GENDER RATIO, LEADERSHIP, AND PERFORMANCES OF HOTEL MANAGERS IN SELECTED RESORT HOTELS IN ANTIPOLO

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Abstract

In any industry, gender leadership is a matter in question. Historically, there was scrutiny that workplace prejudice was present and male predominance was customarily an issue in leadership and gender inequality. The study aims to ascertain whether male leaders are more successful or the opposite is true. Thus, if the gender disparity in these metrics is less, we are closer to achieving gender equality. The study looked into how resort hotel managers' key relationships with staff members impact their performance. It tries to investigate how leadership style, gender inequality, and other factors affect hotel operations generally. It examines any connections between the gender of employees and factors including job position and their assigned department. The quantitative research approach, which is a systematic way of learning variables using numerical data, was utilized in this study. The descriptive research methodology was also used to identify answers using survey checklists. The respondents are managers and personnel of resort hotels in Antipolo, an urban center in Rizal province. The research used cluster sampling to gather feasible information. It also utilized descriptive statistics using frequency and percentage distribution and inferential statistics using the Pearson Product Moment of Correlation. In this study, literature reviews in the hospitality industry about gender ratio and leadership styles are still lacking. Managerial styles and gender differences showed no influence. Alternatively, a manager's demographic profile influences their preferred approach. The study reflected that the most frequently adopted leadership style is Laissez-faire, where managers trust their employees regarding their expertise and knowledge.

Keywords: gender, gender disparity, hospitality industry, hotel managers, leadership style

Leadership is not an exception to the ongoing struggle for gender equality in modern society. Although both men and women have intellectual and creative abilities, conversations concerning the differences between men and women in leadership have historically been dominated by men. Men are perceived as more capable of leading and effective than women, hence gender differences in leadership have been discussed from male-dominated viewpoints, even though the general public does not distinguish between men and women in certain leadership traits. The representation of men and women in leadership positions has been significantly different in a variety of fields, including politics, business, academia, and other fields. This gap, also known as the male-female leadership gap, is a result of a complex interaction of socio-cultural, institutional, and psychological elements that continue to influence our conception of leadership and sustain gender disparities.

A leader's efficacy and leadership style is what makes them that way. The gender gap in executive positions in the hospitality industry has dramatically narrowed in recent years. Even though the hotel and restaurant sectors provide a wide variety of employment options, its workforce nonetheless exhibits a startling gender gap and sometimes gender might be a problem for leadership. Women are underrepresented in positions of leadership and have several obstacles while trying to advance their careers in this field. For inclusion, equitable opportunity, and good change, it is essential to comprehend the factors behind gender imbalance in the hospitality industry.

The Philippines has been among the top 20 countries in terms of the worldwide gender gap since 2006, according to the Philippine Commission on Women. Indicators like economic involvement, educational achievement, health and survival, and political empowerment are measured for gender parity, or the female-to-male ratio, in the World

Economic Forum's Global Gender Gap report. We are closer to achieving gender equality the smaller the gender gap is in these metrics.

(Eagly, 2001) stated that the gender ratio in the hospitality industry was continuously growing, but there was a preference for men and less for women because of the job conditions or description. Some women had to get a job with a low profile and a low salary, whereas men could analyze and be critical thinkers. Gender equality has grown because men can handle management more effectively than women, and in terms of skills, men probably have an advantage. Compared to their peers, women in administrative positions expressed greater satisfaction with management tools. Except for the communication and information processes, where male managers appeared to be more satisfied than their female counterparts, there were no gender disparities in managerial roles in terms of either work satisfaction or organizational performance. On the other hand, women would prefer to participate more in communication processes, and for them, it is crucial to understand and communicate the company's goals to the management team. Research has shown that while women tend to be more focused on people, empathic, sympathetic, and supportive, men tend to be more bossy, emotionless, and focused on getting things done.

