

Servant Leadership Model in Hotel Organizations, Rayong Province

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Abstract

The purposes of this research were

- 1) Study factors of servant leadership, factors of participation, factors of satisfaction and factors of relationship to organization base on hotel business in Rayong Province
- 2) Study correlation structure between servant leadership and factors of participation to organization base on hotel business in Rayong Province
- 3) Study the correlation structure between factors of participation and satisfaction to organization base on hotel business in Rayong Province
- 4) Study the correlation structure between factors of participation and factors of relationship to organization base on hotel business in Rayong Province, and
- 5) Establish a Model of correlation among servant leadership, participation, satisfaction and relationship to organization base on hotel business in Rayong Province.

Sample of target group of 252 persons was used to collect data by questionnaire rating scale. The statistics used for data analysis were percentage, average and standard deviation.

The research found that:

1. Servant leadership that correlated to hotel organization in Rayong Province has three factors which are participation, satisfaction and relationship to organization.
2. Servant leadership and participation to organization has positive correlation statistically significant ($p < .01$), with a correlation coefficient of Pearson at .578.
3. Participation and satisfaction to organization has positive correlation statistically significant ($p < .01$), with a correlation coefficient of Pearson at .655.
4. Participation and relationship to organization has positive correlation statistically significant ($p < .01$), with a correlation coefficient of Pearson at .616.
5. Model of correlation among servant leadership, participation, satisfaction and relationship to organization has 2 key factors that are care and understanding others.

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Background and Significance of the Study

Rayong province is located on the eastern part of the Gulf of Thailand approximately 179 kilometers from Bangkok. It has over 100 kilometers of coastline with the area of approximately 3,552 square kilometers. The mainland features mountains, hills and flat plains. Rayong province is a source of seafood and is a major agricultural province known for fruit production. Moreover, this province is also an industrial hub housing major developments in the eastern part of Thailand that helps boosting economy of the country. The province is divided into eight districts (Amphoe), including Muang Rayong, Klaeng, Ban Khai, Ban Chang, Pluak Daeng, Wang Chan, Khao Chamao, and Nikhom Phatthana. Rayong is one of provinces that have good economy. According to the information from Office of the National Economic and Social Development Board, Gross Domestic Product (GDP) of the province in 2004 was 370,104 million baht. That was the result of industrial products generated in the province, particularly in petroleum industry. GDP per capita was 719,718 baht/person / year which were ranked in the 1st place of the country. The economic structure of Rayong province (in 2004) for the production outside of agricultural industry had the value of 368,888 million baht. From all, production from the industrial and the production of ores and quarry had the highest value of 196,280 and

114,919 million baht respectively, whereas the production from agricultural, forestry and fishing industry had the total value of 10,216 million baht (Rayong Provincial Office of Tourism and Sports, 2015). The important production in the province includes:

1. Agricultural production – Rayong province has agricultural area of approximately 1,535,000 rais or about 69.14% of the total area. There are 41,526 agricultural households.

2. Fishing and livestock and animal production – Rayong province has over 100 kilometers of coastline, therefore, fishing is considered as their main occupation. There are approximately 6,225,000 rais for marine fishery, and 179,705 rais for freshwater fishery (canal, stream, creek, and brook). There are 616 fishing boats, 5 provincial fisheries associations, 3 groups of fishermen, and 53 fishing ports. Furthermore, farmers in the province are more joining in the livestock and animal industry for commercial purposes, especially for chickens and ducks, as those animals have high selling price. Loans from the government authority such as village funds and other funds are good motivations for them.

3. Industrial production – Since the government had implemented the development plan for developing the eastern coastline of Thailand, Rayong province had played an important role in this development process. The eastern coastline has become the newest center for economic progress as well as a center for education and technology. The area had been assigned to be the gate connecting to

Northeastern part of Thailand as a main way to export products to other countries without having to pass to Bangkok. To do so, the government had prepare all basic necessary facilities and selected the area in *Map Ta Phut* in Rayong Province, Thailand to set up “The *Map Ta Phut Industrial Estate*” that is a large industrial park of the country. In the industrial estate, there are gas separation plant, petrochemical plant, and chemical fertilizer manufacturing plant. As such, Rayong province is full of productivity. For the industrial investment aspect, Rayong province has received support from the Thai Board of Investment (BOI) to be in Tier 2 since 1 August 2000. Furthermore, the industrial estate has received the support and been a part of Tier 3 till 2004. Consequently, the development of industrial in Rayong province has been in a very quick pace. As a result from that development, the industrial development continues. There are the establishment of new industrial estate that operate by the estate and the industrial estate that operate with private sectors.

