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The Impact of Transformational Leadership on Quality Management in Four- and Five-Star Hotels in Hurghada City, Egypt

Mohamed T. A. Abdelmawgoud^a Hussien Mohamed Hussien^b
Amira M. A. Mahmoud^c Reham Touni^d

*^{a,b} Assistant Professor, Hotel Management Department, Faculty of Tourism and Hotels, Minia University, Egypt.

*^c Demonstrator, Hotel Management Department, Faculty of Tourism and Hotels, Minia University, Egypt.

*^d Hotel Management Department, Faculty of Tourism and Hotels, Minia University, Egypt.

Keywords

Transformational Leadership, Quality Management, Performance Management, EFQM Enablers, EFQM Results, Four- and Five-Star Hotels.

Abstract

This research aims to measure the impact of transformational leadership on quality management through the European Foundation for Quality Management (EFQM) model in the hotel industry. It explains possible relationships among transformational leadership (TL), EFQM enablers (EE), and EFQM results (ER). Therefore, the research methodology is analytical, the population is the staff of four- and five-star hotels in Hurghada, Egypt, and the sample is a random cluster. As a result, the researchers obtained data from 412 participants. This research revealed that the implementation level of transformational leadership, EFQM enablers, and EFQM results is high. In addition, transformational leadership (TL) is positively correlated with EFQM enablers (EE) and EFQM results (ER). Moreover, EFQM enablers (EE) are positively correlated with EFQM results (ER). The levels of transformational leadership, EFQM enablers, and EFQM results do not significantly differ between four- and five-star hotels. Finally, to support EFQM enablers and improve EFQM results, transformational leadership is considered an essential and continuous technique that must be implemented efficiently. Consequently, hotel managers should use transformational leadership as an effective managerial technique to enhance the level of quality and performance management in the hotel industry.

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1. Introduction

The European Foundation for Quality Management created the EFQM Model, a framework for business excellence. It offers a comprehensive framework that helps businesses of all kinds and in all industries operate better and reach excellence. The foundation of the EFQM Model consists of two main components: results and enablers. The enablers are actions and approaches that an organization employs to accomplish its objectives. Their primary focus is on the operational aspects of the company, encompassing strategy, people, partnerships, and processes. The results are the outcomes achieved by the organization. They reflect what the organization has achieved through its enablers, including organizational performance, employee results, social results, and customer results (EFQM, 2020; Maquieira *et al.*, 2019; Tari *et al.*, 2023).

Maintaining quality is a constant problem for managers in the modern business environment. Thus, it is crucial to comprehend the elements that improve performance and quality management. Under these circumstances, effective leadership is essential to the achievement of quality management (EFQM, 2020; Khalfan *et al.*, 2022). Specifically, transformational leadership (TL) is a crucial leadership style for performance enhancement and is connected to quality management (Teoman & Ulengin, 2018; Chen *et al.*, 2020; Bouranta, 2021). This is because quality management's guiding principles and values align well with the characteristics of transformational leadership. These principles and values encourage employees' ingenuity to bring about innovations and boost performance (Jovicic *et al.*, 2018; Khattak *et al.*, 2020). Accordingly, performance can be predicted by transformational leadership. Jensen *et al.* (2020) noted that not all transformational leadership qualities predict performance, even though numerous studies produced contradictory findings. Comparably, the findings of Van-Asse (2018) and Bouranta (2021) on the effect of transformational leadership on quality management are not entirely consistent. These conflicting findings suggest that it could be worthwhile to carry out more research to see if transformational leadership promotes the growth of quality management practices (QMPs) and improves output. Managers must comprehend the key elements that contribute to better performance (Jensen *et al.*, 2020; Abdallah, 2021). Thus, managers might find a potential route to improve performance by doing an empirical study of these two aspects (quality management and transformation leadership).

Inconclusive results were obtained in some earlier research that experimentally evaluated the links between transformational leadership, quality management, and performance measured by traditional scales (Teoman & Ulengin, 2018; Bouranta, 2021). Nonetheless, there exist superior models (such as the EFQM model) that were not explored in the earlier research. Specifically, enhancing performance and implementing quality management techniques can be achieved through the application of the EFQM model. It implies that more collaborative, less command-and-control, and less hierarchical leadership is needed. Furthermore, it emphasizes how engaging in purpose, vision, and strategy as well as encouraging creativity and innovation in others inspires others and upholds values and standards necessary for success (EFQM, 2020). An interesting observation is that there may be similarities between the traits of the EFQM model and transformational leadership behaviors. Thus, it is critical to conduct an empirical investigation to determine whether transformational leadership and the components of the EFQM model are related. In this regard, Para-Gonzalez *et al.* (2021) examined into the connection between the EFQM outcomes and its enablers. There hasn't been much leadership analysis in this situation.

Prior research (e.g., Laohavichien *et al.*, 2011; Teoman & Ulengin, 2018) examined transformational leadership as a antecedent of quality management methods and several performance metrics, including customer, people, and social results and organizational performance. Conversely, Van-Asse (2018) asserted that there is no connection between quality management techniques and transformational leadership. In addition, prior research also concentrated on examining the connection between EFQM results and enablers. According to Bou-Llusar *et al.*, (2009) and Gomez *et al.*, (2015), transformational leadership behavior is a suitable leadership style to promote the EFQM enablers and results. Hotels and service businesses have received less attention than manufacturing enterprises in this earlier research (Qiu *et al.*, 2019). The hotel business has not seen much research on this subject; nevertheless, Paraschi *et al.* (2019) examined at the connections between EFQM results and enablers in travel agencies. Furthermore, Ruiz-Palomino *et al.* (2019) look into how leadership might enhance hotel performance. New research is required to understand the connection between transformational leadership and quality management, whether it is in the hotel business or other manufacturing sectors (Gomez *et al.*, 2015; Teoman & Ulengin, 2018).

Maquieira *et al.* (2019) demonstrated that while studies on quality management demonstrate the significance of leadership for quality, few studies investigate transformational leadership and quality simultaneously, primarily in the context of the travel and tourism sector and particularly in the case of the hotel industry. They suggested that it would be interesting to broaden the sample in the future to include a variety of respondents, such as managers and staff, as well as hotels in other categories, and other services or subsectors of the tourism industry. As a reaction, Tari *et al.* (2023) investigated into the connections between transformational leadership, EFQM enablers, and EFQM results in Spanish five-star hotels. They claimed that to increase organizational performance as well as customer, employee, and social outcomes, transformational leadership is essential for facilitating the EFQM model's enablers: strategy, people, partnership, and processes. Furthermore, the EFQM model elements can be fostered with an appropriate leadership style: transformative leadership. In addition, their study suggests that managers and staff members should be included as respondents in subsequent research, and transactional leadership should be included to see if this style is likewise connected to EFQM components. Moreover, they recommended expanding the research to other services or other tourism-related subsectors in future studies, to include more hotels, and to retest the EFQM model.

Based on these gaps, the current research addresses the following issue: can transformational leadership encourage the adoption of EFQM enablers and enhance hotel performance?. This research aims to measure the impact of transformational leadership on quality management through EFQM model. So, it investigates possible relationships among transformational leadership (TL), EFQM enablers (EE), and EFQM results (ER) in four- and five-star hotels in Hurghada city, for both managers and employees.

2. Literature Review

2.1. Transformational Leadership

Transformational leadership is the ability to persuade and inspire people to cooperate effectively toward a common objective (Maquieira *et al.*, 2020); it motivates followers to set aside their personal interests in favor of collective objectives (Kim & Park, 2019; Jensen *et al.*, 2020); and a procedure that modifies and alters individuals (Northouse, 2021). Four

dimensions explain how followers can be influenced by transformational leadership: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation (Avolio & Bass, 2004; Lee *et al.*, 2011, Budur, 2020, Jensen *et al.*, 2020, Tari *et al.*, 2023). Specifically, idealized influence or charisma entails setting high standards for the mission and objectives of the team or adopting a charismatic character that garners commendation from staff members (Mohassel *et al.*, 2023). According to Bakti & Hartono (2022), intellectual stimulation entails challenging workers to reconsider long-held ideas and methods as well as examining current issues to find new solutions. Presenting the organization's vision to employees and instilling confidence in their ability to accomplish goals are key components of inspirational motivation (Mohassel *et al.*, 2023). Individualized consideration entails attending to the unique needs and benefits of each employee, meeting their needs, and developing their abilities (Bakti & Hartono, 2022).

