

## World-Class Hospitality Management in Tourism Strategy: The Implementation of Servant Leadership

Roy Setiawan<sup>1,2\*</sup>

Anis Eliyana<sup>2</sup>

Tatik Suryani<sup>3</sup>

Lady Olivia Osito<sup>1</sup>

Universitas Kristen Petra, Indonesia<sup>1</sup>, Universitas Airlangga Indonesia<sup>2</sup>,  
Sekolah Tinggi Ilmu Ekonomi Perbanas Indonesia<sup>3</sup>

\*Email: roy@petra.ac.id and roy.setiawan-2017@feb.unair.ac.id

**Abstract:** Servant Leadership is leadership based on serving others. The leader will place the interests of others above personal interests, so that is expected to be applied to users of tourism services. This study aims to determine and analyze the application of Servant leadership in JW Marriott Hotel Surabaya through aspects of People Orientation, Process Orientation, Task Orientation, and Character Orientation. The research method used is a qualitative method on a case study. The determination technique used is purposive sampling. In this study, the data collection techniques used were interviews. The validity used the triangulation technique of data resources and theory. The results showed the application of the Servant Leadership model at JW Marriott Surabaya, namely voluntary subordination, transforming influence, responsible morality, authentic self, transcendent spirituality, covenantal relationship, stewardship, empathy, awareness, listening, listening, building community, healing, commitment to the growth of people, persuasion, conceptualization, and foresight. This study only uses the HR Department as the focus of the study. This research provides benefits in determining leadership style strategies in the field of hospitality and tourism.

**Keywords:** Servant Leadership, Hospitality, Tourism

### 1 Introduction

Leadership is one of the abilities that is needed by a leader in leading an organization or group. Leadership comes from the word "lead" which means guidance, while people who do guidance are called leaders. According to Robins, (2012), leadership is the ability to encourage groups to achieve organizational goals. Means, it can be said whether the success or failure of an organization or group is determined by the leader-ship in it (in Limantara & Setiawan, 2016). In an organization, both large and small, leadership is needed by leaders. Leadership has various types, different forms of approaches, and concepts. Each approach also has its uniqueness that can help a leader is leading. Leaders are free to determine which leadership will be used, but of course, also supported by the personal character of the leader himself. One of the most famous and unique leadership approaches is Servant leadership. Greenleaf (1970) in Liden, Wayne, Liao & Meuser (2014) states that Servant leadership is based on the premise that leaders who are most able to motivate followers are those who least focus on satisfying personal needs and prioritizing followers' needs.

When a leader places a priority on giving real and emotional support to followers as well as helping followers to reach their full potential, followers will see the leader as a role model and have the right behaviour, not through coercion, but because they want to do it. Servant leadership continued

to grow until in the 1970s, Robert K. Greenleaf had the initiative to start a modern movement on this concept (Sendjaya, Sarros & Santora, 2008). Robert K. Greenleaf is the person who introduced the word servant leadership and the concept of "servant-leader" in his first essay which was later made into a book. Robert K. Greenleaf also built a nonprofit organization that focused on Servant leadership, namely the Greenleaf Centre for Servant Leadership. Greenleaf (1977) in Sendjaya and Sarros (2002) states that "servant-leader" starts with a natural desire that someone wants to serve, serve first. The concept of serving is not only serving certain people, but when leaders want to serve, it means serving everyone, anyone, regardless of anything. This concept can also be applied to all aspects of life and in any field of work, one of which is in business (Eberly et al., 2017, Getachew and Zhou, 2018).

