



An Exploratory Study Of The Influence Of Transformational Leadership On Employee Motivation And Job Satisfaction In The Egyptian Tourism Industry

Edwin Ihechituru Edwin

Department of Public Administration and Local Government, University of Nigeria Nsukka - Nsukka.

*Corresponding Author: Edwin Ihechituru Edwin.

"Department of Public Administration and Local Government, University of Nigeria Nsukka - Nsukka"

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Abstract: This exploratory study examines the influence of transformational leadership on employee motivation and job satisfaction within the Egyptian tourism industry. The paper suggest that transformational leaders, characterized by their ability to inspire and energize their workforce, provide individualized support and recognition, and foster a positive organizational culture, can notably enhance employee motivation and job satisfaction. This research contributes to the existing literature on transformational leadership and its effects on employee outcomes, while underscoring the essential roles of leadership development programs and employee empowerment strategies in the tourism sector. Data were collected from secondary sources pertinent to this topic. The study indicates critically a nexus between leadership by transformation and motivational aspect of the workforce in the Egyptian tourism industry. The study recommends the implementation of training and development initiatives designed to augment the transformational leadership capabilities of managers within this sector. Therefore, the paper concludes that the success of the Egyptian tourism industry is contingent upon organizations' ability to attract, retain, and motivate skilled employees who are capable of delivering exceptional service and fostering business growth. By embracing transformational leadership practices and focusing on enhancing employee motivation and job satisfaction, organizations in the Egyptian tourism industry can unlock pathways to sustainable success and elevate the industry's performance to new heights.

Keywords: Transformational, Leadership, Employee, Motivation, Tourism, Industry .

Introduction

Research consistently indicates that transformational leadership correlates with elevated levels of employee motivation, job satisfaction, and organizational commitment (Liu et al., 2017; Wang et al., 2011). In the context of the tourism sector, transformational leadership is pivotal in enhancing employee engagement, boosting customer satisfaction, and improving overall business performance (Kim et al., 2016). Nevertheless, there remains a significant gap in research regarding the effects of leadership by transformation on the workforce motivation and career fulfillment within the Egyptian tourism sector (El-Said, 2017). This study seeks to fill this gap by examining the impact of transformational leadership on employee motivation and job satisfaction in tourism organizations in Egypt. The notion of transformational leadership was initially proposed by James MacGregor Burns in 1978 and has since been elaborated upon by various scholars (Bass, 1985; Bass & Riggio, 2006). Transformational leaders are distinguished by their capacity to inspire and empower their workforce, cultivate a positive organizational climate, and promote innovation and creativity (Liu et al., 2017). They accomplish this through a variety of leadership behaviors, such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). Employee motivation is a vital component of organizational success, as it affects employee engagement, productivity, and job satisfaction (Latham, 2012). Motivation can be understood as the psychological processes that propel an individual's actions and can be shaped by numerous factors, including leadership style, job design, and organizational culture (Latham, 2012). In the tourism industry, employee motivation

holds particular significance, as it can impact customer satisfaction, loyalty, and, ultimately, business success (Kim et al., 2016).

Employee satisfaction is a vital component in promoting business success, as it affects engagement, productivity, and intentions to leave (Spector, 1997). It can be described as a positive emotional response stemming from an individual's evaluation of their job or work experiences (Locke, 1976). In the tourism sector, employee satisfaction holds particular significance, as it can impact customer satisfaction, loyalty, and ultimately, the entrepreneurial achievement (Kim et al., 2016). The leisure industry in Egypt is a multifaceted and evolving field, marked by fierce competition, shifting consumer preferences, and the necessity to embrace new technologies (Buhalis & Sinarta, 2019). Within this framework, effective leadership is essential for achieving business success and ensuring the long-term viability of tourism enterprises (Madera et al., 2017). Transformational leadership has proven to be especially beneficial in this environment, as it allows leaders to motivate and empower their staff, cultivate a positive workplace atmosphere, and encourage innovation and creativity (Kim et al., 2016). Nevertheless, despite its significance, there is a dearth of research examining the effects of transformational leadership on employee motivation and job satisfaction within the Egyptian tourism sector (El-Said, 2017).

Statement of Problem

The tourism sector in Egypt is encountering various obstacles that may hinder the impact of change-oriented leadership in improving employee incentive and career fulfillment. A primary issue is the shortage of skilled labor within the industry (El-Said, 2017). Numerous tourism enterprises in Egypt find it difficult to recruit individuals possessing the requisite skills and expertise to deliver

high-quality customer service. This situation complicates the ability of leaders to motivate and empower their workforce, as employees may lack the competencies necessary for effective job performance. Additionally, the Egyptian tourism sector faces restricted prospects for career progression (Karatepe & Uludag, 2007). A significant number of employees perceive a lack of opportunities for professional growth and development, which can diminish their motivation and overall job satisfaction. Transformational leaders may find it challenging to inspire and empower individuals who feel constrained by limited career advancement options. Moreover, the industry is marked by fierce competition, with numerous organizations vying for clientele (Buhalis & Sinarta, 2019). This competitive landscape can foster a high-pressure atmosphere, making it difficult for leaders to motivate and empower their teams. Employees may experience stress from job demands and performance expectations, leading to reduced motivation and job satisfaction. Lastly, the Egyptian tourism industry is significantly dependent on technology, with many organizations utilizing technological solutions to streamline operations and enhance customer service (Wang et al., 2011). However, the swift evolution of technology can pose challenges for leaders striving to stay abreast of the latest advancements. Employees may also feel burdened by the necessity of adapting to new technologies, which can further contribute to decreased motivation and job satisfaction.

