

## Leadership styles on gender equality and work-life balance among hotels in Central Luzon: Basis of a strategic plan

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### Abstract

This study investigated the leadership styles on gender equality and work-life balance among hotels in Central Luzon. Descriptive-correlational and quantitative research methods were applied to determine the leadership styles by the hotel managers and the level of gender equality and work-life balance of the respondents. A total of 323 hotel employees were determined to be qualified and participated in the survey as respondents, and statistics were calculated. Stratified random sampling was used in the study. Pilot testing and expert validation were performed on this instrument. The validity and reliability of the questionnaire were approved for usage. Additionally, using the SPSS software, the results were tallied, encoded, and analyzed. Frequency distribution and percentage were used to describe the profile of the respondents. Mean and rank was used to assess the leadership styles on gender equality and work-life balance. Independent comparison of groups or t-test and analysis of variance, together with post hoc analysis was also used to test for differences in the variables of the study when compared according to profile, and lastly, Pearson correlation coefficient was used to establish possible relationships between the two variables of this study. Regarding the Data Privacy Act of 2012 and ethical reviews, the researcher made sure that all the data was completely confidential. There was a significant difference in the responses when grouped according to demographic profile, it was found out that baby boomers, male, single working for 16 to 25 years and regular employees have better assessment than others in terms of gender equality. Similarly, in terms of work-life balance it was found out that baby boomers, male, single working for 16 to 25 years and regular employees have better assessment than. Moreover, it was observed that there was significant difference in comparison of responses on leadership styles, it was found out that baby boomers, male, working for 16 to 25 years and regular employees have better assessment than others. Significant relationships exist among leadership styles, gender equality and work-life life balance within the context of hotels in Central Luzon.

**Keywords:** leadership styles, gender equality, work-life balance, hotel employees, Region III, Central Luzon

## **Leadership styles on gender equality and work-life balance among hotels in Central Luzon: Basis of a strategic plan**

### **1. Introduction**

Leaders who support equality, provide inclusive policies, and participate in the process help create a diverse organizational climate (Ashikali et. al.,2021). In the hospitality industry, especially in hotel management the leaders and the work environment can be both dynamic and challenging impacting the employee experience's perception of gender equality (Ciriacci 2024). Due to stiff competition in the hotel sector, its working environment which comes with working odd shifts is criticized for being pressurized resulting to work-life balance issues. Hence the effects that various leadership styles may have in maintaining or modifying healthy organizational climates come into play. With an expanding sector, it becomes increasingly important to understand how leadership styles impact employee welfare (EHL Insights,2023). The hotel industry is recognized as one of the most significant economic activities in the world and as an important tool for the longer-term development of individuals, including poverty alleviation, job creation, environmental restoration, and women's empowerment (Pant, 2020). Consequently, the hotel industry is an extensive sector that requires devoted workforce to operate as efficiently as possible. Hotel employees execute everything it takes to keep customers satisfied, which includes processing reservations, cleaning the guestrooms, preparing events, and overall upkeep of the facility (Indeed Editorial Team, 2022). The hotel industry in Central Luzon has not been exempted from these challenges, and changes in the operating environment have been observed in recent years.

The World Tourism Organization delineates gender equality as encompassing equitable entitlements, obligations, and prospects for both women and men, as well as girls and boys. Equality does not suggest that men and women will automatically become equal, however, it means that men's and women's entitlements, responsibilities, and opportunities will not be decided by whether they are born male or female. Gender equality means taking into consideration the desires, objectives, and aspirations of both men and women, as well as appreciating the diversity of women and men. Gender equality is not just a women's problem, it should interest and engage both men and women. Equality between men and women is viewed as a human rights problem as well as a prerequisite for an indication of long-term people-centered development. (UNWTO, 2019).

In addition, work-life balance refers to a situation in which conflicts between work and personal life are reduced using the implementation of appropriate practices, sympathetic leadership, employment conditions, and positive personal relationships. Companies have several impediments in establishing work-life balance rules since workers nowadays are not inclined to stand out. They prefer more than simply a job; they want the company to care about their well-being (VeenaLatha, 2019). In addition, organizations demand tremendously from their employees, which puts them under higher pressure to generate better outcomes. These demands appear to have reached a breaking point, as individuals recognize the need for better balance in their professional and personal lives (Wedgwood, 2022).

On the other hand, the behavioral approach used by leaders to inspire, motivate, and guide their subordinates is referred to as leadership style. Different leadership styles may help to maximize the potential of hospitality workers (Huertas-Valdivia et. al.,2019). In the context of leadership, male leaders are preferred over female leaders in a variety of work environments. For example, when rating female applicants in employment procedures, leadership potential is neglected (Player et. al.,2019). Moreover, gender preconceptions among decision-makers are commonly blamed for these evaluative discrepancies. Because gender stereotypes are not always aware and assessors may seek to disguise their gender preconceptions, it is difficult to evaluate gender stereotypes with evaluations on gendered features; yet these explicit measures have been frequently employed in past studies (Tremmel et. al.,2023). Meanwhile, certain management styles can be critical in generating great employee outcomes in the hospitality industry.