According to transformational theory, a leader's vision can motivate their team members to go above and beyond to accomplish corporate objectives. Leadership behaviors (idealized influence, intellectual stimulation, inspirational motivation, and individualized concern) are assumed to change under transformational theory. According to this theory, management techniques and performance may be impacted by the actions of leaders (Chen *et al.*, 2021). Empirically, hotels range from high to very high in terms of transformational leadership implementation. Specifically, there is a high and very high level of transformative leadership (Chukwuba, 2015; Lasrado & Kassem, 2020; Mahdikhani & Yazdani, 2020; Anggiani, 2020; Sürücü *et al.*, 2021). The implementation level of the idealized influence dimension is varied, according to Salem & Kattara (2015) and Metowaly & Shehata (2019); the level is high, and according to Maquieira *et al.*, (2020), the level is very high. Furthermore, there is a significant relationship between inspiration and motivation (Salem & Kattara, 2015; Metowaly & Shehata, 2019; Maquieira *et al.*, 2020). Furthermore, the implementation level of individualized consideration is high according to Metowaly & Shehata (2019), and very high according to Maquieira *et al.*, (2020). Finally, the implementation level of intellectual stimulation is high according to Metowaly & Shehata (2019), and a very high level according to Maquieira *et al.*, (2020).

2.2. Quality Management

The goal of quality management is to reduce errors to almost nothing by pursuing constant improvement in every facet of production. Its numerous dimensions vary according to each organization's goals (Omar, 2017; Maquieira *et al.*, 2020). According to empirical data, the hotel business has a high level of quality management (Mahdikhani & Yazdani, 2020; Al-Ababneh, 2021). For a hotel to be competitive in the industry, quality management (QM) is crucial (Tari *et al.*, 2019). The primary principles of Edward Deming's theory of quality management are represented by the Deming wheel model. It merely streamlines all organizational processes into a cycle of planning, carrying out, reviewing, and improving the process (Faraj *et al.*, 2021). Planning, people, and process are a TQM system's three primary pillars (Oakland, 2003).

The EFQM model provides a comprehensive framework that enhances business operations and leads to performance excellence. In this context, numerous operational and financial aspects impact the level of establishment's performance and results. For instance, several studies have investigated these aspects in hotels and restaurants in Egypt. Specifically, these include the following: time management (Moussa *et al.*, 2015), operational and financial performance indicators (Abdelmawgoud, 2022; Abdelmawgoud *et al.*, 2022), employee performance (Moftah *et al.*, 2023), organizational justice (Abdelsalam

et al., 2023), strategic intelligence (Abdelmawgoud *et al.*, 2023), and sustainable operations (Abdelmawgoud, 2023). After a thorough examination of these factors, these studies came to the conclusion that sustainable practices, financial management, employee management, time management and strategic intelligence are all useful management tools that improve an establishment's performance and results.

In order to assist firms in enhancing their performance, the EFQM Model was created in 2013 and was modified in 2020 (Augustyn *et al.*, 2021). According to Bou-Llugar *et al.* (2009), the model consists of nine dimensions: outcomes factors, which comprise customer, employee, and social results as well as organizational performance, and enabler elements, which include leadership, strategy, people, partnership, and processes. The four outcomes are connected to what organizations have accomplished and are accomplishing for their stakeholders, and the five enabling elements are tied to what organizations undertake to achieve customer, employee, social, and organizational results (Tari *et al.*, 2023). The last version of EFQM model is in 2020, and it contains seven criteria (EFQM, 2020; Fonseca, 2022).

2.3. Transformational Leadership and Quality Management

There are many parallels between quality management and transformational leadership. Both call for a significant emphasis on innovation and a strong commitment from management (Omar, 2017). One of the main goals of quality management, according to the excellence model of EFQM is leadership (EFQM 2013, EFQM 2020). An effective quality management program needs transformational leadership, which is a leadership style related to the improvement of quality management (Laohavichien, 2004; Bouranta, 2020). Hotels can progress in the development of quality management with the help of transformational leadership (Maquieira *et al.*, 2019). The similarities between quality management theory and transformational theory in this context imply that transformational leadership can clarify how leaders' actions impact performance and quality improvement. Furthermore, given that the transformational theory of leadership supports the conceptual model suggesting that transformational leadership might influence EFQM enablers and outcomes, EFQM leadership may resemble a transformational style (Chen *et al.*, 2021).

2.3.1 Transformational Leadership and EFQM Enablers

Building quality management requires leadership (Bayo-Moriones *et al.*, 2010; Doeleman *et al.*, 2014; EFQM, 2020). Particularly, strategy, people, partnerships, and processes - all of which are EFQM enablers- are positively impacted by leadership (Heras-Saizarbitoria *et al.*, 2012; Gomez *et al.*, 2015; Paraschi *et al.*, 2019; Para-Gonzalez *et al.*, 2021). According to Gomez *et al.* (2015), Paraschi *et al.* (2019), Ruiz-Palomino *et al.* (2019), and Para-Gonzalez *et al.* (2021), leadership promotes the growth of people management. When a leader practices transformational leadership, they instill in their team members a strong sense of the organization's growth prospects, thereby promoting critical thinking and inspiring improved performance (Bass, 1999). Moreover, quality can be enhanced when a leader establishes objectives, goals, and procedures to meet the needs of customers and other stakeholders. This implies that the creation of strategy (such as vision and objectives) can be influenced by transformational leadership. Consequently, research indicates that transformational leadership has a favorable effect on strategy by facilitating the execution of the vision and objectives (Paraschi *et al.*, 2019; Calvo-Mora *et al.*, 2020; Para-Gonzalez *et al.*, 2021). This suggests that transformational leadership contributes to the improvement of people management practices that align well with quality management

(QM). This is because leaders foster communication, employee involvement in improvement initiatives, and acknowledgment of their work (Kim *et al.*, 2012; Flynn *et al.*, 1995). This theory suggests that in a QM setting, transformative leadership can help with people management. Certain studies on EFQM demonstrated that partnership and leadership are related (Heras-Saizarbitoria *et al.*, 2012; Paraschi *et al.*, 2019; Calvo-Mora *et al.*, 2020).

Transformational leaders manage partnerships by encouraging employees and other stakeholders to participate in finding solutions to issues (Bass *et al.*, 2003). When organizations build partnerships with their partners that benefit both parties, they operate more effectively. To carry out their goals and strategies, leaders thus uphold cordial relationships and knowledge-sharing with their partners (EFQM, 2020). Partnership management can be facilitated by transformative leadership. In terms of processes and leadership, teamwork and employee suggestions for process improvement are facilitated by leadership in a quality management setting (Bayo-Moriones *et al.*, 2010). Process management is therefore made easier in a quality management setting by leadership (Kim *et al.*, 2012; Calvo-Mora *et al.*, 2020). In addition to facilitating process improvement, a transformational leader encourages teamwork and learning. In other words, a transformational leader can impact process improvement by assisting staff members in exceeding the minimal standards set by the organization. This suggests that process change is facilitated by transformational leaders (Laohavichien *et al.*, 2011). Conversely, van-Assen (2018) asserted that there is no connection between quality management techniques and transformational leadership. According to Tari *et al.* (2023), transformational leadership plays a crucial role in enabling the EFQM model's enablers, which include strategy, people, partnerships, and processes. Based on review, most researchers stated that there may be a favorable correlation between the development of EFQM enablers and transformative leadership. Consequently, the review to propose the following hypothesis:

H1. There is a positive correlation between transformational leadership and EFQM enablers

2.3.2 Transformational Leadership and EFQM Results:

Mixed findings emerge from the association between performance and transformational leadership (Jensen *et al.*, 2020). Particularly, social outcomes, organizational performance (Chen *et al.*, 2021), customer satisfaction (Cavazotte *et al.*, 2020), employee well-being (Parr *et al.*, 2013) are all impacted by leadership style. This is because leaders inspire their team members to strive for excellence and align their efforts to meet performance standards (inspirational motivation), give a sense of purpose and communicate vision and values (idealized influence), support their team members' pursuit of growth and problem-solving (intellectual stimulation), and attend to their needs on an individual basis (individualized consideration). Consequently, several performance metrics may have a favorable relationship with these dimensions (Bass, 1999; Jensen *et al.*, 2020). According to transformational leadership theory, transformational leadership skills encourage and motivate workers to go above and beyond expectations with their actions and results, which in turn foster performance (Bass, 1999).