Another study showed that employees' flexibility and availability are noticeable and critical in today's fast-changing and demanding environment (Nickson & Warhurst, 2001). The hospitality sector is expanding as well, and only a few women are found in senior leadership roles. Although more than fifty percent of the employees are women who work in the hotel industry, men manage it because most women work in positions that are stereotypically related to their gender, like directors of sales, housekeeping, and marketing. Sehanovic et al. (2000) stated that comparing men and women managers has shown that women perform exceptionally well in terms of organizational, financial, and management expertise, interpersonal skills, and economic literacy

(Maxwell 1997, p. 233) proposed that female hotel managers had superior communication skills than males, particularly "in terms of obtaining a deeper insight into and being more curious about their personnel." Communication, adaptability, and teamwork are among these abilities. (Brownell 1994a) suggested that hotel managers also delegate, inspire employees, and communicate information both verbally and in writing. To assess employees' problems and the culture of the company, they must improve their listening skills as a component of their communication processes and as an operational approach. Lastly, the hospitality industry makes use of women's capabilities. Also, work teams with about the same number of men and women do better, making better work and making more of it.

Due to its importance, leadership is one of the topics that receive the greatest attention in the social sciences (Bass & Avolio, 1990). According to the definition of leadership (Munir & Iqbal, 2018), leaders have an impact on employees, and their behavior is directed toward accomplishing corporate goals. This definition makes it clear that each leader is unique and possesses a range of skills (Eliyana & Ma'arif, 2019). Authoritarian leadership by women may hurt the output of their team, but benevolent leadership by males may have a positive impact. However, it is crucial to keep in mind that, in addition to the actual leadership styles, a variety of other factors also have an impact on leadership and the outcomes it generates.

There are conflicting ideas and discussions about how men and women should lead. This may be due to the persistent value placed on stereotypically masculine attributes in leaders. People who claimed to display these behaviors without being accompanied by more encouraging (feminine) actions were perceived as leaders more frequently than other categories initially specified (Kolb, 1999). It makes it obvious that there would be various leadership philosophies given the differences in how men and women are perceived at work. The majority of individuals concur that rather than having their contributions to organizations valued, women should learn about equal possibilities.

The democratic leader shouldn't be expected to shoulder all of the responsibilities and accountability. Instead, it is their responsibility to distribute the workload and engage as many individuals as possible in the initiatives to accomplish the desired results. Democratic leaders must also grant their supporters the discretion to make informed decisions. Encourage employees to take on shared responsibilities as this will provide them experience in decision-making, critical thinking, and other crucial skills that will increase their confidence and competence. This is a great approach to accomplish this.

Autocratic leadership, often known as authoritarian leadership, is characterized by individual authority over all decisions and minimal group engagement. Autocratic leaders usually base their decisions on their opinions and assessments rather than soliciting any advice from their followers. Autocratic leadership is characterized by total, dictatorial authority over a group. One person's control over decisions that have an impact on the group is the hallmark of an autocratic leadership style. According to traditional management wisdom, if an authoritarian leader decides not to publish the piece because it is not to their preference, a journalist may experience reduced morale (Harms et al., 2018).

The word "laissez-faire," which comes from the French phrase "laissez-faire" and means "let it be" or "let it alone," is a good way to characterize a laissez-faire style of leadership. Instead of creating explicit job descriptions and micromanaging personnel, laissez-faire leadership empowers individuals to use their creativity to achieve corporate goals. Organizations that commit to fostering individuality and creativity must do so.

Between a company's core business and its potential for expansion, there is strategic leadership. Vision, competitive awareness, and agility are necessary for this type of leadership. Because it serves several employees simultaneously, this leadership approach is common in many businesses. Leaders need to learn how to share and assign decision-making responsibilities. Compromise, open communication, and ongoing outreach are also crucial.

The team's comfort zone is pushed by transformational leaders. They might have a core set of obligations and goals that they carry out once a week or once a month. Transformational leaders can foster innovative thinking inside teams. To increase productivity and revenue, this can help organizations modernize their operational processes.

Structure and clarity are provided by transactional leaders. Employees feel at ease since they are aware of what is expected of them. The goal of this leadership style is to motivate staff members more through rewards than through connections. The downside of relying solely on this leadership style is that it might lead to a lack of innovation and a fear of punishment.

Coaching leaders helps them achieve their challenging business goals by creating a solid company culture. Not all employees benefit from mentoring, and other people may require a lot of time to improve by employing a coaching strategy. This managerial approach needs effort and patience, and it doesn't fit well with many corporate cultures. This approach honors each employee's individuality.