This study focuses on establishing the key variables that include leadership styles and its relationship with gender equality and work-life balance in the context of the hotel industry in the Central Luzon region. Thus, works that discuss intricate interconnections of the factors mentioned above can help reveal patterns and trends in the development of the industry and its constant evolution toward improvement. These variables as the key influential factors in the organizational development of the hotel industry in Central Luzon. Ko et. al., (2019) determined the effect of leadership style on employees' by using the sub-variables transformational and transactional leadership while Saleem et al. (2020) identified the impact of servant leadership on performance by using the sub-variables of servant leadership while Elbers (2007) used the charismatic leadership as the sub-variables. Thus, leadership styles as the fundamentals of organizational decision-making and interpersonal relations may significantly influence the implementation of gender equality principles and work-life balance. Marasigan et al. (2021) determined the gender equality among hotel employees by using the sub-variables workplace gender bias, parity in the appraisal and growth opportunities, and gender-based work allocation. Gender equality may be important factor for the hotel industry to avoid bias and to promote appraisal, growth, and career opportunity for their employees. Dolai (2015) evaluated the work-life balance among employees through the sub-variables - intrusion of personal life into work, intrusion of work into personal life, work enhancement by personal life, and personal life enhancement by work. Good work-life balance characterized by harmonious integration of professional responsibilities and personal commitments keeps the employees motivated to perform their responsibilities leading to employees' job higher performance.

In this context, the researcher wants to determine the gender equality, work-life balance practices and leadership styles within Department of Tourism Accredited Hotels in Central Luzon, Philippines as there are few published studies conducted to primarily assess the aforementioned variables hotels in Central Luzon. The researcher wants to investigate how managers' leadership styles can influence work-life balance among the employees in the hotel industry in Central Luzon. In addition, the researcher aims to explore the presence or absence of gender inclusive policies and how hotel managers support or undermine these policies among Hotels in Central Luzon.

The findings of this study may be beneficial and may serve as guideposts to the hotel employees and the hotel management as well in terms of enhancing gender equality, work-life balance, and leadership styles in their respective organizations so that it may positively influence the overall competitive performance of hotels in Central Luzon. This may also serve as a guide for aspiring hotel owners who want to start their hotel business and to the academic community well as the ideas presented may be used as reference data in conducting new researches. The researcher believes that this study is valuable and necessary because of the documented significant role of leadership in organizations and its impact on its overall performance by addressing employees' gender equality and work-life balance among hotels in Central Luzon Philippines. Thus, the findings of this study may form basis of a proposed strategic plan for enhancing employees' work life balance through a leadership that is more responsive to the gender issues experienced by their employees.

**Objectives of the Study** - This study aimed to investigate how the hotel managers' leadership styles may relate with the employees' gender equality and work-life balance among hotels in Central Luzon, Philippines. Specifically it assessed the leadership style of hotel managers in terms of transformational leadership, transactional leadership, servant leadership, and charismatic leadership; determined gender equality among the employees in terms of workplace gender bias, parity in the appraisal and growth, and gender allocation; determined the employees work-life balance in terms of intrusion of personal life into work, intrusion of work into personal life, work enhancement by personal life, and personal life enhancement by work; tested the significant relationship between the hotel managers' leadership styles and the variables gender equality and work-life balance. Finally, the study proposed a strategic plan based on the result of the study for the hotels in Central Luzon.

## 2. Methods

**Research Design** - The study employed the quantitative descriptive correlational research design which appropriately analyzes an investigation's findings. The purpose of descriptive-correlational research is to identify any correlations or associations between variables and to describe how they relate to one another. Through exploration and analysis, this method determined the Gender Equality, Work-life Balance, and Leadership Styles of DOT Accredited Hotels in Central Luzon. The socio-demographic profile and the level of gender equality and work-life balance of employees were determined as well as the significant difference in the responses on leadership styles, gender equality and work life balance when grouped according to the profile variables. Lastly, the relationship of the three variables, namely leadership styles of managers, gender equality and work life balance of employees among hotels in Central Luzon were examined and analyzed. The quantitative technique was utilized in this research through questionnaires to collect data that were significant to this study.

**Participants of the Study** - The participants of the study were the employees of hotels from Central Luzon. The qualifying criteria for the participants of the study are as follows: employees are currently working in the hotels in Central Luzon that have been registered and accredited by the Department of Tourism; maybe regular or non-regular employees; have been working in DOT-accredited hotels for at least one year; and belong to rank and file position. The Department of Tourism provided a list of accredited hotels that served as the primary reference guide for choosing the participating hotel establishments that met the set of criteria used in the study. For the hotel establishment, the criteria used were the following: first, it should be accredited by the Department of Tourism and second, it should be categorized as a "hotel" in the list. Using Rao soft sample size calculator, the researcher was able to get a sample size of 323. The researcher took the qualified employees of all hotels as the universe of the study and used stratified sampling technique to determine the sample size per hotel. The respondents from each hotel were randomly selected.

**Table 1**  
*Distribution of Respondents Per Hotel in Central Luzon*

Province	No. of Hotels	N	%	n
Bataan	2	43	2	7
Bulacan	1	11	1	2
Nueva Ecija	3	60	3	10
Pampanga	20	1369	69	222
Tarlac	3	75	4	12
Zambales	9	430	22	70
	38	1988	100	323

**Data Collection Instrument** - To gather essential information regarding leadership styles, gender equality, and work-life balance among hotels in Central Luzon, a structured survey questionnaire was utilized. The questionnaire was developed based on validated instruments from previous research studies. The leadership styles section was adapted from existing studies on transformational, transactional, servant, and charismatic leadership as examined by various scholars. The gender equality variable was adapted from prior research on gender equity in the hospitality sector, while the work-life balance variable was derived from studies measuring work-life integration across different industries. The survey questionnaire consisted of four parts: Part I. Demographic profile of respondents, which included age, gender, marital status, years in service, and employment status; Part II. Leadership styles of hotel managers categorized into transformational, transactional, servant, and charismatic leadership; Part III. Gender equality among employees, assessed in terms of workplace gender bias, parity in appraisal and growth, and gender allocation; and part IV. Work-life balance, measured by intrusion of personal life into work, intrusion of work into personal life, work enhancement by personal life, and personal life enhancement by work.