This research aimed to explore the servant-leadership model in relative to hotel organizations in Rayong province through extraneous variable that is participation of people in work in order to see whether there are any relationship occurred. Rayong province is a province that has high economic investment in industrial and tourism. More and more people are travelling into the province for business or relaxation purposes. Consequently, the hotel occupancy rate is increasing and hotel employees are of importance to provide

impressive services to those visitors to make them willing to return to the province once again. Therefore, the level of investment and development tends to increase in Rayong province in this near future. As a result, leaders are having a major role in planning the effective working process to provide impressive service to the visitors. Their responsibilities are to help, solve problems, take care of visitors, and provide easy working process for the hotel employees. Hotel employees are considers as the hotel's internal customers. Satisfied employees are likely to develop good relationship with the hotel and be able to assist customers with a more pleasant demeanor and a higher level of customer service. They tend to treat the customers the way they have been treated by their leaders. It is hoped that this research paper will provide knowledge and benefits to other researchers or academic personnel who want to study on these factors. It is hoped that the finding will be able to be applied by the hotel owners or operators to better develop their policies and strategies in order to make the organization become more successful.

Purposes of the Study

The purposes of this research on the servant-leadership model in relative to hotel organizations in Rayong province are:

1. To identify factors of servant-leadership model, factors affecting participation of people in work, factors affecting satisfaction, and factors affecting employee commitment in hotel organization in Rayong province.

2. To explore structural relationship between servant-leadership and factors affecting participation of people in work in hotel organization in Rayong province.

3. To explore structural relationship between factors affecting participation of people in work and factors affecting satisfaction in hotel organization in Rayong province.

4. To explore structural relationship between factors affecting participation of people in work and factors affecting employee commitment in hotel organization in Rayong province.

5. To develop appropriate model on servant-leadership style, participation of people in work, job satisfaction, and employee commitment in hotel organization in Rayong province.

Scope of study

The scopes of this research on the servant-leadership model in relative to hotel organizations in Rayong province are:

1. Contents

The research aimed to explore the servant-leadership model, factors affecting participation of people in work, factors affecting satisfaction, and factors affecting employee commitment in hotel organization in Rayong province.

2. Population and Sample

2.1 Population

Population of this research included 252 hotels in Rayong province which were 1) 33 hotels in Muang Rayong 2) 53 hotels in *Hat Mae Ramphueng* 3) 30 hotels in Ban Pae,

Suan Son, and Yak Tha 4) 55 hotels in Wang Kaew, Mae Pim, and Klaeng 5) 19 hotels in Ban Chang, *Map Ta Phut* 6) 61 hotels in Koh Samet and 7) 1 hotel in Ban Khai

2.2 Sample

2.2.1 Sample for in-depth interview included the management members from 10 medium size hotels selecting by purposive sampling technique.

2.2.2 Samples included 252 employees from hotel in Rayong province selecting by purposive sampling technique. They were: 1) 33 employees from Muang Rayong 2) 53 employees from *Hat Mae Ramphueng* 3) 30 employees from Ban Pae, Suan Son, and Yak Tha 4) 55 employees from Wang Kaew, Mae Pim, and Klaeng 5) 19 employees from Ban Chang, *Map Ta Phut* 6) 61 employees from Koh Samet and 7) 1 employee from Ban Khai

3. Research duration

The research was conducted since March 2016 to April 2016 (2 months)

Research Methodology

Mixed method was used in this research study, including qualitative and quantitative method. The steps were as follow:

Steps 1: Reviewing previous literature and collecting data from research document, journals, articles, books, thesis, and other documents from both domestic and international sources to get better understanding of theory and decide scope of the research.

Steps 2: Developing and assessing the quality of the questionnaire on servant-

leadership by applying the concept invented by Robert Greenleaf (Larry Spear, 2010: 26) , questionnaire on participation of people in work by applying the concept invented by John Cohen and Norman Uphop (1980: 220), questionnaire on job satisfaction from the concept of Two-factors Theory by Fredrick Herberg, and questionnaire on employee commitment by developed from the OCQ (Organization Commitment Questionnaires) of Natalie Allen and John Meyer (1990: 14).

