



The Impact of Transformational Leadership on Front Office Employees' Satisfaction and Organisational Commitment

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Abstract

The purpose of this study is to investigate the impact of the transformational leadership style on job satisfaction and organisational commitment. It was proposed that a transformational leadership style was a significant predictor of front office employees' satisfaction and organisational commitment. A quantitative approach was used by using a survey tool to gather data from front office employees in four and five-star hotels in Cairo. A stratified random sample of 18 hotels (300 employees) was selected, representing 33.3% of the 54 hotels' population, giving a response rate of 60.3% (181 employees). A series of regression analyses were conducted to examine the direct impact of transformational leadership on employee satisfaction and organisational commitment. The current study findings revealed that the transformational leadership style revealed a significant and positive impact of transformational leadership on job satisfaction and organisational commitment. The study finally presented implications such as designing suitable curricula for academe, the application of transformational leadership for hotel management, transformational behaviours that could be incorporated into the training courses for human resource management, and making comprehensive plans to assist hospitality operations to obtain capable and professional leaders for concerned authorities. Several limitations could be future research topics.

Keywords: Transformational Leadership, Job Satisfaction, Organisational Commitment, Front Office Employees, and Charisma.

1. Introduction

One of the most intriguing fields in management is leadership. Today's leadership has become more significant and plays a vital role, primarily due to globalization, technological advances, and worldwide economic crises, pandemics, and competition that have put the hospitality industry in an

uncertain and unpredictable environment (Sulasmı et al., 2020). Transformational leadership has attracted the attention of companies as a leadership style that can generate a high level of organizational performance (Rawashdeh et al., 2021).

Because of the nature of a dynamic, changing environment, competitive challenges, and increasing guest demands, change-oriented or

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transformational leadership may be required (Figueiredo and Sousa, 2016, Ratina, Indradewa, and Syah, 2021), which can increase trust in a learning work environment by implementing a knowledge management application (Fathy, 2021), which is being developed to increase employee satisfaction based on charisma and empowerment (Naipaul and Wang, 2009).

Hospitality operations suffer from some deficiencies and challenges regarding managing and inspiring employees to provide excellent service. Because human resources in the hospitality industry are motivated in different ways, such as training, productivity, job satisfaction, commitment, etc., problems with these issues can have a negative impact on the hospitality business. On the other hand, higher levels of job stress in the hospitality industry lead to a negative impact on employee motivation and productivity due to burnout. Also, the existing types of leadership styles do not promote an organisational commitment to the firm's objectives by the human resources (Rua and Araújo, 2016). This study seeks to discuss the relationship between transformational leadership and employee performance components such as job satisfaction and organizational commitment. This study seeks to assess supervisors' transformational leadership behaviors, as perceived by employees, and to analyse how transformational leadership behaviours affect employees' satisfaction and organisational commitment. The overall aim can be detailed in the following and specific objectives. The first objective is to study the implementation of transformational leadership in front office departments in four- and five-star hotels in Cairo. A second objective is to explore the perception of transformational leadership and its direct effect on job satisfaction and organisational commitment among front-office employees. Also, it is valuable to present

constructive implications to hotel management and academia to implement transformational leadership in the hospitality industry in Egypt to improve the performance of front-office employees to enhance the hotel industry's performance. Finally, helping researchers decide on possible future studies and practitioners as a first step to overcoming the research gap concerning the transformational leadership style in the hospitality industry.

2. Literature Review

2.1 Transformational Leadership

The terms "charismatic" and "transformational" leadership are often used interchangeably. Bass (2000) defines transformational leadership as "the role of motivating followers to achieve performance beyond expectations by transforming their attitudes, beliefs, and values". Transformational leadership refers to "the process of influencing major changes in the attitudes and assumptions of organization members and building commitment to the organization's mission or objectives" (Tracey and Hinkin, 1994).

Also, Yukle (2002) defined transformational leadership as "a process used to bring together and empower individuals to pursue an organization's objectives."