Leaders in the bureaucracy abide by the rules. In contrast to authoritarian leadership, this approach may be more attentive to and considerate of employee ideas. However, if an employee's recommendation clashes with current practices or earlier judgments, the manager is likely to disregard it. A bureaucratic supervisor could be present in a bigger, more established, or conventional business. To uphold present corporate procedures and practices, they could reject suggestions that seem novel or out of the norm. They can be resisted because the business benefits from their current procedures. Another reason would be that if something new is tried and fails, time or resources may be wasted.

Visionary leaders develop comprehensive strategies that motivated personnel may implement. This kind of leader provides vision statements and other materials to enthuse and motivate teams. Overfocusing on one objective when other goals may be equally essential to the firm is another frequent problem.

According to Jabbar, A. A., & Hussein, A. M. (2017), being a good example as a leader is important to motivate and influence the behavior of individuals and groups in their tasks. Understanding human behavior, effective communication, and understanding different styles of leadership as well as employee motivation is needed to motivate and lead by example. Nikoloski, K. (2015).

Achieving organizational goals and objectives requires effective leadership that fosters employee success. To create a positive work environment that will further drive employees, overall entity goals must be met while also focusing on employee self-realization and pleasure. (Gloso, P. & Gonos, J., 2013). How well organizational goals and objectives are achieved depends on a variety of factors, including effective goal-setting, leadership styles, strategic planning, and an understanding of employee behavior.

Theoretical Framework

This study is centered on the Behavioral Theory of Leadership by Dr. Rensis Likert (1950). The Behavioral Leadership Theory focuses on how leaders act and makes the supposition that these characteristics can be imitated by other leaders. According to this theory, one can learn leadership skills rather than having them naturally. In the opinion of behavioral theorists, the best way to predict a leader's leadership influences and, by extension, how successful that leadership will be is to observe how he or she behaves. Through their actions and behaviors, leaders increase their effectiveness.

The Behavioral Theory of Leadership focuses on how great leaders are made, not born. This leadership theory, which has its roots in behaviorism, emphasizes the behaviors of leaders rather than their internal or mental states. The best way to predict a leader's leadership influences and, by extension, how successful that leadership will be, in the opinion of behavioral theorists, is to observe how he or she behaves and how it affects the managers' performances, the way they lead and actions in the hotels' operations and success.

The Behavioral Theory of Leadership will be used in this study to understand how the leader's behavior affects their performance and that different leadership behaviors may be appropriate at different times. The most successful leaders are adaptable enough to alter their behavioral tenor as necessary. In the study, the managers are examined, along with their managerial behavior and how it affects the team dynamics and employee commitment to the organization's objectives.

Statement of the Problem

The study intends to look at the leadership style, gender distribution, and its effect on hotel operations at the selected resort hotels in Antipolo City, Rizal Philippines. It will investigate any connections that might exist between the gender of employees and four other demographic factors, such as their age, their level of education, their employment in the hospitality business, and their department of employment. In pursuing this research goal, we can determine whether men are more effective leaders than women. It specifically addressed the following issues:

1. What is the profile of the department managers in terms of:
      1.1 Gender
      1.2 Department
2. What type of leadership do department managers adopt?
      2.1 Autocratic/ Authoritarian Leadership
      2.2 Transformational Leadership
      2.3 Transactional Leadership
      2.4 Laissez-faire leadership
      2.5 Strategic Leadership
      2.6 Coaching Leadership
      2.7 Democratic Leadership
      2.8 Bureaucratic Leadership
      2.9 Visionary Leadership
3. What is the level of the job performance of hotel managers in terms of:
      3.1 Role of Gender in the Efficiency and Productivity
      3.2 Team Integration
      3.3 Achieving Goals and Objectives
4. Is there a significant relationship between the profile of department managers and their leadership styles?
5. Is there a significant relationship between the leadership styles of managers and their level of job performance?
6. Is there a significant relationship between the leader's gender and their level of job performance?

Null Hypothesis:

There is no significant difference between the profile of department managers and their leadership styles in Selected Resort Hotels in Antipolo.

There is no significant difference between managers' leadership styles and their job performance level in Selected Resort Hotels in Antipolo.

There is no significant difference between the leader's gender and their level of job performance in Selected Resort Hotels in Antipolo.

Variable Discussion

Researchers look at the leader's gender fit with the team, the clarity of job descriptions, and the amount of influence the leader has as a result of his or her position in the business.