The initial draft of the questionnaire underwent face-to-face validation with the research adviser to ensure alignment with the study's objectives. Additionally, a grammarian reviewed the questionnaire to verify the clarity, coherence, and appropriateness of language. Further validation was conducted by two experts in the field: a

human resource manager with extensive experience in workforce management within the hotel industry and a hospitality industry expert with a managerial background of over five years. These experts assessed the questionnaire's relevance, comprehensibility, and applicability within the hospitality sector. Upon completion of the validation process, all questions were deemed valid based on the recommendations of the grammarian and industry experts. The validated instrument was then subjected to pilot testing among employees of DOT-accredited hotels in the National Capital Region. The selected respondents for pilot testing included individuals with varying roles within the hospitality sector to ensure a diverse range of feedback.

To determine the internal consistency of the instrument, a reliability test was conducted using Cronbach's alpha coefficient. The results indicated strong to excellent reliability for all variables measured. Specifically, the gender equality section yielded a Cronbach's alpha of 0.836, the work-life balance section had a reliability coefficient of 0.827, and the leadership styles section demonstrated a high-reliability score of 0.980. These results confirm the robustness of the questionnaire and its suitability for further data collection in the study. Before data collection, the research proposal and instruments underwent ethics approval to ensure compliance with ethical standards in conducting human subject research. Participants were informed about the purpose of the study, their voluntary participation, and the confidentiality of their responses. Informed consent was obtained from all respondents before administering the survey questionnaire.

The instruments used in the study were validated by the researcher's adviser and two experts, namely a human resource manager who was an expert in handling workforce from hotel industry and a hotel industry expert with five years managerial experience. Pilot testing and reliability test were conducted in DOT Accredited Hotels in National Capital Region to determine the reliability of the instruments. The result of the reliability statistics showed that the instruments have a strong or excellent internal consistency based on the computed Cronbach's alpha as follows: gender equality 0.836, work-life balance 0.827 and leadership styles 0.980. Therefore, the set of questionnaires was considered valid and reliable for use, further underlining the importance of the study as the subject matter in examining current leadership issues in the hospitality sector.

**Data Gathering Procedure** - The hotel industry in Central Luzon contributes to the region's tourism and economic landscape. Central Luzon's hotel sector is characterized by a mixed accommodation types that range from luxury to budget-friendly hotels. Therefore, the proponent of the study gathered the data using survey questionnaire. The provincial and regional offices of the Department of Tourism were consulted to get the list of accredited hotels in Central Luzon and the researcher secured an endorsement letter from the Department that helped him in collecting data for the study. The researcher gathered the data between April to June 2024. The researcher visited the selected hotels' locations and personally asked the owners, managers, and supervisors for their permission to conduct the research and informed them that the answers of their employees would be treated with the strictest confidentiality. The researcher and his assistant asked permission from each respondent if he could spare his precious time answering the questionnaire. If they were not available, the researcher requested for their email address or other online contact information to send the Google link form and QR code. Questionnaires were retrieved on the same day. After administering, the questionnaires were transferred to google forms, tallied, tabulated, and encoded by the researcher before submitting them to the statistician for data analysis.

**Data Analysis** - To analyze the data obtained, statistical tools appropriate for each research objective were used. The gender equality, work-life balance and leadership styles were described through weighted mean and rank'. The Pearson correlation coefficient was utilized to determine the significant relationship between the variables.

**Ethical Consideration** - The researcher ensured that this research complied with the provisions of the Data Privacy Act of 2012 also known as Republic Act No. 10173 which was established to protect the individual's personal and other information to guarantee the fundamental human right to privacy. This includes ensuring that all data collecting techniques were in accordance with said Republic Act and that the respondents' privacy was

respected. The researcher asked the participants consent for their permission before collecting or processing any data Participants were also informed about the purposes for which the data would be used and that all personal details of the respondents were to be kept confidential and would remain private. They were given the option to provide their names in the questionnaire to protect them from any harm that might result from having their names revealed. The purpose, goal and consent were discussed and explained to the respondents and the researcher treated all their ideas and responses with strict confidentiality. The paper underwent ethics review in adherence to research ethical standards. The researcher submitted the detailed research proposal to ethical review board for robust review process to ensure that research upholds the integrity of the research process in alignment with the Data Privacy Act and to prevent any unforeseen issues.

### 3. Results and discussion

**Table 2**

*Summary Table on Leadership Styles*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Transactional Leadership Style	3.21	Agree	3
Transformational Leadership Style	3.24	Agree	2
Servant Leadership Style	3.28	Agree	1
Charismatic Leadership Style	3.12	Agree	4
Composite Mean	3.21	Agree	

*Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree*

Table 2 presents a summary of different leadership styles with a composite mean of 3.21. The finding indicates a general agreement with the leadership styles among hotel managers in Central Luzon. This shows that hotel employees in Central Luzon appreciate the importance of different leadership styles as they understand the different roles each plays within the organization. The hotel employees probably not only see their managers as competent to handle several difficulties and interactions within the organization but also as flexible. More specifically, it leads to an acknowledgment of the need for a comprehensive system of leadership that combines various approaches into a complex inspirational system for boosting employees’ motivation within the team.

