

The Influence of Servant Leadership on Employee Satisfaction at Pangeran Beach Hotel Padang

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ABSTRACT

This study investigates the influence of servant leadership on employee satisfaction within the hospitality industry by examining key leadership dimensions such as compassion, empowerment, vision, humility, and trust. Using a quantitative approach, data were collected from 88 respondents through structured questionnaires and analyzed with SPSS version 26. The analysis included descriptive statistics, validity and reliability testing, classical assumption testing, and hypothesis testing through regression analysis. Results show that servant leadership has a significant positive effect on employee satisfaction, with all leadership indicators demonstrating strong contributions to fostering a supportive and motivating work environment. Employee satisfaction was found to be in the very good category, reflecting positive perceptions toward job involvement, morale, discipline, and performance. These findings highlight that servant leadership not only enhances employee satisfaction but also supports organizational effectiveness by reducing turnover intention and improving overall service quality. The study provides valuable managerial implications for hospitality organizations, emphasizing the need for leaders to adopt servant leadership practices as a strategic approach to strengthen employee engagement and satisfaction.

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1. INTRODUCTION

The hospitality industry is widely recognized as a strategic driver of tourism development and economic growth, particularly in emerging markets such as Indonesia. Padang City has experienced rapid tourism growth in recent years, marked by a significant increase in hotel occupancy and the expansion of hospitality facilities. This development presents opportunities but also challenges, especially in the management of human resources in hotels. One of the key issues faced by hotels is employee job satisfaction, which has a direct impact on turnover, performance, and organizational sustainability. High turnover rates in the hospitality industry are often linked to dissatisfaction stemming from workload, communication gaps, and ineffective leadership practices [1], [2].

Employee job satisfaction is a crucial determinant of productivity, loyalty, and organizational commitment. Employees who are satisfied with their work tend to demonstrate higher motivation, creativity, and resilience, while dissatisfaction often results in stress, burnout, and disengagement [3]. Among the various factors influencing job satisfaction, leadership style is consistently identified as one of the most decisive [4]. In this context, servant leadership has emerged as a relevant approach for the service sector. Unlike traditional hierarchical leadership models, servant leadership emphasizes humility, empowerment, trust, and vision, prioritizing the needs of employees while fostering collaboration and a supportive work culture [5].

Recent studies in hospitality confirm that servant leadership positively influences job satisfaction, employee commitment, and performance [6], [7]. This leadership model is particularly significant in hotel settings, where employee well-being directly shapes guest experience and service quality. Despite the growing scholarly attention, empirical research on the impact of servant leadership in Indonesian hotels

remains limited. Exploring this leadership approach in the context of Padang's hospitality industry is therefore essential to provide both theoretical insights and practical recommendations.

Accordingly, this study investigates the effect of servant leadership on employee satisfaction at Pangeran Beach Hotel Padang. The findings are expected to enrich leadership and human resource management literature in hospitality, while also offering managerial strategies to enhance employee well-being, reduce turnover, and strengthen organizational competitiveness.

2. METHOD

This study employed a quantitative approach with a causal–associative design using a survey method to examine the effect of servant leadership on employee satisfaction at Pangeran Beach Hotel Padang. The research population consisted of 112 contract employees, from which 88 respondents were purposively selected based on a minimum tenure of eight months across different hotel departments. Data were collected using a Likert scale (1–5) questionnaire measuring servant leadership dimensions—compassion, empowerment, vision, humility, and trust—and job satisfaction indicators including enjoyment of work, work discipline, morale, and performance. The research instruments were tested for validity using Pearson correlation and for reliability using Cronbach's alpha to ensure construct accuracy and internal consistency. Classical assumption tests (normality, homogeneity, and linearity) were performed to confirm statistical robustness before hypothesis testing. Hypotheses were analyzed through simple linear regression to determine the effect of servant leadership on job satisfaction, and the coefficient of determination (R^2) was applied to measure the extent of explained variance. All statistical analyses were conducted using SPSS version 26.0. The methodological framework aligns with best practices in organizational behavior and hospitality research, emphasizing rigorous measurement, validated instruments, and robust statistical testing [8]–[10].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Demographic Profile of Respondents