Research Simulacrum

Figure 1. Gender Ratio, Leadership and Performances of Hotel Managers in Selected Hotels in Antipolo
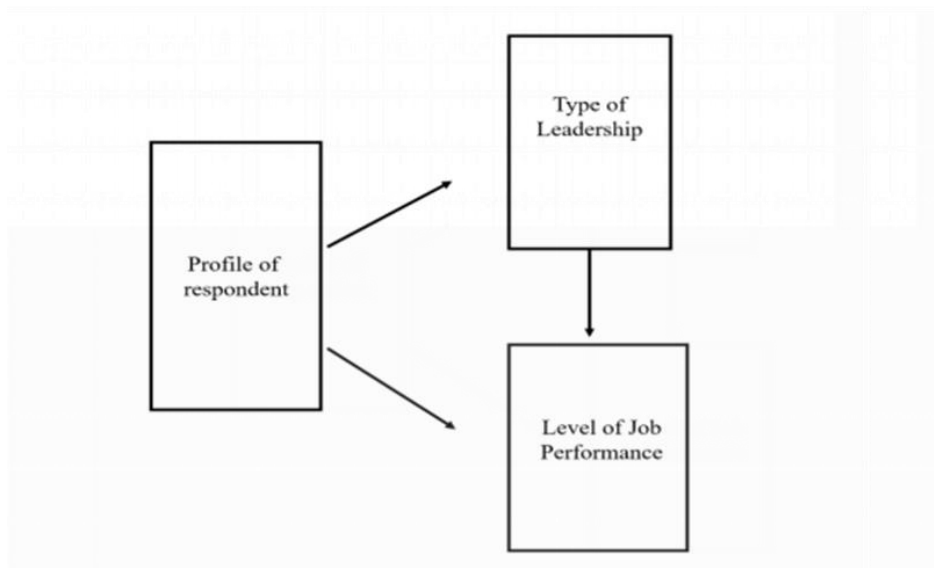

Figure 1 depicts the interaction between the profile of the respondents and the relationship between the type of leadership and level of performance, as well as how the effects of this may be seen in the manner in which the manager of the hotel performs.

Materials and Methods

Research Methodology & Design

This study utilizes quantitative methods. Quantitative research design is a formal, objective, and systematic method for obtaining information about variables through the use of numerical data. It is used to describe and examine relationships among and between variables (Lamar 2005). This design will be used since the main purpose of the study

is to understand how gender ratio and leadership styles affect the managers' performance in selected resort hotels in Antipolo. For this study, a descriptive research methodology was used in quantitative research to identify the topic and seek an answer. In descriptive research, survey checklists are utilized to collect information on a variety of topics.

Research Locale

The researchers in this study collected information from several hotels and resorts in Antipolo City, the provincial capital of Rizal. Researchers have noted a distinction between them. The resort's architectural design, as well as the hotel's outside and interior design, should come first. Second, the resorts and hotels in Antipolo City with the most guests were there. It only takes an hour to get to resorts and hotels in Antipolo City, according to the third set of data that was gathered about the distance between Manila and Rizal. Researchers compiled information on the most and least expensive hotels and resorts in Antipolo City. Researchers have found that the majority of visitors desire Quality Services and Attractive Architectural Designs that are suitable for photography. Additionally, the locations were convenient to reach and safe for their family so that they could enjoy their time there.

Population and Sampling

The researchers selected resorts and hotels in Antipolo City to know how gender can affect leadership performance in the workplace. The respondents would be hotel personnel and managers of resort hotels in Antipolo City. In this study, the researchers will use cluster sampling, a sample of the population chosen randomly. To lessen survey bias, cluster samples that accurately represent the target population should be created. Everyone in the population has an equal probability of being selected. The information is then gathered using as much random selection as feasible. It's a trustworthy method for compiling information on each person in a population that was randomly selected.

Research Ethics

The researchers will follow certain guidelines specifically how the study will be conducted. These include peer review confidentiality guidelines intended to safeguard intellectual property rights while fostering cooperation.

Informed Consent: Prospective participants are free to select if they want to start participating in research or do so again. This is done by using a consent form method in which participants voluntarily decide whether or not to participate after being fully informed of the research's purpose, methods, risks, benefits, and alternatives. They also fully understand the data or how it relates to their situation or interests.