Among the sub-variables of leadership styles, the top three sub-variables are servant leadership style (3.28), ranked first and verbally interpreted as agree followed by transformational leadership style (3.24), ranked second interpreted also as agree. The sub-variables servant leadership style was ranked first among the five leadership styles indicative of the faith of the hotel employees in Central Luzon in their managers who serve their team and organization first. They greatly value this style as they perceive it to create a positive atmosphere where managers pay attention to the work and health of their employees. Such hotel employees consider this leadership style to have a booster effect on this organizational experience since it encourages teamwork, trust, and togetherness. Thus, the servant leadership approach is an organizational strategy to enhance employee morale, job satisfaction, and organizational performance since employees feel valued and their opinions are being considered. Real leaders are made of people who strive to make the lives of others better. This approach improves the human capital of organizational stakeholders hence better health in the organization. Good servant leadership increases performance, motivation, and loyalty among employees in an organization.

This finding finds concurrence in Rabiul et al. (2022) who argued that servant leadership promotes a healthy level of organizational commitment and work interaction and produces positive effects on service quality and employee satisfaction. The study emphasized the importance of a leadership approach centered on serving others, which is particularly beneficial in the hospitality industry. On the other hand, the lowest two sub-variables of leadership styles are transactional leadership style (3.21), ranked third, verbally interpreted as agree and then the Charismatic leadership style (3.12), ranked fourth and also interpreted as agree. This finding may be attributed to the fact that charisma may not offer solidity as well as an encouraging nature, which is more central to management. Hotel employees might perceive that having charisma does not make its holders engage and commit to the hotel employees. They may find other leadership styles that are better aligned with their needs and efforts as employees and are more applicable to them rather than ideals that rely solely on the presence of a

leader. This sensibility can be associated with a new focus on coordination and empathetic styles of leadership that encourage real relationships within a group. Managers can motivate followers with a vision and enthusiastic energy, but they do not necessarily provide the kind of structural encouragement that employees need to thrive in their work. While charismatic leadership lacks luster in giving directions and support it sometimes is an advantage. This lack of practical assistance may explain why charismatic leadership comes out least in this modeling though it is considered in many leadership frameworks.

The above analysis finds support in Hiton et al. (2019) who emphasized that charismatic leaders often focus on their own charm, which while improving employee morale during a short time does not build the mutual trust and commitment necessary for a professional environment in the hospitality industry.

**Table 3**  
*Summary Table on Gender Equality*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Workplace Gender Bias	2.06	Disagree	2
Parity in Appraisal and Growth	3.21	Agree	1
Gender-Based Work Allocation	2.05	Disagree	3
Composite Mean	2.44	Disagree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 3 shows the summary of the sub-variables for gender equality with a composite mean of 2.44 and a verbal interpretation of disagree. This general disagreement with the current state of gender equality within the hotel workplace in Central Luzon highlights significant concerns about issues such as workplace bias, equitable appraisal and growth opportunities, and gender-based work allocation. The top sub-variable under gender equality is parity in appraisal and growth (3.21) interpreted as agree, while the least ranked is Gender-Based Work Allocation interpreted as disagree.

Among all the three sub-variables under gender equality, parity in appraisal and growth received the highest score and it implies a positive reception on the part of the employees and the hotel management to fair performance reviews and professional development of the human capital existing in the hotel industry in Central Luzon. This may mean that many hotel organizations have adopted a formal system or policy of appraisal where there is less likelihood of discriminating against employees based on their gender or their sexual orientation. The type of systems or policies that can be bolstered include promotions and salary structures which require the workforce to be qualified before getting a promotion or a salary increment, instead of discriminating against any group of the workforce. Similarly, other inclusive programs such as training, and apprenticeship for nurturing the talents of women and employees expressing themselves as queer might help in boosting this perception as they form useful tools for fostering and developing working skills. The degree to which companies have opened in career advancement is therefore expected to have an important role in enhancing trust among employees from the fact that they can trust in growth. Moreover, the respondents' assessment can be attributed to wide-scale changes in society and better sensitization on gender equality issues and their impact on influencing organizational policies.

The indicator on gender-based work allocation ranked lowest which is indicative of the reality that while employees may have the feeling that their experience is valued as unique as they are mostly hired to take up operational functions that do not require strenuous labor or less responsibility, they can also identify some structural problems such as being prejudiced because management still clings to traditionalism when recruiting and promoting people to managerial positions. Further, respondents disagreed on two statements including males dominate the work' and women and LGBTQ are employed in low-intensity tasks. However, they do not completely dismiss this because they also admit that there is limited employment of women and LGBTQ in the more prestigious jobs. Thus, the persistent belief that gendered biases still exist in work distribution calls for a more equal distribution of labor across all stratification levels indicating a direct need for wider policy measures that guarantee equitable work distribution in the hotel businesses in Central Luzon.

**Table 4**  
*Summary Table on Work-Life Balance*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Intrusion of personal life into work	1.84	Disagree	4
Intrusion of work into personal life	2.13	Disagree	3
Work enhancement by personal life	3.03	Agree	2
Personal life enhancement by work	3.31	Agree	1
Composite Mean	2.58	Agree	

*Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree*

Table 4 presents a summary on work-life balance with a composite mean of 2.58 which is verbally interpreted as agree. This indicates a positive perspective on the interaction between work and personal life, especially regarding how they can enhance each other and where they may intrude upon one another. The top two sub-variables in work-life balance according to their weighted mean scores are "personal life enhancement by work" (3.31), ranked first and "work enhancement by personal life" (3.03), ranked second, and both are verbally interpreted as agree.