Mozhdeh et al. (2011) stated that transformational leadership is effective in current organisations today to perform better in a rapidly changing society that demands better products and services. Larson (2009) also noted that transformational leaders motivate individuals to seek higher levels of performance in the organization's mission and thus achieve satisfaction and exceed expectations. He also stated that transformational leaders also respond to others' needs by aligning their individual objectives, goals, and values with those of the organization.

Transformational leadership behaviour is related to several positive individual and organisational outcomes. Indeed, transformational leadership behavior has been

empirically linked to increased employee satisfaction, performance (Salem, 2013; Dhaliwal, 2008), mitigating stress and burnout (Gill et al. 2006; Dhaliwal, 2008; Salem, 2013), organizational commitment (Dhaliwal, 2008), job satisfaction (Gill et al. 2010; Nazim, Shahid, Anjum, Wali, and Shahid, 2014), and increased extra-role behavior of employees (Dhaliwal, 2008).

Berson and Avolio (2004) found that transformational leadership is positively associated with being a careful listener, careful transmitter, and having an open communication style. Transformational leaders use their communication skills to articulate organisational goals more effectively than other leaders by first aligning their followers around the mission by learning the followers the organization's mission and vision through individualised consideration and then adjusting their messages accordingly to build higher levels of identification between the followers and the mission. When the individual soul is connected to the organization, people become connected to something deeper; they become connected to a desire to contribute to a larger purpose, to feel they are part of a greater whole, a web of connection. (Bono and Judge, 2003).

According to Avolio and Bass (2004), transformational leadership is comprised of four primary dimensions (four I's), including idealised influence, inspirational motivation, individualised consideration, and intellectual stimulation. Idealized influence is exhibited when followers respect and trust their leaders and want to be like them. The leader also tends to put his or her followers' needs before their own. Inspirational motivation is when a leader acts in a way that causes people around him/her to be motivated to work better, usually caused by the leader instilling a sense of work meaning for the follower. Intellectual stimulation is demonstrated when a leader asks questions to try and increase productivity and innovation. Individualized consideration is shown when a leader gives attention to each employee and is concerned with his/her individual needs; the leader is also generally seen as a coach or a mentor.

2.2 Transformational Leaders

Transformational leaders can be described as leaders who broaden and elevate the interests of their followers (Dvir et al. 2002), generate awareness and commitment of individuals to the purpose and mission of the group (Naveded et al. 2011), and motivate them to look beyond their personal interests towards the benefit of the group. (Patiar and Mia, 2009). Transformational leaders inspire subordinates to go beyond their self-interests and to act for the good of their organization by instilling pride among employees in their positions and are willing to go the extra mile. Transformational leaders provide useful feedback to convince followers to exert extra effort and encourage followers to think innovatively about complex problems (Bass and Riggio, 2006; and Gu et al., 2017, Bakker, Hetland, Olsen, and Espevik, 2022).

The four dimensions (I's) of transformational leadership create an environment that promotes the identification of the leader with the followers, promoting individualised attention and emotional appeal. These dimensions have had particular success in motivating employees who, in turn, make better decisions and achieve improved performance (Patiar and Mia, 2009). These dimensions, in addition, have been successfully incorporated into the Multifactor Leadership Questionnaire (MLQ) (Bass, 2000).

2.3 The effects of transformational leadership on job satisfaction

Job satisfaction is one of the subjects commonly studied in organisational behaviour studies since it has a positive effect on organisational effectiveness and efficiency (Saari and Judge, 2004). Thus, the study begins a discussion of job satisfaction by reviewing the relevant literature that reveals various definitions generated from their investigations of job satisfaction. Cetinkanat (2000) indicated job satisfaction as a personal evaluation of job conditions (the job itself, the attitude of the administrator) or the results of the job (wage, job security). Depedri and Pugno (2009) posit that job satisfaction is a positive emotional state resulting from the appraisal of one's job. Although these definitions vary somewhat in content, most agree that job satisfaction is an