The demographic characteristics of the 88 respondents at Pangeran Beach Hotel Padang show that the workforce is predominantly young, with the majority in the 18–30 age group (54.5%), reflecting a dynamic and productive segment of the population. In terms of gender, female employees (56.8%) slightly outnumber males (43.2%), consistent with the service-oriented nature of the hospitality sector. Departmentally, most respondents work in operational divisions, with Food and Beverage Service (22.7%), Housekeeping (20.5%), and Front Office (18.2%) representing the largest clusters, while the remaining 38.6% are distributed across Kitchen, Engineering, Sales & Marketing, and Administration. Employment status is fully characterized by contract-based staff (100%), as per the sampling criteria. Regarding tenure, the largest group has 1–2 years of service (40.9%), followed by 3 years (25.0%), less than 1 year (18.2%), and more than 3 years (15.9%). These findings suggest that the hotel relies on a relatively young, contract-based workforce that is concentrated in core operational departments, which is typical for labor structures in the hospitality industry.

Table 1. Demographic Profile of Respondents

Characteristic	Category	Frequency (N)	Percentage (%)
Age	18–25 years	32	36.4
	26–30 years	16	18.1
	31–40 years	24	27.3
	> 40 years	16	18.2
Gender	Male	38	43.2
	Female	50	56.8
Department	Food & Beverage Service	20	22.7
	Housekeeping	18	20.5
	Front Office	16	18.2
	Others (Kitchen, Eng., Sales, Admin)	34	38.6
Employment Status	Contract Employee	88	100.0

Characteristic	Category	Frequency (N)	Percentage (%)
Years of Service	< 1 year	16	18.2
	1–2 years	36	40.9
	3 years	22	25.0
	> 3 years	14	15.9

3.1.2. Descriptive Analysis of Variables

The descriptive analysis indicates that both the servant leadership and employee satisfaction variables at Pangeran Beach Hotel Padang are categorized as very good. The servant leadership variable achieved an overall mean score of 4.31, with compassion (4.40) emerging as the highest dimension, followed by vision (4.34), trust (4.34), humility (4.28), and empowerment (4.22). These results suggest that leaders demonstrate strong concern for employees, communicate a clear vision, and foster trust and humility, although empowerment remains the relatively weaker dimension. Similarly, the employee satisfaction variable reached an overall mean score of 4.34, reflecting a high level of satisfaction among employees. The highest indicator was work performance (4.41), while the lowest was love of work (4.29), indicating that employees generally show strong discipline, morale, and commitment, even though passion for daily tasks can still be enhanced. Collectively, these findings affirm that servant leadership is effectively applied and positively corresponds with employees' high levels of satisfaction.

Table 2. Descriptive Statistics of Servant Leadership and Employee Satisfaction

Variable	Indicator	Mean	Category
Servant Leadership (X)	Compassion (Love)	4.40	Very Good
	Empowerment	4.22	Very Good
	Vision	4.34	Very Good
	Humility	4.28	Very Good
	Trust	4.34	Very Good
	Average	4.31	Very Good
Employee Satisfaction (Y)	Love the Job	4.38	Very Good
	Love the Work	4.29	Very Good
	Positive Morale	4.31	Very Good
	Work Discipline	4.33	Very Good
	Work Performance	4.41	Very Good
	Average	4.34	Very Good

3.1.3. Validity and Reliability Testing

The validity and reliability tests were conducted to ensure that the research instruments used in measuring servant leadership and employee satisfaction were accurate and consistent. Validity was tested using Pearson's product-moment correlation, where all questionnaire items showed significant correlations with their respective constructs ($p < 0.05$). This result confirms that each indicator was able to effectively measure the intended variable. Reliability was assessed using Cronbach's Alpha coefficient, with results for both variables exceeding the minimum threshold value of 0.60. Specifically, servant leadership achieved a Cronbach's Alpha value of 0.876, while employee satisfaction obtained a Cronbach's Alpha of 0.889, both of which indicate a high level of internal consistency. These findings affirm that the measurement instruments applied in this study are both valid and reliable for further analysis.