Research Instruments

The survey used by the researchers included the relationship between management performance and leadership styles as well as how it directly affects employee performance. Four-part questionnaires will be used by the researchers to gather the required data. The components of the research instrument's Part I are those that gathered data on the employee's profile, such as name, gender, age, number of years of service, and department of assignment. In Part II, the gender and management style of the managers were identified. Part III consists of a 25-item questionnaire on how they will rate the manager's performance on different aspects from 1–5, with 1 (one) being the lowest and 5 (five) being the highest. And lastly, Part IV is where the employees give their overall score for their manager's performance, with 1 (one) being the lowest and 10 (ten) being the highest.

Data Collection

To make the study available to every participant, the researchers humbly asked each hotel manager for permission to distribute the questionnaire/survey to the respondents. A formal letter was sent to the administrator asking for permission. Management's success has been made possible by the dedication of the researchers and the full cooperation of the hotel staff. Information on the availability of hotel employees to complete the questionnaire was obtained from the human resources departments of the hoteliers of the selected resort hotels in Antipolo. Researchers were given time for employees to get on and off the service. In doing so, they again asked the administrator for permission to distribute the questionnaire at a specific date and time in a formal letter. Researchers were assigned in pairs to specific hotels to disseminate questions and collect data quickly. When distributing questionnaires to staff, researchers modestly asked staff to answer questions. At each hotel, employees actively responded to questionnaires.

The researchers prepared a survey questionnaire and handed it to the respondents, asking them to rate how closely they applied the instructions. The respondents were notified about the study after the researcher had provided instructions on how to react. The researchers provided honest responses when questioned.

Data Analysis and Statistical Treatment

Descriptive Statistics using frequency distribution, and percentage distribution were utilized to determine the demographic profile of the residents. To determine the significant relationship between the profile of department managers and their leadership styles - Inferential Statistics using Pearson Product Moment of Correlation were utilized.

In identifying the significant relationship between the leadership styles of managers and their level of job performance - Inferential Statistics using Pearson Product Moment of Correlation was applied and to determine the significant relationship between the leader's gender and their level of job performance - Inferential Statistics using Pearson Product Moment of Correlation were utilized.

Table 1. The scale of Distribution and Verbal Interpretation

Level	Range	Verbal Interpretation
1	4.20-5.00	Outstanding
2	3.40-4.19	Very Satisfactory
3	2.60-3.30	Satisfactory
4	1.80-2.59	Unsatisfactory
5	1.00-1.79	Poor

Results and Discussions

In this part, the study's findings are discussed. The information is arranged in this section by the issues raised in the research questions.

Table 2. Profile of Department Managers in Terms of Gender

Gender	Frequency	Percentage
Male	18	35%
Female	33	65%
Total	51	100%

Table 2 shows that women make up 65% of the respondents, while men make up at least 35% of the population. This suggests that among survey respondents, there are more female employees than male employees.

Table 3. Profile of Department Managers In terms of the Department

Gender	Frequency	Percentage
Front Office	15	29%
Human Resource	7	14%
Food and Beverage	18	35%
Finance	3	6%

Sales & Marketing	4	8%
Events Management	3	6%
Housekeeping	1	2%
Total	**51**	**100%**

Table 3 displayed the managers' profiles in terms of the departments they handled. Food and beverages appear to have the most respondents accounting for 35% of the population probably because they serve more people than the rest of the departments, both hotel guests, walk-in diners, and events. The front office department comes in second with 29% of the population. The Human Resources Department ranks third with 14% of the population, while the rest of the departments, including sales and marketing, event management, and housekeeping, have the fewest respondents.

Table 4. Leadership Styles of Department Manager

Leadership Style	Frequency	Percentage
Autocratic/ Authoritarian	1	2%
Transformational	4	8%
Transactional	8	16%
Laissez-faire	13	25%
Strategic	10	20%
Coaching	4	8%
Democratic	4	8%
Bureaucratic	2	4%
Visionary	5	10%
Total	**51**	**100%**

Table 4 shows that the majority of respondents in terms of Leadership Style, it appears that 38% of the population, are Laissez-faire which shows that the manager allows his or her staff to use their ideas, resources, and experience that might help them achieve their objectives. It is followed by Strategic Leadership Styles with 20%, Transactional with 16%, and Visionary Leadership occupying 10% of the population. The Transformational, Coaching, and Democratic type of leadership styles that occupies 8% of the population. Followed by Bureaucratic Leadership 12% of the population. The Autocratic Leadership which shows that the managers control mostly the decisions within the management, and rarely take suggestions and ideas from my employees, got the lowest percentage of 2% of the population. This suggests that more Managers use Laissez-faire leadership styles in resort hotels than Autocratic Leadership in data analytics among the survey respondents.