affective response to one's job as a whole or particular facets of the job. Job satisfaction stems from the follower's perception that the job provides what he or she values in the work situation (Nguni et al., 2006). In the hospitality industry, job satisfaction helps to ensure that employees will treat customers with the greatest respect. Also, job satisfaction leads to good employee performance, which, in turn, makes them less likely to leave (Arnett et al., 2002). When job satisfaction is examined in the context of transformational leadership, several predictions are suggested. First, transformational leadership might intrinsically foster more job satisfaction given its ability to impart a sense of mission and intellectual stimulation. Also, transformational leaders encourage their followers to take on more responsibility and autonomy. The work tasks would then provide the followers with an increased sense of accomplishment and satisfaction (Emery and Barker, 2007, Razavi, and Aziz, 2017; Boamah, Laschinger, Wong, and Clarke, 2018).

Riaz and Haider's (2009) results show a significant correlation relationship between transformational leadership style and career satisfaction. Supervisors who have a clear vision and facilitate the acceptance of group goals lead towards satisfaction with different parameters associated with their careers.

Transformational leadership is a tool that enhances subordinate satisfaction. Job satisfaction also comes from the ability of workers to have a clear understanding of the goals and objectives of the organisation (Sahibzada et al. 2016). Transformational leadership clarifies the mission, goals, and objectives for employees, which in turn reduces the tension of customer-contact service employees (CCSEs) related to their daily tasks and thus increases their job satisfaction (Dhaliwal, 2008). Naveed et al. (2011) indicate that transformational leadership improves employee job satisfaction by increasing positive employee attitudes and clarifying the role of employees.

Therefore, transformational leadership is significant to enhancing employee satisfaction with the leader through the interaction between

employees, which plays an important role in the satisfaction employees feel at work. That is, positive interaction between employees and their coworkers encourages positive attitudes towards the workplace.

Judge and Piccolo (2004) found transformational leadership had a positive relationship with follower job satisfaction, follower leader satisfaction, follower motivation, leader job performance, group performance, and rated leader effectiveness. Givens and Rogger (2008) have reported that job satisfaction is positively related to transformational leadership. Erkutlu (2008) and Kim, Woo, Uysal, and Kwon, (2018) found that transformational leadership behaviours stimulate organisational commitment and job satisfaction in the hospitality industry.

Subordinates' satisfaction with their supervision in organisations is related to the leadership behaviour used by managers. Loke (2001) concluded that there was a strong positive correlation between all the components of transformational leadership and subordinate satisfaction with supervision.

It was expected to find that front office employees' satisfaction is positively related to transformational leadership behaviours used in first-class hotels. As a result, the following research hypothesis is developed:

H1: The implementation of the transformational leadership style affects job satisfaction of front office employees.

2.4 The Effects of Transformational Leadership on Organisational Commitment.

The definitions of organisational commitment differ based on various viewpoints. Allen and Meyer (1996) defined organisational commitment as "a psychological link between the employee and his or her organisation that makes it less likely that the employee will voluntarily leave the organization". The consequences of organisational commitment include retention, attendance, performance, and job productivity. Employees with a high commitment engage in behaviours that are consistent with organisational objectives and align themselves with organisational norms,

guidelines, and policies. Highly committed employees demonstrate their attachment to the organization by following organizational guidelines and/or by avoiding behaviors that can bring harm to the organization or project a negative image of the company (Mulki et al., 2006).

Shim, Jo, and Hoover (2015) noted that the power of transformational leadership lies in one's ability to inspire in others the commitment to work toward a common purpose and the ability to carry out the tasks necessary to accomplish shared goals. Also, Naveed et al. (2011) and Kim, Woo, Uysal, and Kwon (2018) stated that transformational leadership positively affects employees' job satisfaction and organizational commitment.