One of the companies indicated to use Servant Leadership is the JW Marriott Hotel Surabaya. JW Marriott Hotel Surabaya is one of Marriott International, Inc.'s subsidiaries, who is engaged in hospitality. The core values adopted by this company are we put people first, we pursue excellence, we embrace change, we act with integrity, and we serve our world. These values are held firmly and are used as a culture that is applied continuously, which succeeded in delivering this company to get various types of awards every year. The company successfully entered Fortune Magazine's "100 Best Companies to Work For" list 21 consecutive years. JW Marriott Hotel Surabaya has several departments; one of them is the human resource department. The human resource department at the JW Marriott Hotel Surabaya serves to provide training and provide welfare in the form of compensation, insurance, and awards so that employees who work can feel comfortable. Many facilities available for employees under the control of this department such as, English language training, leadership training, interview training, training for internship-trainee, cross-training, and some other training, free meals once a day, where these facilities succeed in making employees feel at home. Based on the values adopted by the company and the pre-interviews that have been conducted, the company treats employees with special. Employees are given continuous training that can help develop their potential or discover their true personal potential. Besides that, it can also be seen from the large number of employees working above ten years because of the warmth and comfort that exists within the company. Based on the description of the background, the formulation of the problem to be examined is, how is the implementation of Servant leadership in the JW Marriott Hotel Surabaya as a tourism strategy on world-class hospitality.

## 2. LITERATURE REVIEW

In the previous research, Daft and Lengel (2000) in Sendjaya, Sarros & Santora (2008) emphasizes that servant leaders prioritize the desire to serve others rather than being in a formal leadership position. The main motive in Servant leadership is to serve first and then lead. Furthermore, servant leaders will try to change followers to grow healthier, wiser, freer, more independent, and have the desire to return to being the next serving leader (Greenleaf, 1977 in Sendjaya & Sarros, 2002). According to Spears (1995), the characteristic that distinguishes Servant leadership from other leadership models is the desire to serve before the desire to lead. The most effective way to serve is when someone has leadership qualities, becomes a leader (in Lantu, Erich & Augusman, 2007). The element of Servant leadership motivation (i.e. to serve first) illustrates a fundamental mental model that also distinguishes Servant leadership from other leadership, namely "I serve" (Sendjaya & Sarros, 2002). This study will use a framework from Page & Wong (2003). To clarify the framework, each point in the framework will consist of several characteristics that are appropriate in the theory of Spears (2010) and Sendjaya (2015) with the classification that matches the definition of similarity. First, character orientation, this orientation describes what a leader is like. This orientation is about growing the attitude of the servant, focusing on the values of the leader, credibility, and motives. For example, three values are in the spotlight, namely, integrity, humility,

and servitude. Second, people orientation, this orientation describes how a leader relates to other people. This orientation is about building human resources, focusing on the relationship between leaders and others, and the commitment of leaders to develop others. For example, three values are in the spot-light, namely, caring for others, empowering, and developing others. Third, task orientation, this orientation describes what a leader does. This orientation is about achieving success and productivity, focusing on the task of the leader, and the abilities needed to succeed. For example, three values that are in the spotlight, namely, visioning, leading, and goal-setting. Fourth, process orientation, this orientation describes how leaders impact on processes in the organization. This orientation is about increasing organizational efficiency, focusing on the ability of leaders to be role models, and developing systems that are efficient, open, and flexible. For example, three values that are in the spotlight, namely, modeling, team building, and shared decision-making. The conceptual framework as below (Figure 1):

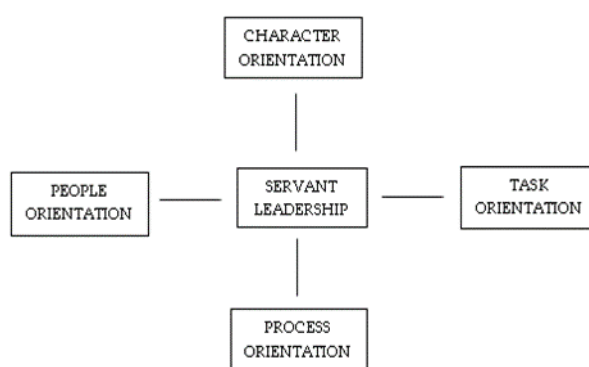


Figure 1. Frame-work Research

According to Spears (2010), there are ten characteristics namely, listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. These ten characteristics have been represented by four characteristics in the framework above. The characteristics of listening, stewardship, empathy, and building community are represented by "people orientation". The characteristics of persuasion, conceptualization, and foresight are represented by "task orientation". Characteristics of healing, awareness, and commitment to the growth of people are represented by a "character orientation". According to Sendjaya (2015), there are six characteristics of Servant leadership, namely, voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendent spirituality, and trans-forming influence. These six characteristics have been represented by four characteristics in the framework above. The characteristics of voluntary subordination and covenantal relationships are represented by "people orientation". Authentic self and transforming in-fluence characteristics are represented by a "character orientation". Responsible morality and transcendent spirituality characteristics are represented by "process orientation".