The sub-variable "personal life enhancement by work" is recognized as the top indicator among all sub-variables related to work-life balance, suggesting a strong alignment between work roles and personal roles. This finding posits that, despite the inherent stress of the hospitality industry, many employees find that their work significantly enhances their personal lives, contributing to a sense of accomplishment and identity. The connection between business needs and improved personal well-being is notable, as work experiences enable employees to earn an income, build professional relationships, and develop valuable skills. Additionally, the hospitality industry fosters a social and communal environment through direct and indirect interactions with guests and coworkers. This environment often provides employees with the social support necessary to address personal challenges they may encounter in their daily lives. When employees believe that their professional roles offer opportunities for self-fulfillment, they are better equipped to handle the challenges of extended working hours and high-stress conditions. This mindset can lead to a phenomenon known as work-related resilience, where employees are able to thrive despite workplace pressures.

This sub-variable, regarded as one of the most important aspects of work-life balance, reflects a balanced view that emphasizes the positive effects of work on personal life, often overshadowing the negative aspects associated with job demands. Ultimately, the contribution of work to personal life underscores the importance of organizations creating supportive work environments. Such environments can serve as a reminder to employees that work can be fulfilling and can significantly complement their overall well-being.

The two lowest indicators "intrusion of work into personal life" (2.13), ranked third, verbally interpreted as disagree and "intrusion of personal life into work" (1.84), ranked fourth also interpreted as disagree. This suggests that respondents do not feel that personal or work life is invasive to the other to an excessive extent. Likewise, it indicates that they are able to perceive that there is some semblance of balance between their work and free time. The lowest rank obtained by "intrusion of personal life into work" indicates that employees in the hospitality industry in Central Luzon experience minimal overlap between their work and personal lives. This perception may stem from the structured working environment typical of chain hotels, which fosters an organizational culture that compartmentalizes work hours and responsibilities.

For instance, the enforcement of schedule compliance for shift work helps employees create a mental boundary between work-related issues and personal matters. This approach allows them to address personal concerns during their off-hours without the continuous disruption of work commitments. Additionally, the culture within hotels in Central Luzon may actively discourage the blending of work and personal affairs, promoting a professional atmosphere that emphasizes restraint in performing work-related tasks during personal time. Furthermore, clearly defined roles within the organization can help prevent the blurring of lines between job responsibilities and personal obligations. Hotel employees may also perceive their non-work lives—encompassing family and recreational activities—as an effective buffer against workplace stress,

contributing to a healthier work-life balance. Overall, these factors suggest that the hospitality industry's working conditions in Central Luzon facilitate a clear distinction between work and personal life, minimizing intrusion and enhancing employee well-being.

**Table 5**  
*Relationship Between Leadership Style and Gender Equality*

Workplace Gender Bias	r-value	p-value	Interpretation
Transactional Leadership Style	0.129*	0.021	Significant
Transformational Leadership Style	0.086	0.121	Not Significant
Servant Leadership Style	0.084	0.134	Not Significant
Charismatic Leadership Style	0.099	0.074	Not Significant
<b>Parity in Appraisal and Growth</b>			
Transactional Leadership Style	0.059	0.291	Not Significant
Transformational Leadership Style	0.085	0.125	Not Significant
Servant Leadership Style	0.109	0.050	Significant
Charismatic Leadership Style	-0.021	0.707	Not Significant
<b>Gender-Based Work Allocation</b>			
Transactional Leadership Style	-.168**	0.002	Significant
Transformational Leadership Style	-0.003	0.959	Not Significant
Servant Leadership Style	0.077	0.167	Not Significant
Charismatic Leadership Style	0.010	0.864	Not Significant

*Legend: Significant at p-value < 0.01*

Table 5 shows the association between gender equality and leadership style. The computed r-values indicate a weak direct correlation workplace gender bias and Transactional Leadership Style; parity in appraisal and growth and Servant Leadership Style; and Gender-Based Work Allocation and Transactional Leadership Style. This means that there is a significant relationship that exists between gender equality in identified sub variables and specific leadership style. Specifically, there is a positive correlation between transactional leadership style and workplace gender bias ( $r=0.129$ ,  $p=0.021$ ). This could mean that transactional leadership tends to create an environment that encourages workplace gender bias. From this perspective, organizational leaders may give more focus on the legal regulation of business processes, thus deemphasizing the creation of stimulating incentives and encouraging compliance with organizational norms. Thus, when, as it will in many instances, transactional draws on existing cultural norms of order, system, more structure, clearer roles, and responsibilities, and hierarchy, it perpetuates and reinforces existing gender bias. Transactional leaders often stay bound to the structure and frameworks of the organizational structure and that includes upholding gender-based roles. On the other hand. The gender bias at the workplace may lead to different perceptions towards leadership, which presents men as the most appropriate for formal leadership positions. These self-bias influences how employees relate with leaders and here transactional leadership may perpetuate such biases.

There is a positive correlation between servant leadership and parity in appraisal and growth ( $r=0.109$ ,  $p=0.050$ ). This can be translated to mean that where servant leadership is at work, there are formal and informal systems that equally or fairly reward performance and offer a window to growth in hotel organization. Following the gender inclusion principle, servant leaders put the interests of the employees first so they can establish a gender-sensitive work environment. This kind of leadership can enhance the morale of employees eliciting mutual respect and cooperation between management and the employees thus contributing to the growth of the hotel industry in Central Luzon.