Piccolo and Colquitt (2006) asserted that by appealing to followers' ideals and values, transformational leaders enhance commitment to a well-articulated vision and inspire followers to develop new ways of thinking about problems. Bass (2000) contends that transformational leaders provide constructive feedback to their followers, convince followers to exert extra effort, and encourage followers to think creatively about complex problems. As a result, followers tend to behave in ways that facilitate high levels of task performance. Walumbwa and Lawler (2003) contend that transformational leaders can motivate and increase their followers' motivation and organisational commitment by getting them to solve problems creatively and also understand their needs. Lo et al. (2009) and Gu et al. (2017) demonstrated that transformational leaders have a more significant and stronger relationship with organizational commitment.

Wu et al. (2006) found that older employees and employees with a longer length of service have a higher degree of organisational commitment. Also, the major subjects, top-level leadership styles, and the locations of the hotels will show significantly different organisational commitments.

It was expected to find that front office employees' commitment is positively related to transformational leadership behaviours used in

first-class hotels. Accordingly, the following research question is formulated:

H 2: The implementation of the transformational leadership style affects on organizational commitment of Front office employees.

3. Methodology

3.1 The Research Sampling Technique:

The population frame was adopted from the Egyptian Hotel Guide, 32nd ed., by the Egyptian Hotel Association in 2012. The chosen population included front office employees in four- and five-star hotels in Cairo. Using the Egyptian Hotel Guide (EHA, 2011), the researcher was able to prepare a list of five-star hotels and four-star hotels in Cairo. Cairo was chosen as the geographical area of the population, since Cairo is the capital of Egypt. The management of four and five-star hotels was more sophisticated and willing to adopt new leadership concepts than lower grades.

Front office employees were chosen since they have more direct accountability for face-to-face customer service, service quality, and customer satisfaction than other departments, can leave an impression of the hotel in the clients' minds, and are thus in need of effective leadership to enhance employees' productivity and performance.

The applied sampling technique was stratified random sampling, since it guarantees that every element in the defined population has a known, independent, and equal chance of being selected as a subject. This sampling design has the least bias, offers the most generalizability and representativeness, and produces a weighted mean that has less variability than the arithmetic mean of a simple random sample of the population (Lohr, 2009; Sardana and Bergstrom, 2011). According to Bryman (2004), stratifying a random sample means stratifying the population by a criterion as it ensures that the resulting sample will be distributed in the same way as the population in terms of the stratifying criterion. Increasing the size of a sample increases the likely precision of a sample; this means that, as the sample size increases, the sampling error decreases. A

stratified random sample of 18 hotels (181 employees) was selected, representing 33.3% of the 54 hotels' population. The questionnaire numbers were distributed to each hotel according to staff numbers.

The total of distributed questionnaires equals 300 questionnaires (189 questionnaires were distributed in five-star hotels and the other 111 questionnaires were distributed in four-star hotels). Of these 300 distributed questionnaires, 181 were returned and valid questionnaires were used to conduct the data analysis (108 questionnaires represented the five-star hotels and 73 questionnaires represented four-star hotels), giving a response rate of 60.3%.

3.2. Data Collection Instrument

Data has been collected using the most commonly used instrument, and it is convenient; the survey research is a useful tool for studying sensitive opinions, attitudes, preferences, and behaviours of front office employees.

3.2.1 Steps in Developing the Questionnaire

At the primary stage of the questionnaire development, a fairly extensive literature review was performed to gather questions relevant to the variables selected in the study. The basic procedures employed in developing the scale for measuring transformational leadership behaviour in four and five-star hotels in Cairo for the purposes of this study followed the procedures recommended by Likert (1967). These survey items were Likert-type items that had the following values: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

The first step was to identify and generate the needed study variables in order to test the study variables outlined earlier. This first step was accomplished through three sources of information: (1) a review of transformational leadership, (2) job satisfaction, and (3) job commitment. The second step was the item generation stage. The ultimate purpose of the item generation stage was to ensure that questionnaire items have content validity and that they capture the specific domain of interest yet contain no extraneous content (Hinkin et al.,

1997). Statements representing each variable were formulated based on the previous step. MLQ-Form 5X is used to assess front office employees' perception of their manager's transformational leadership style. (Avolio and Bass, 2004; Tracey and Hinkin, 1994; Brown, 2008; Gill et al., 2010; and Elazmy, 2006). Section two of the questionnaire was designed to measure the job satisfaction level of front office employees (Items 17–27) in this study based on Lee (2004), Gill et al. (2010), Ekeland (2005), and Dhaliwal (2008). Section three (items 28–39) of the questionnaire was designed to measure front office employees' level of commitment to their organisation in this study based on Lee (2004), Ekeland (2005), Dhaliwal (2008), and Wu et al. (2006).