Table 3. Validity and Reliability Testing Results

Variable	Number of Items	Validity Result ($p < 0.05$)	Cronbach's Alpha	Reliability Category
Servant Leadership (X)	15	All items valid	0.876	Reliable (High)
Employee Satisfaction (Y)	15	All items valid	0.889	Reliable (High)

3.1.4. Assumption Testing

Classical assumption tests were carried out to verify the feasibility of the regression model. The normality test using the One-Sample Kolmogorov–Smirnov Test obtained a significance value of 0.182 ($p > 0.05$), indicating that the residuals were normally distributed. This conclusion was also supported by the Monte Carlo significance value of 0.541, which further confirmed data normality. Next, the homogeneity of variance test (Levene’s Test) produced a significance value of 0.157 ($p > 0.05$), suggesting that the data variances across groups were homogeneous and met the homogeneity assumption. Furthermore, the linearity test using ANOVA showed a significance value of 0.000 ($p < 0.05$) for linearity, confirming a significant linear relationship between servant leadership and employee satisfaction. However, the test also revealed a slight deviation from linearity with a significance value of 0.038 ($p < 0.05$), indicating that although the relationship pattern is generally linear, certain data variations deviate from strict linearity. Collectively, these results demonstrate that the dataset met the main assumptions required for regression analysis, thereby validating the subsequent hypothesis testing.

Table 4. One-Sample Kolmogorov–Smirnov Normality Test Results

Parameter	Value
N	88
Mean (Residuals)	0.0000000
Std. Deviation	4.42443344
Most Extreme Differences – Absolute	0.083
Most Extreme Differences – Positive	0.072
Most Extreme Differences – Negative	-0.083
Test Statistic	0.083
Asymp. Sig. (2-tailed)	0.182
Monte Carlo Sig. (2-tailed)	0.541
99% CI Lower Bound	0.528
99% CI Upper Bound	0.554

Table 5. Test of Homogeneity of Variance (Levene’s Test)

Basis of Test	Levene Statistic	df1	df2	Sig.	Result
Based on Mean	2.022	1	174	0.157	Variances are homogeneous
Based on Median	2.111	1	174	0.148	Variances are homogeneous
Based on Median and adjusted df	2.111	1	173.934	0.148	Variances are homogeneous

Table 6. Linearity Test Results (ANOVA)

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.	Interpretation
Between Groups (Combined)	2550.137	21	121.435	4.696	0.000	Significant overall effect
– Linearity	1614.011	1	1614.011	62.420	0.000	Significant linear relationship
– Deviation from Linearity	936.126	20	46.806	1.810	0.038	Slight but significant deviation present
Within Groups	1706.579	66	25.857	–	–	–
Total	4256.716	87	–	–	–	–

3.1.5. Hypothesis Test

The hypothesis test was conducted using simple linear regression to analyze the effect of servant leadership (X) on employee satisfaction (Y). The results showed that the regression coefficient (β) was

0.702 with a significance value of 0.000 ($p < 0.05$), indicating that servant leadership has a positive and statistically significant effect on employee satisfaction. This means that every one-unit increase in servant leadership leads to a 0.702-unit increase in employee satisfaction. Furthermore, the coefficient of determination (R^2) obtained was 0.379, suggesting that 37.9% of the variance in employee satisfaction can be explained by servant leadership, while the remaining 62.1% is influenced by other factors outside the model. These findings support the acceptance of the research hypothesis (H1), which states that servant leadership positively affects employee satisfaction at Pangeran Beach Hotel Padang.