Transformational leaders inspire their team members, give them confidence, and acknowledge their contributions. Employee results are improved as a result of this, since workers report feeling more satisfied with their work (Buil *et al.*, 2019). In the context of quality management, leaders inspire employees, and inspired employees contribute to better

quality performance (Chang *et al.*, 2021), which enhances customer outcomes (such as their satisfaction). Paraschi *et al.*, (2019) and Ruiz-Palomino *et al.*, (2019) suggests that promote employee participation (for example, through cross-functional teams and quality circles) could enhance the outcomes. According to Calvo-Mora *et al.* (2020), leadership can therefore have a favorable impact on EFQM (customer, employee, organizational, and social outcomes). According to Khithan *et al.*, (2022), effective leadership is crucial for both performance enhancement and quality control. It is therefore anticipated that transformational leadership will have an impact on several performance metrics, including organizational performance, customer, employee, and social results (Son *et al.*, 2020; Chen *et al.*, 2021). According to Tari *et al.*, (2023), transformational leadership has a crucial role in enabling the outcomes of the EFQM model, including customer, employee, social, and organizational performance. This concept raises the possibility of putting out the following hypothesis.

H2. There is a positive correlation between transformational leadership and EFQM results.

2.3.3 Enablers and Results of EFQM Model

Prior research demonstrated that the EFQM results (such as customer, employee, social, and organizational performance) and enablers (such as strategy, people, partnership, and processes) assist organizations in achieving their goals and strategies (Heras-Saizarbitoria *et al.*, 2012; Doeleman *et al.*, 2014; Kafetzopoulos *et al.*, 2019; Rahman *et al.*, 2019; Calvo-Mora *et al.*, 2020; Liu *et al.*, 2021). Planning therefore has a direct bearing on outcomes, suggesting that strategy influences the various EFQM model outcomes favorably (Gomez *et al.*, 2015). In a same vein, numerous studies demonstrate a connection between EFQM results and employee management (Uppal, 2021). As an excellent effort from the staff improves customer results (Prayag *et al.*, 2019), happier employees might, for example, establish positive attitudes toward the strategies and policies of the firm (Li & Hung, 2009). This can improve employee results (for example, satisfaction). Accordingly, successful personnel management can ensure the system of continuous development (Sanchez-Ruiz *et al.*, 2022) and have favorable effects on clients, staff, social outcomes, and the performance of the company (Bou-Llusar *et al.*, 2009; Doeleman *et al.*, 2014; Para-Gonzalez *et al.*, 2021).

According to some earlier research, partnerships and EFQM results are positively correlated. In addition, effective process management has a beneficial relationship with the outcomes for customers, employees, and society as well as organizational success (Gomez *et al.*, 2015). This is because, according to Doeleman *et al.* (2014), process management makes it easier to follow up in order to evaluate and enhance work processes in an effort to improve outcomes. According to this review, companies can improve their performance by putting the EFQM model's enablers into practice (Bou-Llusar *et al.*, 2009; Kafetzopoulos *et al.*, 2019). This concept implies that the following hypothesis may be proposed:

H3. There is a positive correlation between EFQM Enablers and EFQM results.

3. Methodology

This research aims to measure the impact of transformational leadership on quality management through the EFQM model in the hotel industry. In particular, it investigates possible relationships among transformational leadership (TL), EFQM enablers (EE), and

EFQM results (ER). The population of this research is the staff (both managers and employees) of four- and five-star hotels in Hurghada City in Egypt, so the research methodology is analytical. Specifically, Hurghada was chosen for this study due to its popularity as a tourist destination in Egypt. Prior studies have concentrated on hotels in various categories; however, there is a dearth of studies on quality management and leadership in four- and five-star hotels. Furthermore, four- and five-star hotels could provide better service than establishments in lower categories, which could encourage them to use quality management techniques. For this reason, the random cluster sampling approach served as the foundation for this research. According to the Egyptian Tourism & Antiquities Ministry (2023), there are 18352 persons (both managers and employees) working in four- and five-star hotels together. To calculate the sample size, the researchers used Stephan Thompson's equation for the limited population. As a result, the Thompson equation indicates that the sample size is 377 as follows:

$$n = \frac{N \times P(1 - P)}{[N - 1 \times (d^2 \div z^2)] + P(1 - P)}$$

$$n = \frac{18352 \times 0.5(1-0.5)}{[18352 - 1 \times (0.0025 \div 3.8416)] + 0.5(1-0.5)} = 377$$

Where:

p = Probability of achieving the studied characteristic in the population (0.5)

z = Confidence Level of 95 % (1.96)

d = Error Proportion (0.05)

n = Sample Size (377)

This means that 377 or more questionnaires must be completed in order to have a 95% confidence level that the true value is within $\pm 5\%$ of the measured/surveyed value. Given that a 50% response rate from the general population is expected, Thompson's equation predicts that there will be twice as many distributed questionnaires as there is a sample size. As a result, 754 surveys have been given out. Furthermore, Table 1 displays the characteristics of the sample size:

Table (1): The Characteristics of Sample Size

No.	Characteristics	Items	Value
1	Sample Size	Confidence Level	95 %
2		Margin of Error	5 %
3		Population Proportion	50 %
4		Population Size	18352
5		Sample Size	377
6	Margin of Error	Sample Size (valid distributed questionnaires)	412
7		Margin of Error	4.77%

Source: Researcher based on <https://www.calculator.net/sample-size-calculator.html>

The distribution of questionnaire as follows in Table 2:

Table (2): The Distribution of Research Questionnaire

No.	Category	Groups	Distributed Number	Valid Number	Response Rate (%)
1	Five-Star Hotels	Managers	189	134	70.89
		Employees	189	136	71.95
2	Four-Star Hotels	Managers	189	80	42.32
		Employees	189	62	32.80
Total			756	412	54.49

The three months it took to distribute the questionnaires were from January to March 2022. Electronic version of questionnaires was sent to the management and staff of Hurgada's four- and five-star independent and chain hotels. Out of the 756 questionnaires that were gathered, about 412 could be used for statistical analysis. A questionnaire is the research tool used in research design. There are three sections of this questionnaire. Respondent demographics and hotel attributes are the focus of the first section. Job, department, gender, marital status, scientific qualification, hotel classification, hotel ownership type, and hotel management type are some of these variables.

The second section includes the scale of transformational leadership, which is based on studies by Avolio & Bass (2004), Laohavichien *et al.* (2011), and Lee *et al.* (2011). Four dimensions make up this scale: idealized influence (3 statements), inspirational motivation (3 statements), individualized consideration (3 statements), and intellectual stimulation (3 statements). The scope of quality management is the subject of the third section. There are two parts to this scale, which is known as the European Foundation of Quality Management – EFQM – model (EFQM, 2020). The first part is titled EFQM enablers. There are four components to it: people (5 items), partnership (4 items), processes (3 items), and strategy (3 items). The second part is titled "EFQM results" and has four dimensions: customer results (5 items), employee results (5 items), social results (3 items), and organizational performance (4 items). Using a five-point Likert scale, the staff members answer this questionnaire by indicating how much they agree or disagree with the topics covered. These answers range from 1 (very low) to 5 (very high). Finally, the conceptual framework employed in this study is shown in figure (1) below, which is based on the review literature and research aim:

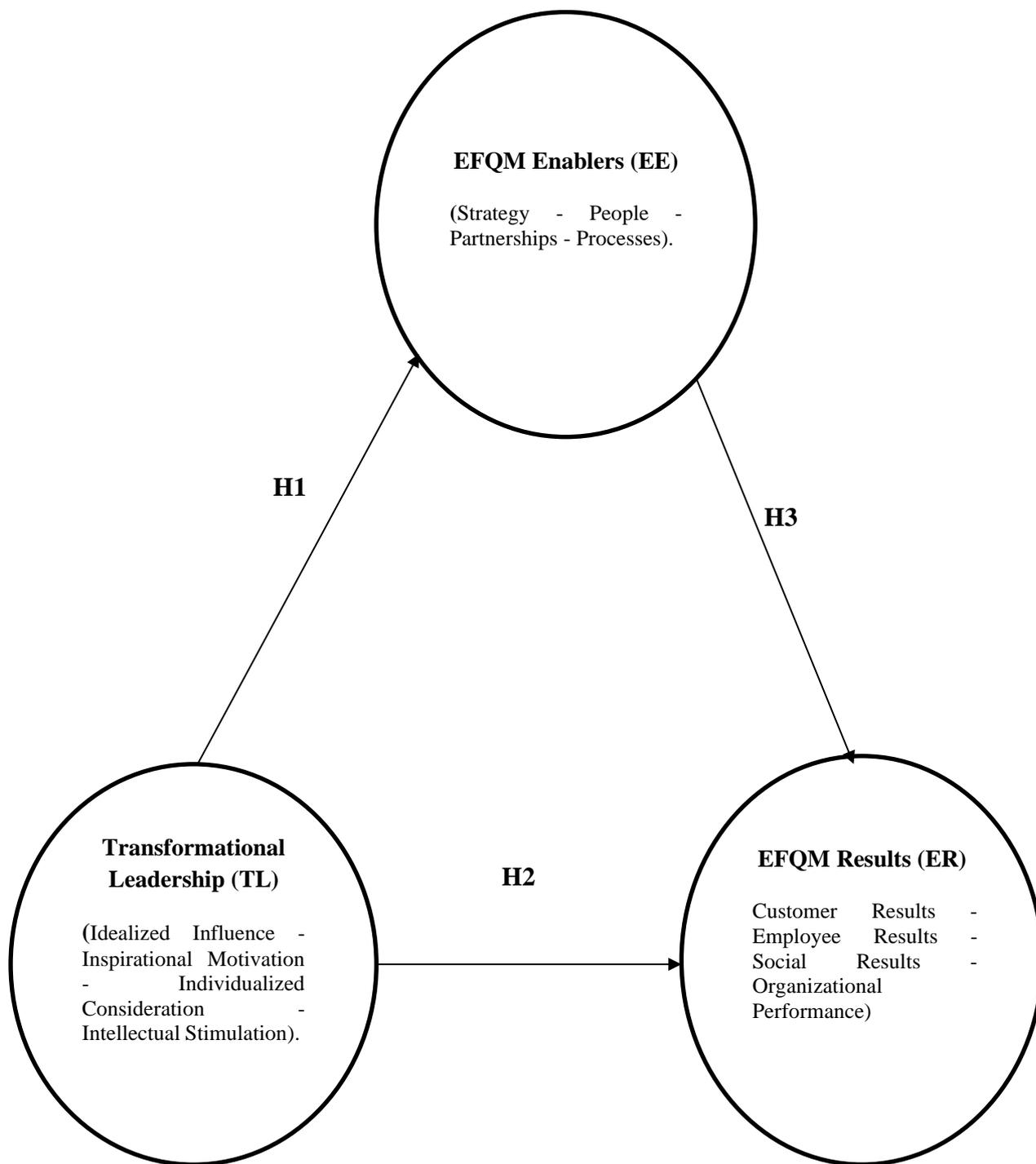


Figure (1): The Research Conceptual Framework

According to the literature review, the researchers developed the following hypotheses as shown in figure (1):

- **H1.** There is a positive correlation between transformational leadership (TL) and EFQM enablers (EE).
- **H2.** There is a positive correlation between transformational leadership (TL) and EFQM results (ER).
- **H3.** There is a positive correlation between EFQM enablers (EE) and EFQM results (ER).
- **H4:** The levels of transformational leadership (TL), EFQM enablers (EE), and EFQM results (ER) do not differ significantly between Four- and five-star hotels.

4. Data Analysis and Results Discussion

There are 412 completed and valid surveys. Consequently, 75% of respondents replied. To analyze the collected data, the researchers used SPSS (V.25) to analyze the research data. This section displays the final results as follows:

4.1. Data Analysis

The descriptive statistics were reached by analyzing the research data; the frequency of respondents' demographic information is shown in Table 3.

Table (3): The Frequency of Respondents Demographic Data.

No	Factors	Items	Frequency	Percent
1	Job	Manager	214	51.94
		Employee	198	48.06
2	Gender	Male	374	90.8
		Female	38	9.2
3	Marital Status	Single	134	32.5
		Married	256	62.1
		Divorced	16	3.9
		Widowed	6	1.5
4	Qualification	Diploma or Secondary	44	10.7
		University	312	75.7
		Postgraduate	46	11.2
		Others	10	2.4
5	Department	Hotel Management	56	13.6
		Housekeeping Management	31	7.6
		Front Office Management	83	20
		Food and Beverage Management	115	28
		Human Resources Management	45	11
		Marketing and Sales Management	24	5.8
		Training Management	23	5.5
		Quality Management	27	6.5
Others	8	2		

Table 3 shows the frequency of the demographic data collected from research participants. It turns out that the majority of respondents are from the food and beverage department (28%) and are managers (51.94%), male (90.8%), married (62.1%), and have a university degree (75.7%). According to the review, the research investigating the

relationship between transformational leadership and quality management using the EFQM model relied on only managers, such as Maquieira *et al.* (2020) and Tari *et al.* (2023). These studies recommended to the researchers to include managers and employees in their future researches in terms of transformational leadership and quality management.

Table (4): The Features of Sample Hotels.

No	Factors	Items	Frequency	Percent
1	Hotel Classification	Four Star	142	34.47
		Five Star	270	65.53
2	Hotel Management Type	Independent	206	50
		International Chain	92	22.3
		Local Chain	114	27.7
3	Hotel Ownership type	Private	371	90
		Governmental	27	6.6
		Mix Sector (Governmental and Private)	14	3.4

Table 4 shows the frequency of hotel attributes. The majority of the hotel characteristics are found to be five-star hotels (65.53%), independent hotels (50%), and private ownership hotels (90%). According to the review, a study by Maquieira *et al.* (2020) found that 48% of the hotels are independent and 52% are part of a chain. In addition, the review states that only five-star hotels were used by Maquieira *et al.* (2020) and Tari *et al.* (2023). They advised researchers studying hospitality to include several categories of hotels into their upcoming studies. The current study takes this advice into account. The following Table 5 shows the descriptive statistics for the research variables.

Table (5): Descriptive Statistics of Research Variables.

No.	Descriptive Statistics		Variables			
			Transformational Leadership (TL)	EFQM Enablers (EE)	EFQM Results (ER)	
1	Mean	Mean	3.90	3.88	3.84	
		Std. Error	0.067	0.067	0.060	
		Level	High	High	High	
2	SD		0.968	0.967	0.862	
3	CV %		24.85	24.95	22.45	
4	Normality	Kolmogorov–Smirnov test	0.127	0.137	0.125	
		Sig.	0.000	0.000	0.000	
		Status	Not Normal	Not Normal	Not Normal	
5	Validity	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.950	0.963	0.949	
		Bartlett's Test of Sphericity	Approx. Chi-Square	3474.76	5065.12	5265.02
			Sig	0.000	0.000	0.000
6	Reliability	Cronbach's Alpha	0.978	0.986	0.974	
		No of Items	12	15	17	

The descriptive statistics for the research variables are displayed in Table 5. First, the findings showed that the mean of transformational leadership is 3.90 out of 5 with 0.968 as a standard deviation. Consequently, the level of transformational leadership is high. According

to the tests of Cronbach's alpha and Kaiser-Meyer-Olkin, the data on transformational leadership is reliable and valid. The review indicates that there are differences in the degree of transformational leadership. The findings of Uen *et al.* (2012), Salem (2015), Metowaly & Shehata (2019), Kusumah *et al.* (2021), and Sürücü *et al.* (2021) that indicated a high level of transformative leadership are in agreement with this study. This study, however, contradicts the findings of Chukwuba (2015), Mohamed (2016), and Maquieira *et al.* (2020), who claimed that transformative leadership is at an extremely high level. Furthermore, it was reported that the level of TL is neutral in the investigations by Childers (2009), Padron (2011), Abbas & Amer (2014), and Chandika-Karunasekara *et al.* (2021). Lastly, the level is low, according to the study by Long *et al.* (2013).