Transactional leadership style and gender-based work allocation correlate negatively ( $r=-0.168$ ), ( $p=0.002$ ). This finding assumes that with a heightened transactional style in task assignments, there is a propensity towards gender-based bias, hitherto viewed in tandem with organizational effectiveness or results and sometimes organizational performance without consideration of subordinates' organizational motivation or satisfaction. Such biased work allocation could lead to a vicious cycle where leaders tend to give more dominance on efficiency rather than equity which in turn enhances inequity cycles in the workplace. It may intensify current prejudices about gender, as well as the gendered scheduling of tasks in organizations, showing that whenever organizations discriminate in the allocation of tasks by gender, they act in a gender-stereotypical manner because

women are put in restricted positions that do not offer a chance to grow or develop in the firm.

The non-significant correlations for transformational ( $r=0.086$ ,  $p=0.121$ ), servant ( $r=0.084$ ,  $p=0.134$ ), and charismatic leadership styles ( $r=0.099$ ,  $p=0.074$ ) with workplace gender bias can be interpreted in several ways. Firstly, these leadership styles may inherently promote inclusiveness and egalitarian principles, leading to minimal gender bias. Transformational leadership, for instance, encourages motivating and inspiring all employees regardless of gender, which may contribute to a more equitable work environment. Additionally, the lack of significant associations could result from workplace culture dynamics that prioritize gender equality, minimizing biases regardless of the leadership style employed. It is also possible that these leadership styles operate within frameworks that mitigate bias, such as diversity training and policies that promote equal treatment, leading to outcomes that do not reflect traditional gender biases. The positive nature of these styles may help to overshadow any underlying biases observed in transactional leadership, where significant correlations were identified.

The weak correlation coefficients for the transformational, servant, and charismatic leadership styles suggest that employees may not perceive these leadership styles as contributing to gender bias within their work environments. Each of these is geared toward fostering supportive relationships and individual growth, which may dilute the effects of gender bias. Non-significant correlation results could indicate that gender biases are not solely a product of leadership styles but are influenced by broader organizational factors, including company policies, training initiatives, and the overall cultural atmosphere of the workplace. Such influences can interact in ways that diminish the significance of leadership styles in the context of gender bias, revealing that workplace gender dynamics are multifaceted and not directly attributable to any single leadership approach.

The results showing non-association align with theories suggesting that transformational, servant, and charismatic leadership styles do not significantly affect gender bias perceptions because these styles prioritize employee development, empowerment, and ethical practices. This could also imply that individuals in leadership positions are focusing on behaviors that foster inclusivity rather than behaviors that reinforce traditional biases. The constructs of these leadership styles aimed at developing high-quality relationships and ensuring fairness may naturally counteract any existing biases in workplace practices or personnel treatment.

**Table 6**  
*Relationship Between Leadership Style and Work-Life Balance*

Intrusion of personal life into work	r-value	p-value	Interpretation
Transactional Leadership Style	-.167**	0.003	Significant
Transformational Leadership Style	-.131*	0.018	Significant
Servant Leadership Style	-.119*	0.033	Significant
Charismatic Leadership Style	0.02	0.718	Not Significant
<b>Intrusion of work into personal life</b>			
Transactional Leadership Style	-.211**	0.000	Highly Significant
Transformational Leadership Style	-.349**	0.000	Highly Significant
Servant Leadership Style	-.386**	0.000	Highly Significant
Charismatic Leadership Style	-.285**	0.000	Highly Significant
<b>Work enhancement by personal life</b>			
Transactional Leadership Style	.309**	0.000	Highly Significant
Transformational Leadership Style	.505**	0.000	Highly Significant
Servant Leadership Style	.525**	0.000	Highly Significant
Charismatic Leadership Style	.511**	0.000	Highly Significant
<b>Personal life enhancement by work</b>			
Transactional Leadership Style	.234**	0.000	Highly Significant
Transformational Leadership Style	.350**	0.000	Highly Significant
Servant Leadership Style	.417**	0.000	Highly Significant
Charismatic Leadership Style	.295**	0.000	Highly Significant

*Legend: Significant at p-value < 0.01*

Table 6 displays the association between leadership style and work-life balance. The results show that intrusion of personal life has negative /significant correlation with transactional leadership ( $r= -0.167$ ), ( $p=0.003$ ) and with transformational leadership ( $r=-0.131$ ), ( $p=0.018$ ) and with servant leadership ( $r=0.119$ ), ( $p= 0.033$ ).

It could be seen in the table that the sub variables. Intrusion of personal life into work and Intrusion of work into personal life have moderate but negative correlation with the three styles of leadership – transactional. Transformational and servant leadership. This could mean that the higher the assessment on leadership style, the lower the assessment on the work-life balance in terms of intrusion of personal life into work and intrusion of work into personal life. This suggests that the more the leader demonstrates the various traits of good leadership whether he is transactional, transformational or a servant leader, the lesser is the tendency of the employees to feel that their work is intruding into their personal life or vice versa. This is indicative of a positive work culture where employees become committed, satisfied and motivated to work because of the exemplary leadership of their managers. Such a positive work environment may lead employees exactly to a point where they work tirelessly seeing no separation between their work inside the organization and their personal affairs and private lives at home. On a not so positive note, It could also be that the leaders are more preoccupied with attaining the goals set by the organization and in the process they tend to put pressure on the employees thereby making the employees so focused in their work finding joy and fulfillment especially when they are rewarded for their good performance. It is also noted that the use of servant leadership approach in the hotel industry particularly in the Central Luzon region where the hospitality business thrives a long way can be very useful in the development of a business culture that recognizes personal lives while transformational leadership creates a positive organizational culture that improves the health of the employee.