Table 5. Level of Job Performance of Hotel Managers in Terms of Efficiency and Productivity as Evaluated by Employees

Criteria	Mean	Verbal Interpretation
Prioritizing Tasks	4.23	Outstanding
Takes responsibility for own mistakes	4.37	Outstanding
Listens to employees' concern	4.46	Outstanding
Goals are met and exceeded	4.26	Outstanding
Total	**4.33**	**Outstanding**

As shown in Table 5, the level of the job performance of hotel managers in terms of efficiency and productivity as evaluated by employees It gleans that all the hotel managers received an "Outstanding" evaluation with a total mean of 4.33. This means that hotel managers know how to prioritize tasks, take responsibility for their own mistakes, and are willing to listen to what their employees or subordinates are suggesting. This means that hotel managers are open to communication. This results in achievement and exceeds the set goals and objectives.

This is attributable to effective management and obedient employees who manage and carry out their specific responsibilities. The vast majority of respondents said that managers generally perform at an excellent level. The outcomes are significant, and there is no doubt that they were made possible by effective leadership and teamwork to put sound and coordinated work into practice. Therefore, being productive as a hotel manager can be a driver of success in the business and of personal gratification.

Table 6. Level of Job Performance of Hotel Managers in Terms of Team Integration as Evaluated by Employees

Criteria	Mean	Verbal Interpretation
Have a sense of purpose within the organization	4.40	Outstanding
Recruit the appropriate people, train them well, and retain them	4.40	Outstanding
Consider suggestions made by the employee	4.30	Very Satisfactory
Values employees' input and perspective	4.30	Very Satisfactory
Leads the team effectively	4.30	Very Satisfactory
Total	**3.48**	**Very Satisfactory**

Table 6 displays how managers performed team integration and their jobs as determined by the opinions of their staff. According to the results, the overall mean for all hotel managers was "Very Satisfactory," which has a mean of 3.48. This indicates that hotel managers are capable of leading the team successfully, have a sense of purpose inside the firm, and are skilled at hiring and training the right kind of employees. This indicates that hotel managers have people management skills. As a result, the intended goals and objectives are surpassed.

A manager who can effectively manage personnel is responsible for the success of the team. In general, managers execute at a very satisfactory level, according to the majority of respondents. The outcomes are substantial, and there is little question that they were made feasible by effective cooperation and leadership to carry out coordinated work. As a result, hotel managers have people management skills, which can help them succeed both professionally and personally.

Table 7. Level of Job Performance of Hotel Managers in Terms of Achieving Goals and Objectives as Evaluated by Employees

Criteria	Mean	Verbal Interpretation
Contribute to a positive work culture	4.30	Very Satisfactory
Uses an effective strategic planning process	4.30	Very Satisfactory
Seek to share important information	4.30	Very Satisfactory
Exhibit professional behavior and promote strong values	4.40	Outstanding
Total	**4.33**	**Very Satisfactory**

Table 7 shows how hotel managers carried out their duties to accomplish their goals and objectives, as judged by the feedback from their workforce. The findings showed that "Very Satisfactory" was the overall mean score for all hotel managers, which is 4.33. This shows that hotel managers understand how to create a positive work environment, use an efficient strategic planning method, make an effort to reveal important information, behave professionally, and uphold strong values. Therefore, hotel managers are equipped to think critically. By doing this, the goals and objectives are met, and success is brought about.

A manager who can think critically is aware of his or her goals, and acts professionally can help a business and its workers succeed. According to the majority of respondents, managers execute at a very satisfactory level in general. The results are significant, and there is no doubt that they were made possible by wise strategic planning directed at the company's objective. The approach a hotel manager takes to goal and objective achievement can result in a successful team and further expansion of the business.

Table 8. Composite Level of Performance of Hotel Managers as Evaluated by Employees

Criteria	Mean	Verbal Interpretation
Efficiency and Productivity	4.37	Outstanding
Team Integration	3.48	Very Satisfactory
Achieving Goals and Objectives	4.33	Very Satisfactory
Total	**4.06**	**Very Satisfactory**

Table 8 shows the managers' productivity and efficiency as well as their success rates in achieving goals. and the mean number of objectives is high. This demonstrates that the managers are capable of managing a team. Attain the objectives and accomplishments. The manager gave his teammate the task of implementing the vision.