Steps 3: Assessing the quality of the research instrument for content correctness, and questionnaire reliability

Steps 4: Collecting data

Steps 5: Analyzing and presenting research finding as well as providing discussion and recommendations

Research Instrument

As mixed method was used in this research study, including qualitative and quantitative method, the research instrument consisted of:

Steps 1 In-depth Interview – In this research, attitudes, opinions, and experiences of employees who are in the hotel management team were needed to be studied. In-depth Interview was the most appropriate method to be implemented. The interview consisted of open-ended questions. Every participant required answering all the open-ended questions. The researcher then made use of all information to develop questionnaires.

Steps 2 Questionnaires – Questionnaires were used in this research to explore the

servant-leadership model, participation of people in work, job satisfaction, and employee commitment in hotel organization in Rayong province. Questionnaires were divided into 6 parts. The details are as follow:

Part 1 included questions about demographic characteristic of participants, including gender, age, education, marital status, job position, working duration since the first date of working until present, employment status (temporary or permanent employees). The question was developed in form of choices and filling in the blank.

Part 2 included questions developing to assess servant-leadership of the management team. The questions were designed based on the concept of Robert Greenleaf (Larry Spear, 2010: 26).

Part 3 included questions developing to assess participation in work. The questions were designed based on the 4 components suggested by the work of John Cohen and Norman Uphop (1980: 220). Those components included participation in decision making process, participation in operation, participation in assessment, and participation in benefits sharing.

Part 4 included questions developing to assess job satisfaction. The questions were designed based on the concept of Two-factor Theory by Fredrick Herberg that creates job satisfaction among employees. 8 major factors include 1) satisfaction towards job achievement 2) satisfaction towards careers progress 3) satisfaction on job responsibility 4) satisfaction

on income and compensation 5) satisfaction on leaders 6) satisfaction on colleagues 7) Safety environment at workplace 8) job position

Part 5 included questions developing to assess employee commitment to the hotel organization. The questions were developed based on OCQ (Organization Commitment Questionnaires) of Natalie Allen and John Meyer (1990: 14). The employee commitment was presented in 3 forms, including Affective Commitment, Continuance Commitment, and Normative Commitment.

Part 6 was about offering recommendations. It was open-ended question where participants can express their opinion freely. Part 2, 3, 4, 5 were developed into 5 rating scale followed Likert's rating Scale.

Analysis

The analysis of the results leading to 3 hypotheses, including

Hypothesis 1 - For the structural relationship between servant-leadership and participation of people in work, hypothesis testing revealed that there were relationship between servant-leadership and participation of people in work. Pearson's product-moment correlation coefficient (r) was .578 and had statistical significance ($P < .01$). The result was in accordance with hypothesis; therefore, the researcher supported the hypothesis.