On the other hand, the sub variables - work enhancement by personal life and personal enhancement by work obtained highly significant positive moderate to substantial correlation with all styles of leadership, the strongest relationship being with servant management style ( $r=.525$ ,  $p=0.000$ ) which indicates that of all the leadership styles, servant leadership style tends to enhance the employee’s performance in the organization. This could mean that as the supervisors practice servant leadership they tend to look after the private lives of their employees. This finding recognizes the importance of good organizational culture in the business, especially in the hospitality industry especially the hotel industry where staff performance is equivalent to hotel services to its customers. Similarly, transformational leadership supports this view by attending to the maturity of the employee and enhancing work performance ( $r=0.505$ ), ( $p=0.000$ ).

In terms of personal life enhancement by work, the identified leadership styles support the constructive effects of characteristics of personal life enhancement by work. For instance, the transactional style posts a  $r=-0.234$  correlation, transformational leadership registered  $r=0.350$ , servant leadership has  $r=0.417$ , and charismatic leadership posted it at  $r=0.295$ , ( $p$ -value = 0.000). These findings imply that hotel management that incorporates the employees’ input into work practice enhances the quality of the work environment, hence enhancing the employees’ personal life and eventually increasing performance gains.

**Table 7**  
*Proposed Strategic Plan for Enhanced Worklife Balance*

Key Result Area/ Objectives	Strategies/ Activities/ Programs	Key Performance Indicators	Target	Timelin e	Persons Responsible
<i>Strategic Goal No.1: Enhanced leadership Styles of Top, Middle and Lower Management among Hotels in Central Luzon</i>					
KRA 1: To focus on the enhancement of employees' skills and capabilities, promoting a culture of continuous improvement and innovation in hotel operations.	1. Implement a "Performance-Based Rewards Program" with defined criteria for rewards, such as bonuses or incentives for top performers.	Percentage of employees who understand reward criteria; frequency of rewards distributed.	90% of employees report understanding the rewards system; rewards distributed quarterly.	Within Q1	HR Manager, Department Heads
	2. Develop a points-based recognition system where employees earn points for excellent performance that can be redeemed for various rewards.	Employee engagement with the points system; redemption rates for rewards.	80% of eligible employees participate in the program.	Within Q1	HR, Rewards Coordinator
KRA 2: To emphasize achieving operational targets, ensuring high levels of productivity and adherence to	1. Establish a mentorship program that pairs employees with experienced leaders who can guide career planning and skill development.	Number of mentorship pairings; employee feedback on mentorship effectiveness.	75% of employees interested in career growth paired with a mentor.	Within Q1	HR, Mentorship Coordinator

standards through reward-based performance systems.	2. Conduct annual career development workshops to help employees set career goals, develop action plans, and identify skill gaps.	Attendance and satisfaction rates; self-reported career planning improvement.	80% of attendees report better career planning skills.	Within Q1-Q2	HR Training Team
KRA 3: To prioritize initiatives that improve employee satisfaction, well-being, and engagement, promoting a supportive and collaborative work environment.	1. Provide "Servant Leadership Training" for managers, focusing on active listening, empathy, and open communication skills.	Percentage of managers trained; improvement in employee satisfaction with leadership.	100% of managers complete training; 85% positive feedback from employees.	Within Q1-Q2	HR Training Team
	2. Develop individual check-ins between managers and employees, focusing on personal goals, values, and well-being.	Completion rate of check-ins; positive feedback on supportiveness of leaders.	90% of employees report supportive, meaningful discussions with managers.	Within Q1-Q2	Managers, HR
KRA 4: To strengthen employee enthusiasm and customer interactions, building a motivated workforce that positively impacts guest experiences and brand loyalty.	1. Launch an "Individual Development Plan" (IDP) program where employees work with managers to identify and pursue personal and professional growth goals.	Percentage of employees with completed IDPs; progress on individual development goals.	90% of employees have an IDP; 75% report progress on development goals.	Within Q1-Q2	HR Manager, Department Heads
	2. Offer personal development workshops on soft skills, such as communication, resilience, and emotional intelligence, to support overall growth.	Attendance and satisfaction rates for workshops; improvement in self-reported personal skills.	80% attendance and 85% positive feedback on workshops.	Within Q1-Q3	HR Training Team

*Strategic Goal No. 2: Enhanced Gender Equality Among Hotels in Central Luzon*

KRA 1: Focus on eliminating gender bias in the workplace through leadership initiatives that encourage a culture of equality, diversity, and inclusion in hotel operations	1. Conduct gender bias training for hiring managers and recruiters.	Completion rate of training; feedback on improved awareness of gender bias.	100% of hiring staff trained on gender-inclusive practices.	Within first quarter (Q1)	HR Manager, HR Department
	2. Implement a gender-blind screening process (removing names, gender markers from resumes).	Percentage of resumes processed with gender-blind screening; increase in female candidate interviews.	50% increase in female applicants progressing to interviews.	Within Q1-Q2	HR Team, Recruitment Lead
KRA 2: Establish systems that ensure equal opportunities for career growth, performance appraisals, and advancement based on merit, irrespective of gender.	1. Set gender diversity hiring goals for each department.	Monthly review of hiring ratios by gender.	50% of new hires across departments are female.	Within one year	Department Heads, HR Manager
	2. Develop partnerships with women-focused professional organizations for talent pipeline support.	Number of partnerships established; percentage of candidates referred.	3 partnerships leading to 20% increase in female applications.	Within Q1-Q2	Talent Acquisition Team, Partnership Coordinator
KRA 3: Ensure gender-balanced representation in various departments and leadership positions, addressing gender disparities in workforce allocation and career progression.	1. Launch a career development and leadership training program tailored for LGBTQ+ and women employees.	Number of participants; feedback on program relevance and impact.	50% of LGBTQ+ and women employees enrolled by end of program cycle.	Within Q1-Q3	HR Training Team
	2. Establish mentorship programs with senior leaders for LGBTQ+ and women employees.	Number of mentorship pairings; satisfaction and career progress feedback from mentees.	75% of program participants report career growth.	Within one year	Mentorship Program Coordinator, Senior Managers