A manager's ability to guide the team toward the mission and keep them focused on that goal was an act of professionally sound leadership that can benefit the company. The respondents claimed that Managers have a generally high level of satisfaction. There is no question that the results are significant and that they were effective and productive thanks to effective management. The method a hotel manager uses to attain goals and objectives can lead to a productive team and future business growth.

Table 9. Level of Job Performance of Hotel Managers in Terms of Efficiency and Productivity
as Evaluated by Managers

Criteria	Mean	Verbal Interpretation
Use limited resources	4.00	Very Satisfactory
Determine which task should be prioritized	4.30	Outstanding
Take responsibility for mistakes	4.10	Very Satisfactory
Listen to the employees' concerns	4.40	Outstanding
Goals have been met or exceeded	4.20	Very Satisfactory
Total	**4.20**	**Very Satisfactory**

Table 9 shows how managers allocate their scarce resources and choose which tasks to prioritize. How the manager can think critically in many difficult situations and demonstrate that they are a good manager on the table. If they are unable to do so, how will they act as a leader to assume the duties?

The manager's ability to hear his employees' problems and act on them is demonstrated in this extremely satisfying interpretation. Demonstrates that the employee is receptive to recommendations to meet the objectives. The approach a hotel manager takes to achieving goals and objectives can result in a successful team and long-term company growth.

Table 10. Level of Job Performance of Hotel Managers in Terms of Team Integration
as Evaluated by Managers

Criteria	Mean	Verbal Interpretation
Have a sense of purpose within the organization	4.50	Outstanding
Recruit the appropriate people, train them well, and retain them	4.40	Outstanding
Consider suggestions made by the employee	4.40	Outstanding
Values employee's input and perspective	4.30	Outstanding
Leads the team effectively	4.40	Outstanding
Total	**4.40**	**Outstanding**

As shown in Table 10, the level of the job performance of hotel managers in terms of team integration as evaluated by Managers It gleans that all the hotel managers received an "Outstanding" evaluation with a total mean of 4.40. This means that hotel managers know how to communicate effectively, train their employees, and make them feel like they belong within the organization, and are willing to work with their employees to have a better outcome for the company. This means that hotel managers are open to having an effective team. This results in achievement and exceeds the set Team Integration

This is related to effective management and cooperative workers who manage and complete their tasks. The overwhelming majority of respondents claimed that managers consistently deliver good performance. The results are significant, and there is no doubt that strong leadership and collaboration to enact sound and coordinated efforts made them attainable. As a hotel manager, having an alliance can therefore be a foundation for both professional and personal satisfaction.

Table 11. Level of Job Performance of Hotel Managers in Terms of Achieving Goals & Objectives
as Evaluated by Managers

Criteria	Mean	Verbal Interpretation
Contribute to a positive work culture	4.40	Outstanding
Uses an effective strategic planning process	4.40	Outstanding
Seek to share important information	5.30	Outstanding
Exhibit professional behavior and promote strong values	5.40	Outstanding
Total	**4.88**	**Outstanding**

Table 11 demonstrates the degree to which hotel managers performed their jobs in terms of attaining objectives as assessed by Managers. All hotel managers earned exceptional evaluations. "Outstanding," with a 4.88 overall mean. This indicates that hotel managers understand how to support a great workplace culture, use a successful strategic planning process, exchange crucial information, behave professionally, and uphold strong principles. In other words, hotel managers are aware of how to accomplish their goals and objectives. As a result, the aims and objectives are met and even exceeded.

A manager who can think critically is aware of their objectives and conducts themselves professionally can contribute to the success of a company and its employees. The vast majority of respondents said that managers generally perform at an outstanding level. The outcomes are considerable, and it is clear that careful strategic planning was necessary to achieve their objectives. The strategy a hotel manager goes about reaching goals and objectives can lead to a productive workforce and help the company grow.

Table 12. Significant Relation in Terms of Gender and Leadership Styles

Significant Relation	R-value	Interpretation
Gender Leadership Style	-0.375	Weak Relationship

Table 12 shows sufficient statistical evidence of R-value 0f -0.375, which is less than zero, and indicates that there is a weak relationship between the gender role and leadership style. This means that regardless of gender differences it doesn't affect what type of leadership it has. As a result, there is a perfect negative correlation.

