Faculty of Tourism and Hotels
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Impact of Servant Leadership on the Employees at Five-Star Hotels in Egypt

A thesis submitted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Hotel Studies

Submitted By

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Abstract

Purpose:

This study aims to investigate the effect of servant leadership on employees' turnover intentions in five-star hotels in Egypt, with the mediating roles of career satisfaction, leader-member exchange, and organizational identification. In additions, this study aims to assess the moderating role of perceived organizational support in the relationship between servant leadership and leader-member exchange among employees at five-star hotels in Egypt.

Design/Methodology/Approach:

The study employs a mixed method approach combining quantitative and qualitative methods, including a survey distributed to employees and in-depth interviews with department managers from different five-star hotels in Egypt. Statistical analyses were conducted to examine the relationships and mediating roles.

Findings:

In the conducted study within the context of five-star hotels in Egypt, the study reveals that servant leadership has a positive impact on employees' career satisfaction, organizational identification, and leader-member exchange, while exhibiting a negative influence on turnover intentions. Furthermore, the observed effects are mediated by career satisfaction, organizational identification, and leader-member exchange in the relationship between servant leadership and turnover intentions. Additionally, the study identifies perceived organizational support as a moderator in the relationship between servant leadership and leader-member exchange.

Originality/Value:

This study contributes to the existing literature by exploring the mediating and moderating mechanisms through which servant leadership affects employee outcomes and turnover intentions. It provides empirical evidence for the effectiveness of servant leadership in the hospitality industry context and highlights the importance of considering multiple mediators and organizational support.

Research Limitations/Implications:

The study focused on five-star hotels in Egypt, limiting the generalizability of the findings to other industries and cultural contexts. Future research could explore the applicability of servant leadership in different settings and investigate additional mediators and moderators.

Practical Implications:

The study suggests that promoting servant leadership behaviors among managers can improve career satisfaction, leader-member exchange, and organizational identification, leading to reduced turnover intentions. Organizations should consider implementing servant leadership practices and providing support and resources for their managers to develop the necessary skills.

Keywords:

Servant leadership, turnover intentions, career satisfaction, leader-member exchange, organizational identification, perceived organizational support, hospitality industry, Egypt