Hypothesis 2 - For the structural relationship between participation of people

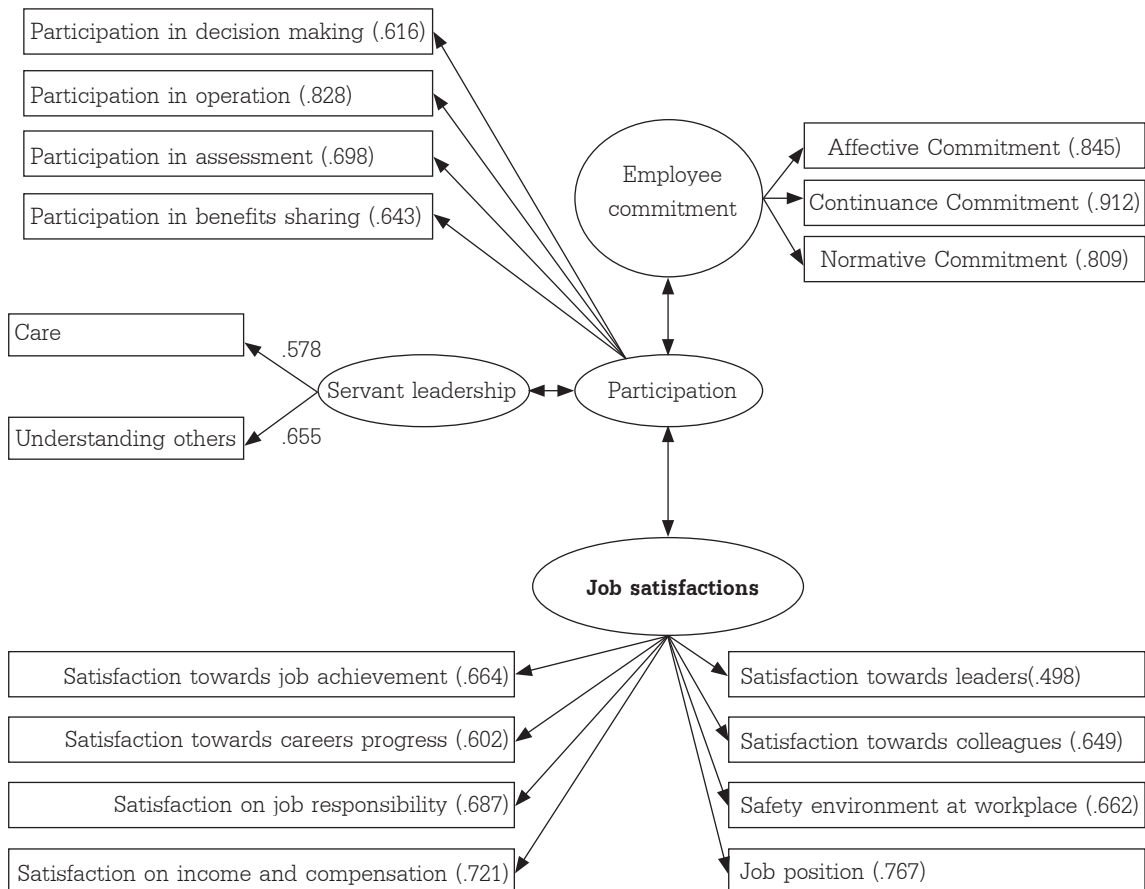
in work and job satisfaction, hypothesis testing revealed that there were relationship between participation of people in work and job satisfaction. Pearson's product-moment correlation coefficient (r) was .655 and had statistical significance ($P < .01$). The result was in accordance with hypothesis; therefore, the researcher supported the hypothesis.

Hypothesis 3 - For the structural relationship between participation of people in work and employee commitment, hypothesis testing revealed that there were relationship between participation of people in work and employee commitment. Pearson's product-moment correlation coefficient (r) was .616 and had statistical significance ($P < .01$). The result was in accordance with hypothesis; therefore, the researcher supported the hypothesis.

The analysis result of servant-leadership model components that was in relative to job satisfaction and employee commitment through extraneous variable was participation of people in hotel work in Rayong province.

The analysis result confirmed the correctness and reliability of the servant-leadership model, participation of people in work, job satisfaction, and employee commitment from the conceptual framework that developed according to the hypothesis. Also, it was used to reveal whether there were relationships and correlated to empirical data

Participation in decision making process, participation in operation, participation in assessment, and participation in benefits sharing



Conclusion

From this research that done on the servant-leadership model in relative to hotel organizations in Rayong province, the conclusion are as follow:

1. General information of participants

The research participants on the topic of servant-leadership model in relative to hotel organizations in Rayong province were 252 employees of hotel. In all, 62.69% of participants were male (158 participants), whereas 37.31% were female (94 participants).

About 31.74% were at the age of 25-29 years old, 12.69% (80 participants) were between 30-34 years old, 32 participants were at 35-39 years old, and 11.90% were less than 25 years old (30 participants) and more than 40 years old (30 participants) respectively. For the marital status, about 54.76% of participants were married (138 participants), 23.41% were divorced (59 participants), 11.90% were single (30 participants) and 9.92% were separated (25 participants). In education, majority of participants, which was about 53.33% (147

participants), were having Grade 9 – Grade 12 degree, following by diploma or other associate degree of 17.60% (43 participants). Approximately 12.30% or 31 participants were having bachelor degree. For job position, 31.34% had other jobs (79 participants), 23.01% worked in customer service position (58 participants), 13.88% worked in the kitchen (35 participants), 10.71% worked in food and beverage department (27 participants), 9.92% worked in event department (25 participants), 3.96% worked in reception department (10 participants), 3.71% worked in maintenance department (8 participants), and 1.98% worked in accounting division and cleaning department (5 participants). For work duration, 51.58% of participants had worked in the organization less than 5 years (130 participants), 17.60% had worked for 11-15 years (43 participants), 16.66% had worked for 6-10 years (42 participants), and 14.68% had worked for more than 16 years (37 participants). For the average income per month, about 30.55% of participants had average income less than 9,000 baht (77 participants), 26.98% of participants had average income of 14,001-19,000 baht (68 participants), 3.17% had average income more than 27,000 baht (8 participants), 2.77% had average income between 24,001-27,000 baht (7 participants), and 1.98% had average income of 19,001-24,000 baht (5 participants).