Table 13. Significant Relation in Terms of Hotel Department and Leadership Styles

Significant Relation	R-value	Interpretation
Hotel Department Leadership Style	-0.034	Weak Relationship

Table 13 shows sufficient statistical evidence of an R-value of -0.034 which is less than zero and indicates that there is a weak relationship between the hotel department and leadership style. This means that regardless of the hotel department's difference, it doesn't affect what kind of leadership styles regarding managing the department. As a result, there is a perfect negative correlation.

Table 14. Significant Relation in Terms of Gender and Job Performances
as Evaluated by Employees

Significant Relation	R-value	Interpretation
Gender		
	-0.816	Weak Relationship
Job Performance		

Table 14 shows sufficient statistical evidence of an R-value of -0.816, which is less than zero, and indicates that there is a weak relationship between gender roles and job performance. This means that regardless of gender differences it doesn't affect the job performance of the employees. As a result, there is a perfect negative correlation.

Conclusion

The researchers conclude that there aren't enough literature evaluations on the relationship between leadership styles and gender dynamics, particularly in the hospitality industry. The impact of management leadership style on gender differences has not been fully investigated. According to the result, each manager's preferred leadership style is influenced by their demographic profile. Additionally, managers' opinions about their leadership style and job requirements varied in response to the profile departments' demographics

Furthermore, managers frequently adopted laissez-faire leadership. The analysis of the data revealed that managers had complete trust in their workforce's ability to contribute their expertise, ideas, and experiences to the business. According to the study's findings, laissez-faire leadership was most common among managers. Additionally, the findings indicated that there is little correlation between gender differences and leadership involving strategy and laissez-faire.

Employee evaluations showed that the level of job performance in terms of efficiency and productivity, team integration, and attaining goals and objectives set by management was outstanding and very satisfactory. This signifies that managers perform well and can exert positive effects and influence the team. These high levels of satisfaction have a major positive impact on the entity's overall performance such as a driver of success and employee gratification.

The results of this study show that there is no variation in the way leadership is practiced based on gender. These conclusions were drawn from the collected data. Additionally, research shows that the employee's ability to execute their jobs is unaffected by their gender differences. Finally, managers who want to successfully lead a team should be open to the ideas of all team members, have a strong grasp of how to select candidates, and be conscious of their duties as team managers. committed to focusing on their goals while using critical thinking.

Recommendations

The study offered several recommendations, including that managers value the character traits it examined that raise job satisfaction among employees. Managers must make employees feel heard since team integration criteria are the most important ones for raising employee work satisfaction. Employers in the hospitality industry must pay more attention to employment characteristics that affect job happiness since they can boost workers' job satisfaction by providing a variety of workplace incentives. Therefore, managers should improve workplace elements that lead to the maximum level of job satisfaction, such as coworkers, employee perks, working environment, supervision, and promotion chances. They should also improve other elements of the workplace that have the least positive effects on job satisfaction, such as advancement, communication, and the nature of the work itself.

To adopt the proper leadership style, managers must also learn about various leadership philosophies to recognize and differentiate between them. As a result, managers need to increase their productivity and efficiency to manage more effectively. Increasingly achieving targets and goals will help the company and its workers grow.

Education of the personnel regarding gender equality and issues based on gender (GAD and GAD) (GE) should be welcomed by the management. Management and employees can take part in GAD training to educate and promote gender equality. Gender bias in the workplace and gender-based hiring and promotion should be stressed in gender and equality training.

Encourage hospitality firms to embrace gender-blind hiring methods and get rid of biases to promote equal hiring practices. Instead of focusing on a candidate's gender, pay attention to their talents, credentials, and experience. Ensure that all employees, regardless of gender, have equal access to opportunities for career growth and promotion by putting in place regulations that guarantee this. Provide leadership development programs, skill-building initiatives, and mentoring programs to assist women in the sector in advancing into more senior positions.

Monitor and assess gender-related data inside the company, such as representation, wage disparities, and promotion rates, regularly to track and quantify progress. Set goals for gender equality based on this information and areas that need development.

Lastly, participate in industry-wide initiatives: Support efforts to reduce gender disparity at the industry level. Participate in forums, conferences, and projects that promote equality and diversity in the hospitality industry.

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