Second, EFQM enablers have a mean score of 3.88 and a standard deviation of 0.967. As a result, the level of EFQM enablers is high. Cronbach's alpha and Kaiser-Meyer-Olkin tests indicate that the data of EFQM enablers is valid and reliable. The results of Maquieira *et al.* (2020), who claimed that there is a very high level of EFQM enablers, were not supported by the current study on the implementation level of EFQM enablers. Finally, the data showed that the EFQM results have a standard deviation of 0.862 and a mean score of 3.84 out of 5. Consequently, the level of EFQM results is high. According to the Kaiser-Meyer-Olkin and Cronbach's alpha tests, the EFQM results data is valid and reliable. Regarding the implementation level of EFQM results, the current study could not support the findings of Maquieira *et al.* (2020), who claimed that there is a very high level of EFQM results. The following Table 6 displays a t-test analysis of research variables.

Table (6): T-Test Analysis of Research Variables

No.	Variables	Groups	Mean	Levene's Test for Equality of Variances		t-test for Equality of Means	
				F	Sig	T	Sig
1	Transformational Leadership	Five-star hotels	3.97	0.525	0.469	- 1.541	0.125
		Four-star hotels	3.75				
2	EFQM Enablers	Five-star hotels	3.96	0.706	0.402	- 1.620	0.107
		Four-star hotels	3.73				
3	EFQM Results	Five-star hotels	3.89	0.104	0.747	- 1.198	0.232
		Four-star hotels	3.74				

A t-test analysis of the research variables is shown in Table 6. The findings show that there is not a significant difference between five-star and four-star hotels in terms of the level of transformational leadership, EFQM enablers, and EFQM results. This indicates that the implementation level of transformational leadership and EFQM enablers (people, strategy, partnerships, and processes) does not vary across four- and five-star hotels. Furthermore, they are on par with each other in terms of EFQM results (customer, employee, social, and organizational performance).

Table (7): Descriptive Statistics of Transformational Leadership

No.	Statements	Mean		SD	CV %	Level of Mean
		Statistic	Std. Error			
1	Leader engages employees in his/her future vision.	3.87	0.081	1.158	29.92	High
2	Leader expresses his/her their most important values and beliefs to employees.	3.80	0.079	1.138	29.95	High
3	Leader inspires loyalty to the establishment in employees.	3.93	0.074	1.066	27.13	High
Idealized Influence		3.87	0.073	1.045	27.03	High
4	There is a strong communicative culture in all areas of the establishment.	3.85	0.074	1.055	27.40	High
5	Leader's behavior allows the integration and mobilization of teams.	3.93	0.069	0.988	25.14	High
6	Leaders are consistent between what they say and what they do.	3.90	0.075	1.073	27.51	High
Inspirational Motivation		3.89	0.068	0.97	24.98	High
7	Leader takes into account the personal feelings of his employees before acting.	3.86	0.078	1.114	28.86	High
8	Leader encourages employees to think about the best way to do things.	3.94	0.074	1.069	27.13	High
9	Leader shows employees the benefits of achieving establishment goals.	3.99	0.071	1.024	25.66	High
Individualized Consideration		3.93	0.07	0.99	25.41	High
10	Leader takes part in continuous improvement processes, even when these activities go beyond management responsibilities.	3.89	0.075	1.074	27.61	High
11	Leader interests in knowing the needs of his working group.	3.93	0.076	1.093	27.81	High
12	Leader allows employees to think about old problems in new ways.	3.85	0.074	1.068	27.74	High
Intellectual Stimulation		3.89	0.072	1.029	26.45	High
Transformational Leadership (TL)		3.90	0.067	0.968	24.85	High

Table 7 shows the descriptive statistics of the dimensions of transformational leadership. The results revealed that the level of all dimensions is high. The review states that there is a high level of idealized influence and intellectual stimulation, which is consistent with the findings of Salem (2015) and Metowaly & Shehata (2019). On the other hand, the results of the present study contradict those of Maquieira *et al.* (2020), who claimed that the level of two dimensions is extremely high. Further, it contradicts research by Brown (2008), Padron (2011), Abbas & Amer (2014), and Escortell *et al.* (2020) that found neutrality at the level of two dimensions. The current research supports the findings of Metowaly & Shehata (2019), which they indicated that the levels of inspirational motivation and individualized consideration are high. The present study, on the other hand, contradicts the findings of Maquieira *et al.* (2020), which claimed that the level of two dimensions is extremely high. Furthermore, it contrasts findings from research by Brown (2008), Padron (2011), Abbas & Amer (2014), Salem (2015), and Escortell *et al.* (2020) that the neutrality of the two-dimensional level was established.

Table (8): Descriptive Statistics of EFQM Enablers

No.	Statements	Mean		SD	CV %	Level of Mean
		Statistic	Std. Error			
1	Leader sets objectives taking into account the opinions and needs of customers, employees and other stakeholders (society, shareholders).	3.88	0.079	1.130	29.12	High
2	Leader informs employees about quality strategies.	3.85	0.074	1.060	27.53	High
3	Leader reviews the effectiveness of his strategies and plans.	3.86	0.073	1.050	27.20	High
Strategy		3.86	0.07070	1.015	26.26	High
4	Leader encourages employee autonomy and participation.	3.73	0.079	1.140	30.56	High
5	Leader encourages and supports individual and team participation in improvement activities.	3.86	0.073	1.046	27.09	High
6	Leader develops training and development programs for employees.	3.92	0.072	1.040	26.53	High
7	Leader uses formal processes to understand employee feedback and improve staff policies.	3.85	0.072	1.037	26.94	High
8	Leader explicitly acknowledges to employees their involvement and assumption of responsibilities.	3.90	0.072	1.027	26.33	High
People		3.85	0.069	0.99	25.68	High
9	Leader has a high capacity for external cooperation.	3.92	0.073	1.042	26.58	High
10	Leader identifies opportunities to build partnerships with other organizations.	3.84	0.076	1.095	28.52	High
11	Leader establishes quality agreements with suppliers.	3.86	0.075	1.075	27.85	High
12	Leader facilitates access to information for all those who need to know it.	3.89	0.074	1.058	27.20	High
Partnership		3.88	0.07	1.005	25.91	High
13	Leader implements process indicators and performance targets.	3.98	0.070	1.009	25.35	High
14	Leader identifies and prioritizes opportunities for continuous improvement.	3.93	0.069	0.997	25.37	High
15	Leader designs, develops, produces, and offers products and services based on customer needs.	3.92	0.071	1.021	26.05	High
Processes		3.94	0.068	0.98	24.76	High
EFQM Enablers (EE)		3.88	0.067	0.97	24.95	High

The descriptive statistics of the EFQM enablers' dimensions are shown in Table 8. The outcomes showed that every dimension is at a high level. Regarding the partnership dimension, the current research agrees with the study of Maquieira *et al.* (2020), which found that the level is high. It disagrees, however, on the strategy, people, and process dimensions, where it claims that the level is very high.

Table (9): Descriptive Statistics of EFQM Results

No.	Statements	Mean		SD	CV %	Level of Mean
		Statistic	Std. Error			
1	Increased customer satisfaction.	3.97	0.068	0.982	24.74	High
2	Increased service quality.	4.00	0.066	0.950	23.75	High
3	Increased customer loyalty.	3.99	0.067	0.960	24.06	High
4	Increased web 2.0 ratings and social media.	3.96	0.068	0.972	24.55	High
5	Reducing customer complaints.	3.85	0.073	1.044	27.12	High
Customer Results		3.95	0.064	0.915	23.14	High
6	Increased people's satisfaction.	4.11	0.064	0.926	22.53	High
7	Increased people's productivity	2.75	0.067	0.964	35.05	Neutral
8	Improved people's working conditions.	3.90	0.075	1.082	27.74	High
9	Reduction in absenteeism.	3.80	0.080	1.146	30.16	High
10	Reducing people's complaints.	3.84	0.076	1.084	28.23	High
Employee Results		3.68	0.056	0.80	21.83	High
11	Increased environmental protection.	3.73	0.081	1.165	31.23	High
12	Improving the ethical behavior of the organization.	3.84	0.076	1.084	28.23	High
13	Increased levels of health and safety risk prevention.	3.89	0.072	1.037	26.66	High
Social Results		3.82	0.073	1.041	27.22	High
14	Increased market share.	3.94	0.069	0.993	25.20	High
15	Increased sales.	3.91	0.071	1.020	26.087	High
16	Increased profitability.	3.91	0.069	0.991	25.35	High
17	Cost reduction.	3.92	0.067	0.967	24.67	High
Organizational Performance		3.92	0.066	0.947	24.18	High
EFQM Results (ER)		3.84	0.06	0.86	22.45	High

Table 9 displays the descriptive statistics for the dimensions of the EFQM results. The results demonstrated that all dimensions are at a high level. In addition, all items are at a high level, except item 7 in the dimension of customers' results is at a neutral level which is "increased people's productivity". The current research disagrees with the study of Maquieira *et al.* (2020), which found that the level of all dimensions is very high.