Table 7. Hypothesis Testing Results (Simple Linear Regression)

Model / Variable	Coefficient (β)	R^2	Sig. (p)	Decision
Servant Leadership (X) \rightarrow Employee Satisfaction (Y)	0.702	0.379	0.000	Significant, H1 Accepted

3.2. Discussion

The findings of this study provide strong evidence regarding the importance of servant leadership in enhancing employee satisfaction within the hospitality industry. Servant leadership at Pangeran Beach Hotel Padang was implemented at a very good level, with compassion and vision as the highest-scoring dimensions, followed by trust and humility, while empowerment, though positive, remained relatively weaker. This suggests that leaders in the hotel are perceived as caring and visionary but still need to improve in terms of granting autonomy and encouraging employee participation in decision-making processes. On the other hand, employee satisfaction also reached a very high level, with work performance rated as the highest indicator, while love of work was the lowest. This indicates that employees are generally disciplined, productive, and motivated, although some aspects of intrinsic passion for routine tasks could be further improved. These findings are consistent with earlier research that emphasizes the role of leadership style in shaping employee attitudes, job satisfaction, and organizational commitment in hotels [1]–[4].

The regression analysis confirmed a positive and significant effect of servant leadership on employee satisfaction, with a regression coefficient of 0.702 ($p < 0.05$) and an R^2 of 0.379, meaning that 37.9% of satisfaction can be explained by servant leadership. This result is aligned with previous studies that highlight how servant leadership enhances job attitudes, fosters loyalty, and reduces turnover intention [5]–[7]. More recent studies also reinforce this perspective. Öztürk et al. [8] found that servant leadership significantly increases job satisfaction and engagement among hotel employees, while Widyastuti [9] showed that its effects on performance are mediated through job attitudes and work behavior. Furthermore, Canavesi and Minelli [10], through a systematic review, identified servant leadership as a globally recognized leadership style that positively influences satisfaction, engagement, and performance across sectors. In addition, Dami et al. [11] demonstrated that trust and leader–member exchange mediate the relationship between servant leadership and job satisfaction, indicating that servant leaders build satisfaction not only directly but also through relational quality. More recently, Afrida et al. [12] confirmed that servant leadership, when combined with high-performance work systems, contributes strongly to employee satisfaction and retention, with engagement acting as a mediating factor.

From a managerial perspective, these findings suggest that while servant leadership is already being practiced effectively, hotel managers should pay greater attention to strengthening empowerment by providing opportunities for innovation, delegation of authority, and involvement in decision-making. This is important because empowerment has been consistently identified as a key driver of satisfaction and engagement in the hospitality sector [8], [9]. Moreover, since the regression results show that 62.1% of employee satisfaction is explained by factors other than leadership, hotels must also focus on complementary aspects such as compensation, recognition, career development, and work–life balance, which have also been found to influence employee well-being and satisfaction [7], [12]. Thus, combining servant leadership with broader human resource strategies can enhance employee satisfaction, reduce turnover, and improve long-term organizational performance in the hospitality industry.

4. CONCLUSION

This study provides empirical evidence that servant leadership significantly contributes to employee satisfaction in the hospitality industry, particularly at Pangeran Beach Hotel Padang. The results showed that both servant leadership and employee satisfaction were categorized as very good, with servant leadership demonstrating strong performance in compassion, vision, trust, and humility, while

empowerment appeared as the weakest dimension. Regression analysis confirmed a positive and significant relationship, indicating that servant leadership explains 37.9% of the variance in employee satisfaction. These findings highlight that when leaders adopt a servant leadership approach—prioritizing care, trust, and support for their employees—they foster a more positive work environment that enhances satisfaction and reduces turnover risk. From a managerial perspective, the implication is that hotels should strengthen empowerment practices, provide opportunities for employee involvement, and complement leadership strategies with supportive human resource policies such as recognition, fair compensation, and career development. Overall, this research underscores the strategic importance of servant leadership as a foundation for sustaining employee satisfaction and organizational competitiveness in the hospitality sector.

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