3.2.2 Testing the Questionnaire

After the final questionnaire form has been developed, it goes through a two-stage pretesting process. The questionnaire was first reviewed and evaluated for clarity and content by a panel of consultants. The sample of academic staff was asked to do the following: (1) complete the survey; (2) record the time it took to complete the questionnaire; (3) identify any ambiguous, confusing, or vague questions; (4) suggest a way to correct the deficiencies; and (5) provide any comments on the attached questionnaire.

The pilot study was conducted to ensure that the survey is well-designed and easily understood by potential respondents as well as to examine the reliability and validity of the survey. In addition, it permits the respondents to add comments or to ask questions regarding the survey instrument and to ensure that all respondents can answer every question (Dillman, 2000). Any shortcomings can be addressed and corrected before a significant amount of effort and resources are expended. The questionnaire was piloted by a sample of survey respondents. These respondents were 20 front office employees in a four- and five-star hotel.

4. Findings

The present research utilised descriptive and inferential analysis of the data, using the

Statistical Package for Social Science (SPSS), Version 19, to test the research hypotheses. The research hypotheses were tested by Simple Regression analyses for testing the direct effect of transformational leadership on employees' satisfaction and organizational commitment.

4.1 Reliability and Validity

Table (1) illustrates reliability statistics for all study variables.

Table 1: Reliability and Validity Statistics for All Study Variables

Study Variables	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	Validity
Transformational Leadership	0.836	0.872	0.934
Job Satisfaction	0.832		
Organization Commitment	0.831		

Cronbach's alpha was applied to measure reliability which ranged from 0.872 to 0.921. The reliability alpha for all studied items indicated a satisfactory level, as they were well above the cut point 0.70, recommended by Nunnally (1978). On the other hand, the root square of cronbach's alpha was applied to measure the validity of all study variables which ranged from 0.934 to 0.960. These results mean that the correlation between the factors and the variables was high and the validity supported the results was more than 60% as a minimum acceptable target.

4.2 Testing the Hypotheses

4.2.1 Transformational Leadership Affects Job Satisfaction

Table (2) shows the statistical test by using simple regression revealed a significant and strong positive relationship between transformational leadership and job satisfaction.

R ² = 0.577; SEE= 0.52504; F= 244.350; ANOVA's Test sig.=0.00					
Regression Equation JS= .170+.0833TFL					
H0= rejected; H1=accepted					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.170	.217		.783	.435
TFL	.833	.053	.760	15.632	.000***

Table 2: Regression Coefficients^{a, b}.

*p < .05. **p < .01. ***p < .001

a. Dependent Variable: JS= Job Satisfaction.

b. Independent variable: TFL=Transformational Leadership.

SEE= Standard Errors of the Estimate.

The findings that are presented in tables (2) supported the acceptance of this hypothesis as it recorded that around 57.7% (R² = 0.577) indicates that 57.7 percent of the observed variability in the degree of perceived job satisfaction is explained by the degree of perceived transformational leadership implementation. Evaluation of the Beta coefficients (β = .760, p < 0, 01) indicated that transformational leadership style was a significant predictor of satisfaction of front office employees and positively correlated with it.

On the other word, that is the increment in the job satisfaction degree of front office employees is related to improvement in the degree of perceived transformational leadership. Thus, the increment in the job satisfaction degree of front office employees is a function of the degree of perceived transformational leadership. Thus, H 1 is accepted.