Table (10): Correlation and Regression Analysis between the Research Variables

Variables		Correlation Analysis			Regression Analysis				
		R	Sig.	Correlation Type	R square	Beta	a	b	sig
Independent	Dependent								
Transformational Leadership (TL)	EFQM Enablers	0.668**	0.000	Fairly Strong Positive	0.446	0.668	1.279	0.668	0.000
	EFQM Results	0.694**	0.000		0.482	0.694	1.433	0.618	0.000
	Strategy	0.630**	0.000		0.397	0.630	1.291	0.660	0.000
	People	0.650**	0.000		0.422	0.650	1.266	0.644	0.000
	Partnership	0.657**	0.000		0.431	0.657	1.223	0.682	0.000
	Processes	0.656**	0.000		0.430	0.656	1.365	0.661	0.000
	Customer Results	0.672**	0.000		0.451	0.672	1.481	0.635	0.000
	Employee Results	0.601**	0.000		0.362	0.601	1.736	0.499	0.000
	Social Results	0.668**	0.000		0.446	0.668	1.026	0.718	0.000
	Organizational Performance	0.686**	0.000	0.471	0.686	1.301	0.672	0.000	
Idealized Influence	EFQM Enablers	0.626**	0.000	0.392	0.626	1.637	0.580	0.000	
Inspirational Motivation		0.647**	0.000	0.419	0.647	1.372	0.644	0.000	
Individualized Consideration		0.632**	0.000	0.399	0.632	1.474	0.632	0.000	
Intellectual Stimulation		0.652**	0.000	0.425	0.652	1.495	0.613	0.000	
Idealized Influence	EFQM Results	0.657**	0.000	0.431	0.657	1.746	0.542	0.000	
Inspirational Motivation		0.668**	0.000	0.446	0.668	1.537	0.592	0.000	
Individualized Consideration		0.649**	0.000	0.422	0.649	1.637	0.561	0.000	
Intellectual Stimulation		0.683**	0.000	0.466	0.683	1.615	0.572	0.000	
EFQM Enablers	EFQM Results	0.829**	0.000	Very Strong Positive	0.687	0.829	0.977	0.738	0.000
	Customer Results	0.895**	0.000		0.801	0.895	0.670	0.846	0.000
	Employee Results	0.695**	0.000	Fairly Strong Positive	0.484	0.695	1.441	0.577	0.000
	Social Results	0.756**	0.000		0.571	0.756	0.669	0.813	0.000
	Organizational Performance	0.766**	0.000		0.586	0.766	1.010	0.749	0.000
Strategy	EFQM Results	0.793**	0.000	0.628	0.793	1.239	0.674	0.000	
People		0.804**	0.000	Very Strong Positive	0.647	0.804	1.141	0.701	0.000
Partnership		0.799**	0.000	Fairly Strong Positive	0.638	0.799	1.184	0.685	0.000
Processes		0.830**	0.000	Very Strong Positive	0.688	0.830	0.953	0.733	0.000

**Correlation is significant at the 0.01 level (2-tailed)

Table 10 displays the correlation and regression analysis between research variables. The results revealed that transformational leadership (TL) is fairly strongly positively correlated with EFQM enablers and EFQM results at the 0.01 level. In addition, TL is fairly strongly positively correlated with all dimensions of EFQM enablers and results. Moreover, the EFQM enablers are very strongly positively correlated with the EFQM results. Based on the results of Table 9, the regression models can be as follows:

- $ER = 0.977 + 0.738 \times EE$
- $ER = 1.433 + 0.618 \times TL$
- $EE = 1.279 + 0.668 \times TL$

The people who exhibited a high degree of transformational leadership also exhibited a high degree of EFQM enablers, suggesting that transformational leadership supports EFQM enablers. Moreover, this result validated past research findings that implied a connection between EFQM enablers and transformational leadership. Empirically speaking, transformational leadership has a significant role in fostering the growth of EFQM enablers. This suggests that transformational leadership is a driver of the EFQM elements, that is, a facilitator of EFQM enablers (Jensen *et al.*, 2020; EFQM, 2020). Partially or entirely, the findings of the current research are supported by the review. For instance, it concurs with a research conducted by Eskildsen & Dahlgaard (2000), which found that strategy, partnerships, people, and resources are all impacted by leadership. Given that leadership is a component of the company's policy and strategy, Osseo-Asare *et al.* (2005) and Davies (2008) found that leadership has an impact on strategy. Furthermore, it is evident that expressing the purpose, vision, core values, and strategic planning are all important components of good leadership. According to Castro *et al.* (2009), the EFQM model demonstrates leadership as one of its key variables, and it has a significant impact on the model's enablers. Ultimately, Álvarez-García *et al.* (2016) asserted that learning, strategy, personnel, and partnerships are impacted by leadership.

The results of current research showed a fairly strong positive correlation between EFQM outcomes and transformational leadership. As a result, the degree of transformational leadership correlates with an increase in EFQM performance. This finding is consistent with leadership theory, which suggests a beneficial relationship between transformational leadership and output. Furthermore, this outcome aligns with the literature review, as transformational leadership plays a crucial role in enhancing EFQM outcomes. Accordingly, performance increases are promoted by transformational leadership, which is a driver of the EFQM elements (Jensen *et al.*, 2020; EFQM, 2020). The current research and review are in agreement. First, transformational leadership improves the organizational climate and employee satisfaction (Podsakoff *et al.*, 2000). According to Soltani (2004), when an organization uses the EFQM approach; its leadership promotes employee involvement in quality development. According to Fisher (2005), process management, cooperative learning, and leadership are necessary for the establishment of a quality management or continuous improvement program. Additionally, Laohavichien *et al.* (2011) said that by putting quality practices into place, transformational leadership is likely to have an impact on the company's quality results; Osseo-Asare (2005) stated that leadership is one of the success factors in quality and performance improvement; Hai-Chin & An-Lin (2009) found a strong and positive relationship between leadership style, quality management, and organizational commitment; and Álvarez-García *et al.* (2012) stated that leadership influences customer results, people results, society results, and business results. Furthermore, Doleman *et al.* (2014) contend that effective EFQM model adoption requires leadership, which is a driver of quality development. Lastly, the current study contradicts the findings of Jensen *et al.* (2020), who claimed that there was no connection between idealized influence and individualized consideration and any of the company success metrics.

According to the review, since there are no clear and beneficial correlations between strategy, partnership, and process in the EFQM results, the literature review produced contradictory findings. Despite this, the people enabler has a positive and significant relationship with the EFQM results, suggesting that the model is still applicable to hotels. The possibility that there are additional relationships across EFQM enablers could provide an explanation for the lack of a clear and beneficial relationship. Therefore, the EFQM model provides advantages that can aid hotel managers in enhancing performance. In this regard, transformational leadership plays a crucial role in fortifying key management practices such as strategy, people, relationships, and processes, as well as the outcomes of EFQM (Tari *et al.*, 2023). The current study's findings partially agree with those of Tari *et al.* (2023), who emphasize the need of individualized consideration and intellectual stimulation as ways to immediately enhance worker and social outcomes. The situations of individualized consideration and intellectual stimulation show the strongest correlation between transformational leadership and EFQM results, indicating that not all transformational leadership characteristics are positively and directly correlated with EFQM results. According to Jensen *et al.* (2020), there isn't a significant relationship between company performance and every EFQM element. Ultimately, according to research by Jensen *et al.* (2020) and Tari *et al.* (2023), intellectual stimulation and motivating inspiration had strongest effects. Additionally, some dimensions are more crucial than others for enhancing the outcomes for customers, employees, society, and organizations. The four EFQM results are also indirectly impacted by transformational leadership dimensions. Finally, this research confirmed the following hypotheses with the final model of research as shown in figure (2).

