.356		
	Total	142.542	399			
Putting Subordinates First	Between Groups	1.598	3	0.533	0.746	0.525
	Within Groups	282.724	396	0.714		
	Total	284.322	399			
Overall	**Between Groups**	**.184**	**3**	**0.061**	**0.210**	**0.890**
	Within Groups	**115.778**	**396**	**0.292**		
	Total	**115.961**	**399**			

Based on Huff's (2019) study, an employee's perception of supervisor leadership isn't identified with their length of service with the association, nor is it identified with their length of service with their supervisor. Length of work is not subject to the receipt by an employee of perceived supervisor leadership. This implies that an employee's tenure in a hotel does not affect how they perceive their supervisors' leadership behavior.

Table 6 appears that the overall significance value is 0.151, and it indicates that there is no significant difference in behaving ethically (0.333), conceptual skills (0.235), empowering (0.099), creating values for the community (0.080), emotional healing (0.290), helping subordinates grow and succeed (0.142), and putting subordinates first (0.317) when analyzed according to the work department of the respondents, which means employees' different work department doesn't determine their perception on supervisors' servant leadership behavior.

Table 6. Significant differences in the perception of supervisors' servant leadership behaviors when analyzed by the work department.

		Sum of Squares	df	Mean Square	F	Sig.
Behaving Ethically	Between Groups	2.641	7	0.377	1.147	0.333
	Within Groups	128.958	392	0.329		
	Total	131.599	399			
Conceptual Skills	Between Groups	2.907	7	0.415	1.328	0.235
	Within Groups	122.559	392	0.313		
	Total	125.466	399			
Empowering	Between Groups	4.021	7	0.574	1.738	0.099
	Within Groups	129.578	392	0.331		
	Total	133.599	399			
Creating Values for the Community	Between Groups	5.830	7	0.833	1.829	0.080
	Within Groups	178.530	392	0.455		
	Total	184.360	399			
Emotional Healing	Between Groups	6.548	7	0.935	1.221	0.290
	Within Groups	300.318	392	0.766		
	Total	306.866	399			
Helping Subordinates Grow and Succeed	Between Groups	3.890	7	0.556	1.571	0.142
	Within Groups	138.651	392	0.354		
	Total	142.542	399			
Putting Subordinates First	Between Groups	5.838	7	0.834	1.174	0.317
	Within Groups	278.484	392	0.710		
	Total	284.322	399			
Overall	**Between Groups**	**3.110**	**7**	**0.444**	**1.543**	**0.151**
	Within Groups	**112.852**	**392**	**0.288**		
	Total	**115.961**	**399**			

*p<0.05

The findings were in accordance with the statement of Talya Bauer and Berrin Erdogan as cited by Schmitz (2012), which states that every department in a workplace is different as well as its jobs. However, it doesn't affect their perception towards their supervisors. Perception of supervisors' leadership can increase employee commitment to the organization regardless of their job classification (Ridwan, Mulyani, & Ali, 2020). This means, regardless of the different jobs of hotel employees, their perception towards their supervisors' does not vary because the hotel employees towards their supervisors strongly perceived the seven dimensions of servant leadership behavior.

CONCLUSION
The level of perception on supervisors' servant leadership behaviors among employees in selected hotels in Davao City, in terms of the seven dimensions, conceptual skills garnered the highest mean score. At the same time, emotional healing has the lowest mean.

No significant difference showed in the perception of supervisors' servant leadership behaviors when analyzed according to sex, length of service, and work department. Whereas, there is a robust evident relationship between the perception of supervisors' servant leadership behavior towards the age of the respondents. However, the two dimensions fail to reject the null hypothesis in terms of marital status.

RECOMMENDATIONS
The result showed that the employees towards their supervisor poorly perceive emotional healing. Therefore, managers or supervisors should take time to talk to their employees personally, which can be done by evaluating their leadership style towards their employees to improve their leadership behavior.

In line with this study, hospitality students are encouraged to have two-variable research, either about job satisfaction or the employees' affective commitment.

Future researchers may use this study to examine employees' perceptions of supervisors' servant leadership behavior in a different hospitality organization.

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