The result in tables (2) was significantly proven that *transformational leadership behavior*

affected positively to job satisfaction. On the other hand, transformational leadership has a significantly positive effect on the level of overall job satisfaction. Moreover, there is a strong positive correlation magnitude that might have been attributable to that front office manager aware of the transformational leadership implementation significant to employee's satisfaction.

4.2.2 Transformational Leadership Affects Organizational Commitment

Table (3) shows the statistical test by using simple regression revealed a significant and strong positive relationship between transformational leadership and organizational commitment.

Table 3: Regression Coefficients^{a, b}

R ² = 0.399; SEE= 0.50240; F= 118.673; ANOVA's Test sig.=0.00					
Regression Equation OC= 1.504 +0.556TFL					
H0= rejected; H1=accepted					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.504	.207		7.254	.000
TFL	.556	.051	.631	10.894	.000***

*p < .05. **p < .01. ***p < .001

a. Dependent Variable: OC= Organizational commitment.

b. Independent variable: TFL=Transformational Leadership.

SEE= Standard Errors of the Estimate.

The findings that are presented in tables (4.14) supported the acceptance of this hypothesis as it recorded that around 39.9% (R² = 0. 399) indicates that 39.9 percent of the observed variability in the degree of perceived organizational commitment is explained by the degree of perceived transformational leadership implementation. Evaluation of the Beta coefficients ($\beta = .631$, $p < 0, 01$) indicated that transformational leadership style was a

significant predictor of front office employees' commitment and positively correlated with it.

On the other word, that is the increment in the organizational commitment degree of front office employees is related to improvement in the degree of perceived transformational leadership. Thus, the increment in the organizational commitment degree of Front office employees is a function of the degree of perceived transformational leadership. Thus, the null hypothesis can be rejected and the alternative hypothesis can be accepted. Hence, H 1B is accepted in this study.

The result in table (3) was significantly proven that transformational leadership behavior is affected positively on organizational commitment. On the other hand, transformational leadership has a significantly positive effect on the level of overall organizational commitment. Moreover, there is a strong positive correlation magnitude that might have been attributable to that front office managers' awareness of the significance of transformational leadership implementation to employees' commitment to hospitality operations.

5. Discussion

The results of this study provided strong support for previous studies investigating the impact of transformational leadership on job satisfaction. The findings clearly showed an influence on front office employees' job satisfaction. Transformational leadership directly influences job satisfaction. Yousef (2000) indicated that subordinates' satisfaction with their supervision in organisations is related to the leadership behaviour used by managers. Bass and Avolio (1994) found that all components of transformational leadership were related to subordinate work satisfaction. In a similar vein, Salem (2013) asserted that there was a strong positive relationship between all the components of transformational

leadership and employee satisfaction, which enhances productivity and performance. Furthermore, he admitted that the positive relationship between transformational leadership and job satisfaction is weaker among front-of-house employees than among back-of-house employees.

Hinkin and Tracey (1994) suggested that major changes in the environment of hospitality businesses, the nature of face-to-face interaction of front office employees, and personalised service raise the levels of stress among employees, thereby leading to dissatisfaction. Therefore, managers need to utilise an effective leadership style, advocate management for adaptation through the use of transformational leadership, meet a subordinate's readiness to accomplish tasks, and increase their satisfaction as a result of high performance and innovation (Wu, Tsai, Fey, and Wu, 2006). However, it allows managers to holistically examine their organization, use vision to recognise what changes are required and manage those changes to fit with the organization's environment, and use empowerment approaches. The findings of this study supported the critical role of transformational leadership as a better predictor of job satisfaction as transformational leadership is capable of achieving job satisfaction in the changing hospitality environment (Tracey and Hinkin, 1996), which is consistent with the present study.

These findings are consistent with previous research conducted by Gill et al. (2010) that suggests that transformational leadership and empowerment affect job satisfaction among Indian restaurant employees. The results showed that transformational leadership and empowerment impact job satisfaction at their places of work. Positive relationships between employee perceptions of transformational leadership used by managers and employee perceptions of job satisfaction were found.