### 3. RESEARCH METHODS

This research used a qualitative method on a case study. The data sources used in this study are primary data and secondary data. In this study, the primary data will be used in the form of interviews with the Director of Human Resources, Human Resource Coordinator & Training

Coordinator. The technique of determining the sources used in this study was purposive. In this research, Informant to be interviewed were taken from the highest to lowest management level in the human resource department. Data collection techniques used in this study through written documents and in-depth interviews. In-depth and open interviews will be conducted semi-structured. According to Miles and Huberman (1984) in Sugiyono (2014), three processes used to analyse data namely data reduction, data presentation, and conclusion drawing. Data reduction means choosing and summarizing the main things so that it can focus on the things that matter only. Data presentation is a process that is carried out after data reduction, where data is presented in the form of narrative short descriptions. The final process is drawing conclusions, where the conclusion must be completed with valid and consistent evidence so that it can be a credible conclusion. The triangulation of data resources and theories is used in this research.

#### 4. RESULTS AND FINDINGS

The results that there is implementation of Servant leadership in the human resource department. Informants understand that serving other employees is focus on their job. Serving here has various forms such as maintaining, supporting, building and helping so that every employee can grow well. The following are the results of the analysis based on the research framework:

##### 1. People Orientation

###### a. Voluntary Subordination & Stewardship

In doing work, the orientation focused by employees is to serve others. They have the willingness to serve to be good role models and produce departments with strong values and compactness to serve one another. The importance of these characteristics has been realized by them and is being carried out continuously to other employees. This causes other employees to be reluctant to the leader not out of fear, but because of the service and self-giving carried out by them. Willingness to serve with maximum will have a very good impact on the growth of other employees, all members of the human resource department itself, and even more personal for each leader.

###### b. Covenantal Relationship

Relationships within the department are good and close. All department members can chat and vent comfortably both about personal life and work because the existing relationship is solid. This good relationship can be formed because of the attitude of leaders who want to be willing to serve their surroundings. The impact can also be felt through the establishment of communication and closeness between one another.

###### c. Listening

The Informants agreed that listening to other employees is important. The human resource department is also very open if there are employees from outside the department who come to tell or consult. Strong commitment can be seen from the desire of the informants so that the human resource department can become parents to other employees, by giving them time to listen.

###### d. Empathy

Willingness to serve makes informants always want to understand other employees. Through good understanding, they can provide the right empathy too. Besides, these characteristics can make them aware that every employee has a difference and that makes everyone unique. Therefore not only to be able to empathize well, understanding is also done to appreciate these differences so that employees can feel accepted.

###### e. Building Community

The closeness in the department produces a positive internal community. The community that has been built in the department is to eat together either just regular lunch or on special or certain days (such as the end of the year, there is a birthday, or celebrate certain holidays). The closeness in this department makes all members very enthusiastic about doing activities together. Therefore, leaders

with servant leadership have an important role, which not only brings a team closer but also builds a community within the team.

## 2. Character Orientation

### a. Healing

When a relationship gets closer, conflict can occur. The informants generally have the same solution, where all starts from understanding first. These characteristics make them able to grow into leaders who can overcome conflicts well. Besides that, they can also integrate with the characteristics of empathy. So that when a conflict occurs, they can also use the right solution.

### b. Awareness

Sensitivity in the human resource department is easier to emerge because the members already understand each other. Sensitivity is applied by the informants into and also outside the department when dealing with other employees. When someone is not in the mood, they still control it well so that when faced with other employees, it is not carried away. Often when that happens, the department members will help each other to restore the mood. Relating to outside the department, if you see other employees smoking, their sensitivity is in the form of reminding about the negative impact that is given. The characteristics of this Servant leadership help them to care and understand their surroundings.