- **H1.** There is a fairly strongly positive correlation between transformational leadership (TL) and EFQM enablers (EE) at the 0.01 level ($r = 0.668$; Sig. 0.000).
- **H2.** There is a fairly strongly positive correlation between transformational leadership (TL) and EFQM results (ER) at the 0.01 level ($r = 0.694$; Sig. 0.000).
- **H3.** There is a very strong positive correlation between EFQM enablers (EE) and EFQM results (ER) at the 0.01 level ($r = 0.829$; Sig. 0.000).
- **H4:** The levels of transformational leadership ($T = - 1.541$; Sig.0.125), EFQM enablers ($T = - 1.620$; Sig.0.107), and EFQM results ($T = - 1.198$; Sig.0.232) do not differ significantly between Four- and five-star hotels.

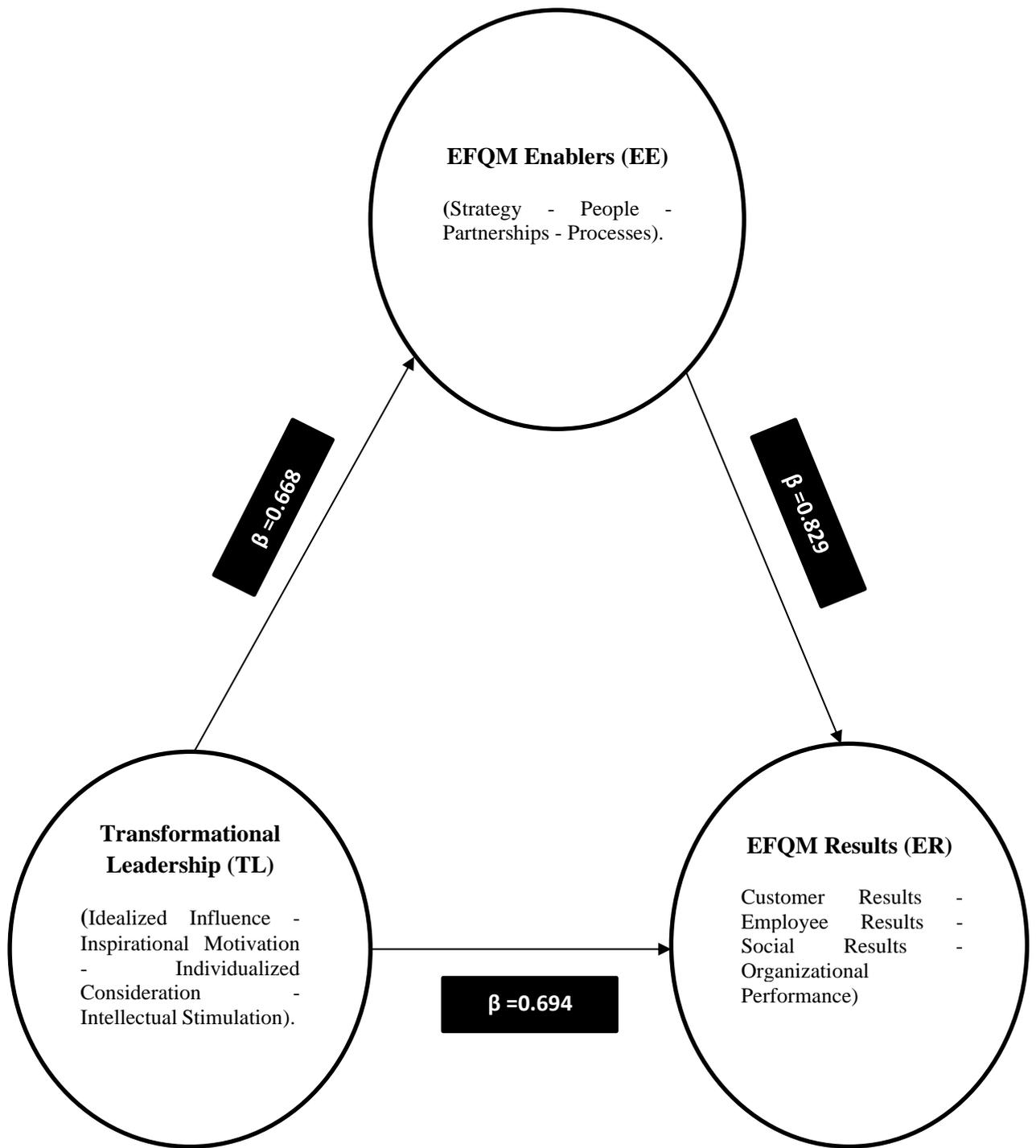


Figure (2): The Research Final Model

4.2. Results Discussion

The EFQM model will be used in this study to gauge the impact of transformational leadership on quality management. Thus, it clarifies potential connections between EFQM results (ER), EFQM enablers (EE), and transformational leadership (TL) in Hurghada's four- and five-star hotels. Data for this research came from about 412 respondents. The current research includes four hypotheses

- **First Hypothesis:** there is a positive correlation between transformational leadership (TL) and EFQM enablers (EE).
- **Second Hypothesis:** there is a positive correlation between transformational leadership (TL) and EFQM results (ER).
- **Third Hypothesis:** there is a positive correlation between EFQM enablers (EE) and EFQM results (ER).
- **Fourth Hypothesis:** the levels of transformational leadership (TL), EFQM enablers (EE), and EFQM results (ER) do not differ significantly between Four- and five-star hotels.

First, this research revealed that the implementation level of transformational leadership, EFQM enablers, and EFQM results is a high level. In addition, the results showed a fairly strong positive relationship between EFQM enablers and transformative leadership. This result supports the first hypothesis. It is also highly convincing because those who demonstrated a high degree of EFQM enablers additionally showed a high degree of transformational leadership. Moreover, this result validated past research findings (Eskildsen & Dahlgaard, 2000; Osseo-Asare *et al.*, (2005); Davies, 2008; Castro *et al.*, 2009; Álvarez-García *et al.*, 2016; Maquieira *et al.*, 2019; Jensen *et al.*, 2020; EFQM, 2020; Tari *et al.*, 2023) that implied a connection between EFQM enablers and transformational leadership. Empirically speaking, transformational leadership has a significant role in fostering the growth of EFQM enablers. According to Jensen *et al.* (2020) and EFQM (2020), transformational leadership is a facilitator of EFQM enablers, meaning that it drives the EFQM elements. This finding is consistent with leadership theory, which postulates a positive connection between transformative leadership and performance.

Second, the results showed a fairly strong positive correlation between transformational leadership and EFQM results. Therefore, it can be said that the second hypothesis is accepted. As a result, the degree of transformational leadership supports EFQM results. This result agreed with literature review, as the improvement of performance is promoted by transformational leadership, which is a driver of the EFQM elements (Jensen *et al.*, 2020; EFQM, 2020). The current study differs from the findings of Jensen *et al.* (2020), who reported that there was no correlation between idealized influence and individualized consideration on any of the organization's performance metrics. Third, the results showed a very strong positive correlation between EFQM results and EFQM enablers. This suggests that the third hypothesis is accepted. In addition, this result agreed with the outcome of studies by Álvarez-García *et al.*, (2016), Maquieira *et al.*, (2019), Jensen *et al.*, (2020), EFQM (2020), and Tari *et al.*, (2023). The third hypothesis means that the enablers of EFQM model contribute to achieve the results of EFQM model. The positive correlation between them supports this perception. In other words, the results of EFQM model increase by EFQM enablers. Fourth, the levels of transformational leadership (TL), EFQM enablers (EE), and EFQM results (ER) do not differ significantly between Four- and five-star hotels. This indicates that the implementation level of

transformational leadership and EFQM enablers (people, strategy, partnerships, and processes) does not vary across four- and five-star hotels. Furthermore, they are on par with each other in terms of EFQM results (customer, employee, social, and organizational performance). Consequently, the fourth hypothesis is accepted.