2. According to the analysis of servant-leadership and confirmatory factors for hotel in Rayong province, the overall result was found to be high ($\bar{x} = 3.59$).

3. For participant in work, the result

was found to be: Medium ($\bar{x} = 3.38$). Once considering factor by factors, participation in operation were high ($\bar{x} = 3.57$), and participation in benefits sharing were high as well ($\bar{x} = 3.88$). The participation in benefits sharing affected the employees in such a way that make them feel worth and be part of the organization ($\bar{x} = 3.98$).

4. Overall job satisfaction was found to be high ($\bar{x} = 4.03$). Once considering factor by factors, satisfaction towards job achievement got the highest mean ($\bar{x} = 4.22$).

4.1 Overall satisfaction towards job achievement was found to be high ($\bar{x} = 4.22$). Once considering factor by factors, the proud from the job that had been achieved got the highest mean ($\bar{x} = 4.25$).

4.2 Overall satisfaction towards careers progress was found to be high ($\bar{x} = 3.75$). Once considering factor by factors, opportunities to get new knowledge and experience got the highest mean ($\bar{x} = 3.89$).

4.3 Overall satisfaction on job responsibility was found to be high ($\bar{x} = 3.60$). Once considering factor by factors, the appropriateness in job responsibility and job quantity got the highest mean ($\bar{x} = 3.74$).

4.4 Overall satisfaction on income and compensation was found to be high ($\bar{x} = 3.62$). Once considering factor by factors, the appropriateness in salary/income with knowledge and skills got the highest mean ($\bar{x} = 3.70$).

4.5 Overall satisfaction on leaders was found to be high ($\bar{x} = 3.86$). Once considering factor by factors, recommendations and support

on problem solving from leader got the highest mean ($\bar{x} = 3.91$).

4.6 Overall satisfaction on colleagues was found to be high ($\bar{x} = 3.89$). Once considering factor by factors, support and high level of participation from colleagues to achieve goals got the highest mean ($\bar{x} = 4.01$).

4.7 Overall Safety environment at workplace was found to be high ($\bar{x} = 3.98$). Once considering factor by factors, stability of the hotel got the highest mean ($\bar{x} = 4.28$).

4.8 Overall job position was found to be high ($\bar{x} = 4.03$). Once considering factor by factors, occupation was well-accepted by society got the highest mean ($\bar{x} = 4.07$).

5. Overall employee commitment to the organization was found to be high ($\bar{x} = 3.57$). Once considering factor by factors, Affective Commitment got the highest mean ($\bar{x} = 3.76$).

5.1 Overall Affective Commitment was found to be high ($\bar{x} = 3.76$). Once considering factor by factors, the willingness to talk with other people about the hotel got the highest mean ($\bar{x} = 3.99$).

5.2 Overall Continuance Commitment was found to be high ($\bar{x} = 3.76$). Once considering factor by factors, having uncomfortable feeling to resign from this hotel even through wanting to change a job got the highest mean ($\bar{x} = 3.87$).

5.3 Overall Normative Commitment was found to be high ($\bar{x} = 3.44$). Once considering factor by factors, this hotel has always received all good thing got the highest mean ($\bar{x} = 3.60$).

Discussion

From this research that done on the servant-leadership model in relative to hotel organizations in Rayong province, the discussion on relationship among each factors from hypothesis, theory, documents and other research paper are as follow:

1. There was relationship between servant-leadership and participation of people in work. The servant-leadership style is a philosophy and set of practices that dedicate efforts for meeting other people's needs. It is a philosophy that people might adopt when living with others like a community. Leaders who adopt this leadership style behave ethically and care feeling of others. More importantly, the servant-leadership is a good model to generate power as suggested by Stephen Covey (2008: 71). It provides opportunities for employees to participate in doing job, and promote employee growth in the organization. Employees will feel that they are part of the organization and have a feeling that they are the owner of the organization. As a consequence, the employees will put more efforts in doing their job. Therefore, this servant-leadership model can be applied to the hotel business. The employees should be encouraged to work hard. The leaders have to help the employees by providing advices and supports in solving problems. This is to show that leaders are caring and know how important the employees are. Similarly to the research done by David Jones (2012: 35 - 49), he had studied on the roles of leader in effectively manage the organization.