*Strategic Goal No. 3: Enhanced Work-life Balance of Hotel Employees in Central Luzon*

KRA 1: Work-Life Boundary Management	1. Establish an employee wellness program that includes access to physical fitness sessions, health resources, and relaxation activities.	Participation rate in wellness program; reduction in reports of physical fatigue.	60% of employees participate and report improved physical well-being.	Within Q1-Q3	Wellness Program Coordinator, HR
	2. Offer periodic "mental health and recharge" days to allow employees extra time for rest and self-care.	Usage rate of recharge days; feedback on effectiveness in managing role overload fatigue.	90% of eligible employees utilize recharge days at least once per quarter.	Within Q1	HR Manager, Executive Team

## Leadership styles on gender equality & work-life balance among hotels in Central Luzon: Basis of strategic plan

KRA 2: Support for Work-Life Balance	1. Launch an Employee Assistance Program (EAP) offering confidential counseling and support for personal issues.	Utilization rate of EAP services; feedback on program effectiveness.	60% of employees aware of and satisfied with EAP support.	Within Q1	HR, EAP Coordinator
	2. Set up a peer support network where employees can share experiences and coping strategies.	Number of peer sessions held; self-reported stress reduction among participants.	50% of participants report a positive impact on personal well-being.	Within Q1-Q3	HR, Peer Support Leaders
KRA 3: Work-Life Synergy	1. Introduce "Family Engagement Days" where employees can involve their families in workplace activities or events.	Number of events held; feedback from employees and their families.	Host 3 family events per year with 80% positive feedback.	Within the year	HR Manager, Event Coordinator
	2. Provide family-oriented benefits, such as childcare support, family wellness programs, and parental leave.	Employee utilization of benefits; increase in reported job satisfaction and family enjoyment.	70% of eligible employees utilize family benefits.	Within Q1	HR Manager, Department Heads
KRA 4: Positive Work Impact on Personal Life	1. Develop a "Family-Friendly Policy" that encourages reasonable hours, limits overtime, and restricts after-hours communication unless urgent.	Reduction in after-hours communication; increase in reported work-life satisfaction.	70% of employees report reduced interference with family responsibilities.	Within Q1	HR Manager, Department Heads
	2. Establish a punctuality recognition program to reward employees who consistently adhere to scheduled hours, encouraging a culture of respect for time.	Number of employees recognized; improvement in punctuality metrics.	Recognize top 10% punctual employees each quarter; 20% improvement in punctuality rates.	Within Q1-Q2	HR, Department Supervisors

#### 4. Conclusions and recommendations

Hotel employees of DOT-accredited hotels in Central Luzon appreciate the various leadership styles of their managers especially the transactional and servant leadership demonstrated by their managers giving positive feedback whenever employees perform well and encouraging them to develop themselves using their talents to the best of their ability. The employees in DOT-accredited hotels in Central Luzon believe that the hotel businesses in Central Luzon demonstrate a good attitude toward gender equality mainly in terms of corporate promotions, and retirement issues among their employees. However, employees feel that there is bias in allocating work with women and LGBTQ individuals being employed mostly at operational levels. Despite the inherent stress of the hospitality industry, the employees in DOT-accredited hotels in Central Luzon find that their work significantly enhances their personal lives, contributing to a sense of accomplishment and identity. Their work experiences enable them to earn an income, build professional relationships, and develop valuable skills. Additionally, their professional roles offer opportunities for self-fulfillment, making them better equipped to handle the challenges of their work. Transactional leadership tends to be more related with gender equality specifically on creating a work environment that is gender-biased, while servant leadership tends to be more associated with positive appraisal and growth of employees. The more transactional the hotel managers are, the more evident is the bias in allocating task or division of labor. Moreover, the leadership styles employed by the hotel managers in terms of transactional, transformational and servant leadership significantly influence the work life balance of the employees. A strategic plan has been carefully crafted based on the result of the study to enhance the work life balance of the hotel employees through enhanced leadership styles of the hotel managers and enhanced gender equality in the DOT-accredited hotels in Central Luzon.

Hotel management in Central Luzon may craft, develop, and implement gender-neutral job policies which will ensure the focus on skills and qualifications rather than stereotypical roles. To aid the employees' well-being after their working hours and rest days, the hotel owners and management in Central Luzon may implement a "No After-Work Communication Policy". The parameters of this policy should be clearly defined and disseminated to all managers and employees to prevent work-related communications during rest days. Hotel leaders and managers in Central Luzon may enhance better their leadership styles where they can use other cooperative and supportive behaviors, demonstrate more interaction with employees, and encourage relationship

and commitment among the employees. The Department of Tourism may use the outcome of this study as a reference to create programs in support to DOT-accredited hotel establishments in the entire Central Luzon regarding gender equality, work-life balance among hotel employees, and leadership styles among leaders and managers. Future researchers may replicate this study using other variables that might bear relevance on gender equality, work-life balance among hotel employees, and leadership styles among leaders and managers. This will help them further enhance and nurture their knowledge in the field of hotel industry.

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