Also, employee perceived empowerment and employee perceived job satisfaction were found. As previously stated in literature and empirical studies, this result is in agreement with other previous studies which assure that transformational leadership is strongly and positively related to employees' satisfaction, such as a study conducted by Bono and Judge (2003) (Bass and Avolio, 1990, 1994, 1997; Northouse, 2001; Yousef, 2000; Bass, 1999; Tracey and Hinkin, 1996; Dvir et al., 2002). Employees who are working for transformational leaders have higher levels of job satisfaction. This finding is valuable because it shows that transformational leadership, which is a modern concept in the subject of leadership, is liked by the employees of the organizations, which leads to enhancement of productivity and performance (Fatima et al., 2010).

The findings of this study are consistent with the findings of Salem (2013). He theorised that transformational leadership improves employee commitment to their operations by giving group members strong emotional motivation. The findings clearly showed a transformational leadership effect on front office employees' commitment to hotels. In a similar vein, Fatima et al. (2010) asserted that subordinates' commitment to the organisation is related to the transformational leadership behaviour used by managers, which enhances productivity and performance.

Moreover, the findings of the present study support the previous research which has shown that transformational leadership has an impact on the organisational commitment of employees, which leads to improved productivity (Northouse, 2001; Avolio, 1999; Tracey and Hinkin, 1996; Dvir et al., 2002; Testa, 2002).

Erkutlu (2008) stated that if subordinates perceive their managers as change agents who are good role models, who can create and

articulate a clear vision for an organization, who empower subordinates to achieve higher standards, who act in ways that make others want to trust them, and who give meaning to organisational life, it may increase their satisfaction and organisational commitment. The ideal front office manager can make employees perceive him as a good role model who uses a transformational leadership style to manage front office employees.

According to Mathieu and Zajac (1990), if organisational commitment is intact, then there will be relatively no turnover. Employees with a sense of organizational commitment are less likely to engage in withdrawal behavior and more willing to accept change (Mathieu and Zajac 1990).

The power of transformational leadership lies in one's ability to inspire in others the commitment to work toward a common purpose and the ability to carry out the tasks necessary to accomplish shared goals (Leithwood and Duke, 1999). There is a transcendence of self-interest by both followers and leaders. They have a higher level of personal commitment to the goals of the organization. The outcomes are extra effort and greater productivity and performance.

Moreover, if the front office employees have trust and confidence in their managers and their experience, the results are far more likely to be committed to hotels (price, 1997) as consistent with the current study.

6. Conclusion

If a hotel wants to succeed in a rapidly changing business environment, managers should use transformational leadership behaviors. Because environmental uncertainty threatens an organization's effectiveness, managers will try to minimise it. One way to reduce environmental uncertainty is through trust, respect, and responsibilities delegation and employees' participation in hotel affairs, as in

the transformational leadership approach. Moreover, job dissatisfaction negatively impacts how front-office employees treat their customers. It is imperative to explore all potential human resource management practises that may improve job satisfaction. Also, the importance of front office employees to excellent hotel service cannot be overstated; they interact directly with the guests, can leave an impression of the hotel in the clients' minds, and affect service quality and customer satisfaction, all of which are keys to strong performance.

Thus, the front office managers need to use transformational leadership, which results in satisfied front office employees, thereby conveying their satisfaction to the guest through excellent treatment and great respect for the guest, and to the hotel by performing their tasks better and enhancing productivity and performance, which will lead the hotel towards success.

Also, the present study has demonstrated that transformational leaders have a more significant and stronger relationship with organisational commitment. This is consistent with previous studies by Lo et al. (2009) who elucidated that leaders who exhibit transformational leadership styles are more effective in achieving significantly higher commitment levels, which leads to improved performance and productivity. This implies that the front office manager who implies transformational leadership will enhance the level of organizational commitment of the front office employees.

The ultimate objective of this study is to develop policies, processes, and practises that create appreciative, moral, creative, and effective leadership that motivates employees to be more productive, creative, committed to work, and satisfied with their jobs. Thus, the author provides implications and future research limitations, which is an essential step

for hospitality companies that are striving to implement transformational leadership.