### c. Commitment to the Growth of People and Transforming Influence

Making an impact and helping employees grow can be done by everyone with each portion. They are committed to helping the growth of others from the beginning of work, help the growth of employees by accommodating and managing benefits which are the rights of employees, and desire to develop employees so they can grow well. The things above show the characteristics of a Servant leader. These characteristics flow into the department as well, so that the human resource department always makes every effort to create attractive training programs that can be enjoyed by all employees, and make employees grow.

### d. Authentic Self

A leader who truly serves can be seen through three points, humility, responsibility and integrity. This humility can be seen when working. When given input or criticism, they can receive well and do not evade. They are also very responsible for doing their part to the fullest. They are strongly held the principle of integrity, remain honest when making mistakes and when not monitored by others and dare to admonish well if a member makes a mistake. These characteristics further highlight the personal growth of each leader, where when the personal growth of the leader is good, the impact given will be more maximal to the surrounding.

## 3. Task Oriented

### a. Persuasion

When the leader has a good character and produces a good performance, then the leader will be easily trusted and relied upon. The interview results show that informants can be trusted and relied on by other employees. Other employees can respect them not because they are afraid but because of the character, performance, and principles that they live in. Not only does it impact personalities, but these characteristics make other employees work maximally because of their comfort.

### b. Conceptualization

The results of the interview show that people who can carry out conceptually and implementations well. They have big dreams for the human resource department going forward and have made various efforts now. These characteristics can en-courage these leaders to become leaders who want to continue to learn every day to continue to grow and balance.

### c. Foresight

Intuition is one of the important things a leader needs. These characteristics also have a major impact on the decision-making process that comes every day. The results of the interviews show that each Informant can look far and consider everything and also integrate with other Servant leadership characteristics that can help the growth of their leadership.

#### 4. Process Orientation

##### a. Transcendent Spirituality

Willingness to serve, makes the informants have a positive impact on other employees. When there are employees who have problems, they will listen and provide reinforcement that can be in the form of universal spiritual values. They serve not only in the work but also in the person of each employee by helping employees to have a meaningful life and enjoy it. They have been aware of the importance of these characteristics and always try to provide the best service to every employee that exists.

##### b. Responsible Morality

The informants do work with the right morality, holding the principle of "act with integrity". Through interviews, they held very strong integrity and totality in carrying out their work. This right morality will have a lot of impact on a person's growth process. They are aware of the importance of having positive values that can be shared with employees or those around them.

## 6. CONCLUSIONS

The results of the analysis show that JW Marriott Surabaya Hotel carried out Servant leadership in leading employees. With the Servant leadership, the growth process of each employee who works can also run well. This can also be seen through the results of the analysis that has been carried out based on the research framework, namely, people orientation, character orientation, process orientation, and task orientation. In each orientation consists of sixteen characteristics, voluntary subordination & stewardship, relationship relationships, listening, stewardship, empathy, building community, persuasion, conceptualization, foresight, healing, awareness, commitment to the growth of people, transforming influence, transcendent spirituality and responsibility morality. The department also has a moral shared with, namely "act with integrity".

The application of leadership servants at the JW Marriott Hotel Surabaya has give positive implications for the company. The positive implication can be seen from the number of employees who are comfortable working at the JW Marriott Hotel in Surabaya for more than 10 years. a member of the human resource department said that of 380 employees, 150 people had worked over 10 years. This is also caused by a program designed by the human resource department, where the program is giving awards such as "Associates of the Year", Supervisor of the Year ", and so forth. This award is a form of attention and concern of the human resource department to every employee that exists. Also besides, another implication is creating an organized work environment and employees can be disciplined while working. In the interview, it was found that in four years, there were only two employees who were laid off (Ng, 2016, Nguyen et al., 2017).

**Acknowledgment:** Thanks to JW Marriot Hotel Surabaya for providing the opportunity to share its world class hospitality strategies

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