Ultimately, this study's findings partially agree with those of Tari *et al.* (2023), who emphasize the need of individualized consideration and intellectual stimulation as ways to immediately enhance employee and social results. The situations of individualized consideration and intellectual stimulation show the strongest correlation between transformational leadership and EFQM results, indicating that not all transformational leadership characteristics are positively and directly correlated with EFQM results. According to Jensen *et al.* (2020), there isn't a significant connection between business results and every EFQM element. According to research by Jensen *et al.* (2020) and Tari *et al.* (2023), intellectual stimulation and inspirational motivation had the strongest effects. Additionally, some dimensions are more crucial than others for enhancing the results for customers, employees, *social*, and organizational results. The four EFQM results are also indirectly impacted by transformational leadership dimensions. Moreover, Since the EFQM results do not show a clear correlation between strategy, partnership, and process, the literature review yielded inconsistent findings with the current research. Because the people enabler has a positive and significant relationship with the EFQM findings, this does not imply that the model is invalid for application in hotels. There may be other relationships within EFQM enablers, which could account for the lack of a clear positive relationship. Hotel managers can therefore benefit from the good aspects of the EFQM model to enhance performance. In this regard, transformational leadership plays a crucial role in fortifying various management practices (such as strategy, people, partnerships, and processes) and the results of EFQM (Tari *et al.*, 2023).

5. Conclusion

Today, the issue of quality management is a continuous challenge for hospitality managers. So, seeking out the factors that enhance quality management is a best practice. This research revealed that the implementation level of transformational leadership, EFQM enablers, and EFQM results is a high level. In addition, the results revealed that transformational leadership is important to develop quality practices to a greater extent (e.g., strategy, people, partnerships, and processes) and enhance performance (e.g., customer, employee, and social results, and organizational performance). In particular, transformational leadership (TL) is fairly strongly positively correlated with EFQM enablers (EE) and EFQM results (ER). Moreover, EFQM enablers (EE) are very strongly and positively correlated with EFQM results (ER). The relationship between transformational leadership and EFQM results is not moderated by EFQM enablers. Moreover, the levels of transformational leadership, EFQM enablers, and EFQM results do not significantly differ between four- and five-star hotels. Finally, to support EFQM enablers and improve EFQM results, transformational leadership is considered an essential and continuous technique that must be implemented. Consequently, hotel managers should use transformational leadership as an effective managerial technique to enhance the level of quality and performance management in the hotel industry.

For managers in the hotel industry, maintaining high standards of quality is a never-ending issue. Therefore, a recommended practice is to look for the factors that improve quality management. The study's findings indicate that transformational leadership has a critical role in raising the level of quality management in terms of results and enablers. Furthermore, transformational leadership is correlated with quality enablers and results. Furthermore, one leadership approach that may be suitable for developing the EFQM components is

transformational leadership. Hotels that adopt this approach will see improvements in social, employee, and customer outcomes. According to the current study's findings, to foster employee creativity, managers should engage in continuous improvement initiatives and genuinely care about their staff members.

As a result, managers will be able to offer suggestions for this ongoing improvement, which ought to be implemented with the help of management and staff. In this situation, it's critical to take into account the demands of the workforce and demonstrate to employees the benefits of hitting goals. It is evident that managers who embrace transformational leadership may enhance all EFQM outcomes in their hotels. Human concerns are therefore crucial components in practice to improve consumer, employee, and social results as well as organizational performance. Examples of these include transformational leadership behavior and people management methods. Even if hotels decide to employ the EFQM model, they can still use its aspects as a tool in conjunction with transformational leadership to help them achieve better outcomes. Hotels that successfully implement the EFQM model can serve as role models for others who are looking to address quality-related challenges and enhance customer, employee, and social outcomes.

6. Recommendations

Taking into account the findings of this research, hospitality managers should use the following actions to raise the level of performance and quality management:

1. Transformational leadership is a powerful managerial approach that hotel managers may employ to raise the standard for both performance and quality management. It acts as a catalyst for the EFQM elements, which promotes the growth of EFQM enablers and enhances EFQM outcomes.
2. Hotel managers can enhance the transformational leadership by taking these actions:
 - Involve staff members in his or her future goals.
 - Communicates to staff members their core principles and ideals.
 - Encourages workers to be devoted to the organization.
 - Encourages a communication culture throughout the entire organization.
 - Facilitates team mobilization and integration.
 - Conveniences between their actions and words.
 - Considering his staff members' emotional well-being prior to taking action.
 - Motivates staff members to consider the optimal path of action.
 - Illustrates to staff the advantages of reaching organizational objectives.
 - Engages in continuous improvement initiatives, especially when they fall outside of the scope of managerial duties.
 - Is aware of his team's requirements.
 - Enables staff members to approach problems in novel ways.
3. Hotel managers can improve the quality management level by taking these actions:
 - Establishes goals while considering the requirements and viewpoints of customers, employees, and other stakeholders.
 - Educates workers on high-quality tactics.
 - Evaluates the success of his plans and initiatives.
 - Promotes employee participation and responsibility.
 - Promotes and facilitates both individual and group engagement in activities aimed at improvement.

- Creates employee training and development plans.
- Makes use of official procedures to comprehend employee input and enhance staff guidelines.
- Clearly recognizes the roles and duties of employees.
- Possesses a strong ability to collaborate with others.
- Seek out chances to form relationships with other organizations.
- Forms quality agreements with suppliers.
- Makes information more accessible to people who require it.
- Puts performance goals and process indicators into practice.
- Recognizes and evaluates opportunities for ongoing development.
- Create, develop, produce, and make available goods and services in accordance with consumer demands.

7. Limitations and Future Research

The study's primary focus was Hurghada's four- and five-star hotels. For their next investigations, researchers in the hospitality industry may look into the correlations between the research variables: transformational leadership (TL), EFQM enablers (EE), and EFQM results (ER) in different locations and hotel categories. To investigate additional correlations and broaden the scope of this study's findings, the EFQM model will need to be retested.

8. References

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أثر القيادة التحويلية على إدارة الجودة في فنادق الأربع والخمس نجوم بمدينة الغردقة، مصر

محمد طه عبد الموجود¹، حسين محمد حسين²، أميرة محمد عبد الحميد محمود³، ريهام ضاحي توني⁴

* 2-1 أستاذ مساعد، قسم إدارة الفنادق، كلية السياحة والفنادق، جامعة المنيا، مصر.

* 3 معيدة، قسم إدارة الفنادق، كلية السياحة والفنادق، جامعة المنيا، مصر.

* 4 قسم إدارة الفنادق، كلية السياحة والفنادق، جامعة المنيا، مصر.

المستخلص

الكلمات الدالة

يهدف هذا البحث إلى قياس أثر القيادة التحويلية على إدارة الجودة من خلال نموذج المؤسسة الأوروبية لإدارة الجودة (EFQM) في صناعة الفنادق. لذلك، فإنه يشرح العلاقات المحتملة بين القيادة التحويلية، وعوامل تمكين إدارة الجودة، ونتائج إدارة الجودة. بناء على ذلك، فإن منهجية البحث تعتبر تحليلية، حيث إن مجتمع الدراسة يجمع ما بين المديرين والعاملين في فنادق الأربع والخمس نجوم بمدينة الغردقة بمصر، والعينة عشوائية عنقودية. حصل الباحثون على بيانات من 412 مشاركا من المديرين والعاملين. لقد كشفت نتائج هذا البحث على أن مستوى تطبيق القيادة التحويلية، وعوامل تمكين ونتائج إدارة الجودة يعتبر مرتفع. بالإضافة إلى ذلك، ترتبط القيادة التحويلية بشكل إيجابي قوي إلى حد ما مع عوامل تمكين ونتائج إدارة الجودة. علاوة على ذلك، ترتبط عوامل تمكين إدارة الجودة بشكل إيجابي قوي جدا مع نتائج إدارة الجودة؛ لا تختلف مستويات القيادة التحويلية وعوامل تمكين ونتائج إدارة الجودة بشكل معنوي بين فنادق الأربع والخمس نجوم بمدينة الغردقة. أخيرا، من أجل دعم عوامل تمكين إدارة الجودة وتحسين نتائج إدارة الجودة؛ تعتبر القيادة التحويلية تقنية أساسية ومستمرة يجب تنفيذها بكفاءة. وبالتالي، يجب على مديري الفنادق استخدام القيادة التحويلية كأسلوب إداري فعال لتعزيز مستوى إدارة الجودة والأداء في صناعة الفنادق.

القيادة
التحويلية؛
إدارة الجودة؛
إدارة الأداء؛
عوامل تمكين
إدارة الجودة؛
نتائج إدارة
الجودة؛
فنادق الأربع
والخمس نجوم.