He suggested that servant-leadership style plays an important role in creating positive relationship between organization and its employees. One basic foundation for the kind of leadership style is to give empowerment. Employees will be encouraged to participate in the decision making process. This helps reducing employee turnover rate and is a good way to built reliability of the organization. By implementing this leadership style, organization will achieve higher level of profitability. The level of employee satisfaction will also increase as this leadership style provides opportunity for the employees to grow in their career. Furthermore, it was found that this servant- leadership style help boosting positive relationship between the employees and organization. In other words, good organizational culture is created. Giving employee a power has a positive relation towards their level of participation in work, particularly in the participation in benefits sharing, with statistical significant of .01. This might be a result from the dedication of leader in responding other people's needs. According to the research done by Larry Spear (2010: 25-30), it was found that immediate help, and other compensations will make the employees feel like they are worth and are part of the organization. They feel like they receive benefits and, hence, it encourages them to do a good job.

2. There was relationship between participation of people in work and job satisfaction. This is because participation of the employee in work is considered as a good way to built positive relationship between

management teams and the employees. As employees get opportunities to be involved in managing and decision making process, and trusted by the organization to perform their job, they will gradually develop the feeling of satisfaction and can achieve organization's goal. Wit mekavarakul (2553: 51) stated that job satisfaction is a positive feeling of people towards the job. Satisfied employees are more motivated to work effectively. Similarly to Zuvarashe Mushipe (2011: 19-35), it was found that the participation in decision making process and the dissemination of information are correlated with the level of employee's job satisfaction, whereas, the empowerment has no effect on job satisfaction.

3. There was relationship between participation of people in work and employee commitment. This is because participation of the employee in work is a good way to build positive relationship between management teams and the employees as the employees get opportunities to be involved in managing and decision making process and be trusted by the organization to perform their job. By doing so, the employees will engage and commit to the organization resulting in productive job. Komal Bhati, Samina Nawab and Aisha Akbaret (2011: 15) studied on the relationship between participation in work and the employee commitment of the bank in Pakistan and the United States of America. They found that there was positive relationship in both countries. In the United States of America, the relationship was higher than in Pakistan. Furthermore,

they also suggested that the organization that understands the importance of employees' participant tend to have higher level of employee development. Employees have better skills, knowledge, capability, positive attitudes, and proud towards the job. This is in accordance with the research done by Ku-Jun Lin and Yen - Lin Huang (2012: 1-12). They studied on the relationship between participation in work and affective commitment towards the organization. Their research revealed that the participation in work, especially related to finance, will lead the employees to have higher affective commitment towards the organization. Also, Tzu-Shian Han, Hsu-Hsin Chiang and Aihwa Chang (2010: 2218 - 2233) studied on the relationship between participation in the decision making and employee commitment in technology-related organization in Taiwan. It was found that there were relationship between participation in decision making and employee commitment.

Recommendation

From this research that done on the servant-leadership model in relative to hotel organizations in Rayong province, the recommendations are as follow

1. General recommendation

1.1 Hotel management team should give more attention on employees as the employees are the one who responsible in serving customers. To do so, they might provide communication device, conduct training session, and take care of the compensation and

health condition of the employees.

1.2 Hotel management team should give more attention on every relationship that occurs in the hotel. Hotel is not considered as only a place where many people come and work together, but a one large community. Hospitality and sharing between employees in workplace will create good teamwork and help organization to achieve its goals easier. To do so, the activities that boost positive relationship between every member in all rank of the organization might be conducted. Management teams should give opportunities for the employees to voice out their opinion and listen to that opinion before making any decision.

1.3 Hotel management team should ensure that the employees have good understanding about their job. It will help them to achieve the goal easier. The employees will feel that they get benefits from the organization and feel committed. In addition, extrinsic compensations have effect on affective commitment of the employees as well. The employees will feel that the organization is of generous. Other things that the management teams should put into place to build positive relationship with the employee include the giving of reward to the employee in special occasion, conducting party for the employee achievement, paying for the day that employee take leave, and providing other benefits that give the employee the feeling of stability.

2. Recommendation for future research -

2.1 There should be a research done

on the development pattern of servant-leadership model. done on servant-leadership management and administration for effective and productive organization.

2.2 There should be a research organization.

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