7. Implications

The results can be very useful for front office managers attempting to identify various variables and elements that may provide an opportunity to increase the effectiveness of their employees. Thus, the current study offers a significant practical implication for the hospitality industry. The hospitality industry can use the findings of the research presented in this study to increase the awareness of their managers and familiarise them with the different leadership styles. Managers in a hospitality organisation should try to use transformational leadership behaviours by:

- Create a vision, giving followers a sense of identity and meaning within the organization.
- Articulate a compelling vision of the future.
- Talk optimistically about the future.
- Talk enthusiastically about what needs to be accomplished.

The results provide evidence that transformational leadership should be the subject of management training for employees to achieve job satisfaction and loyalty and increase the effectiveness of their performance. In transformational leadership, a leader gives attention to each employee and is concerned with his/her individual needs, which are particularly needed for employees with disabilities (PDWs) (Fathy and Fouad, 2022). The efforts would require specific initiatives geared toward increasing leaders' use of transformational language and imagery. Transformational behaviours could be incorporated into the training courses that new leaders are often required to complete. Also, to examine the significant benefits of KMI and its impact on hotel performance, financial performance, and employee satisfaction (Fathy,

2018) by using the transformational leadership style.

The hotel manager or human resource manager should be concerned with the work and social life balance of hotel front office employees to avoid emotional exhaustion or job satisfaction because, naturally, the hotel job is hard and has high emotional contact between the employee and the guest. The front office hotel employees should have enough relaxation; a flexible work schedule might be a good option. In addition, the hotel manager or human resources manager should think about fostering a good working environment, a friendly atmosphere, and a comfort zone at the workplace.

It is necessary to facilitate cooperation between universities and the hospitality industry. To obtain capable, professional, and stable human resources, academe ought to establish a well-designed practical training program with full professional support, effective education, and work experience to cultivate well-grounded graduates with a strong knowledge of leadership styles in the hospitality industry.

Finally, academicians and industry practitioners can take advantage of the study's findings. For example, Human Resources can raise awareness on means of efficiency and recommend informed strategies to meet the organization's resource capabilities to increase the performance of the organization. Also, human resources can develop regulations, rules, and policies governing managers and supervisors to manage their subordinates according to transformational leadership characteristics (Mathende and Yousefi, 2021).

8. Limitations and Further Research

Future research should expand on the present study's limitations, making additional contributions to the hospitality literature as well as assisting practicing managers in the hotel

industry, thereby enhancing the generalisability of the results.

The present research has drawn responses from front-office employees. Further research attempts should aim at investigating those variables, and others, using a sample of front office managers. This is very important to authenticate the results of this research and to verify that managers' and staff members' visions are the same, test the employees' performance, and that there is a reasonable consensus regarding the application of transformational leadership and related variables and determinants.

Future research should focus on experimental aspects involving implemented transformational leadership programmes and the program's effect on job satisfaction in relation to retention and turnover rate. Also, future research can investigate the mediating role of structural empowerment between transformational leadership and work engagement (Amor et al., 2020; Kelemen et al., 2020). Finally, we can investigate the effects of green transformational leadership on the green performance of restaurant employees (Tosun, Parvez, Bilim, and Yu, 2022) in the Egyptian hospitality industry. Also, we can investigate the attitude of top management to apply environmental practises and encourage their subordinates to share the commitment to environmental practises (Fathy, 2019). Abdel Rassoul and Fathy (2019) stated that the temporary chefs were less committed to food safety than the full-time employees. Thus, future research can investigate the role of transformational leadership to improve the food safety practises of temporary chefs. Finally, future research can be conducted to investigate the relationship between leadership styles and knowledge management (Fathy, 2018). Fathy and Zidan (2020) recommended using appropriate policies and procedures to promote reasonable women's participation in different

management in Egyptian society by involving the glass ceiling beliefs. Thus, future research can investigate the relationship between transformational leadership and glass ceiling beliefs.

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