Sequel to the above, the tourism industry in Egypt faces seasonal fluctuations in demand, which presents management with daunting challenges as they manage a variable workforce (Harrington et al., 2017). This unpredictability concerning job security may lead to a decrease in employee motivation and overall satisfaction in the industry. The industry is marked by a culturally diverse workforce, comprising individuals with varying educational backgrounds and experiences (El-Said, 2017). Such diversity necessitates effective leadership to foster an inclusive environment, as employees may feel undervalued based on their cultural or educational differences, further impacting their motivation and job satisfaction. Additionally, the sector grapples with sustainability and environmental accountability issues (Kim et al., 2016). Employees may perceive insufficient efforts by their organizations to mitigate environmental impacts, which can adversely affect their motivation and job satisfaction. The industry is also influenced by shifts in government policies and regulations, requiring leaders to adapt to new mandates (Madera et al., 2017). This can lead to employee concerns about job security amidst policy changes, further contributing to decreased motivation and satisfaction. Moreover, the sector faces challenges in meeting customer satisfaction, as clients increasingly demand high-quality services and experiences (Liu et al., 2017). The pressure to fulfill these expectations can also negatively impact employee motivation and job satisfaction. Lastly, the Egyptian tourism industry is characterized by significant employee turnover, with many individuals departing shortly after their employment begins (Karatepe & Uludag, 2007).

Research Questions

1. What is the relationship between transformational leadership and employee motivation in the Egyptian tourism industry?
2. How does transformational leadership influence job satisfaction among employees in the Egyptian tourism industry?
3. What are the key factors that mediate the relationship between transformational leadership, employee

motivation, and job satisfaction in the Egyptian tourism industry?

Objectives of The Study

The broad objective of this study is an exploration of the influence of transformational leadership on employee motivation and job satisfaction in the Egyptian tourism industry. While the specific objectives are as follows:

1. To investigate the relationship between transformational leadership and employee motivation in the Egyptian tourism industry.
2. To examine the impact of transformational leadership on job satisfaction among employees in the Egyptian tourism industry.
3. To identify the key factors that mediate the relationship between transformational leadership, employee motivation, and job satisfaction in the Egyptian tourism industry.

Hypotheses

1. There is a relationship between transformational leadership and employee motivation in the Egyptian tourism industry.
2. Transformational leadership has a significant impact on job satisfaction among employees in the Egyptian tourism industry.
3. Employee empowerment and organizational commitment mediate the relationship between transformational leadership, employee motivation, and job satisfaction in the Egyptian tourism industry.

Literature Review

Transformational leadership and employee motivation

Transformational leadership is widely acknowledged as a significant factor in enhancing employee motivation (Bass & Riggio, 2006). Such leaders drive and develop their group, cultivating a positive workplace atmosphere that promotes motivation and satisfaction (Liu et al., 2017). Numerous studies have consistently shown that transformational leadership correlates with increased employee motivation, job satisfaction, and organizational commitment (Wang et al., 2011). One primary way transformational leadership affects employee motivation is through empowerment (Kim et al., 2016). These leaders grant employees autonomy, resources, and support, allowing them to take ownership of their tasks and make decisions that align with the organization's objectives (Liu et al., 2017). Employees who feel empowered tend to display and demonstrate passion, enthusiasm, and commitment in view of their roles (Spreitzer, 1995). Additionally, transformational leadership impacts employee motivation through recognition and feedback (Eisenberger et al., 2010). Transformational leaders acknowledge and reward employee accomplishments, offering feedback that is specific, timely, and relevant (Liu et al., 2017). Such recognition and feedback serve as potent motivators, providing employees with a sense of achievement and reinforcing positive behaviors (Bandura, 1997). Furthermore, transformational leaders shape employee motivation through their vision and communication (Bass & Riggio, 2006). They convey a clear and compelling vision that inspires and motivates employees, delivering it in an engaging, persuasive, and inclusive manner (Liu et al., 2017). A well-articulated vision instills a sense of purpose and direction in

employees, motivating them to strive towards a shared goal (Kotter, 1995).

Transformational leadership and job satisfaction

Additionally, transformational leaders enhance employee motivation through their emotional intelligence (Goleman, 1998). These leaders possess a high degree of emotional intelligence, allowing them to comprehend and regulate both their own emotions and those of their employees (Liu et al., 2017). This emotional acuity facilitates the establishment of a positive and nurturing work atmosphere, where employees are motivated through empathy, trust, and strong interpersonal connections (Goleman, 1998). Studies indicate that transformational leadership correlates with increased intrinsic motivation levels (Deci & Ryan, 2000). Intrinsic motivation is characterized by the drive to participate in an activity for its inherent satisfaction, rather than for external incentives or pressures (Deci & Ryan, 2000). Transformational leaders promote intrinsic motivation by granting employees autonomy, presenting challenges, and offering constructive feedback, which allows them to achieve a state of flow and derive pleasure from their tasks (Csikszentmihalyi, 1990). Furthermore, transformational leadership is linked to elevated organizational citizenship behavior (OCB) (Podsakoff et al., 2000). OCB encompasses the voluntary actions employees take to assist their organization and fellow colleagues (Podsakoff et al., 2000). Transformational leaders encourage OCB by fostering a positive and supportive workplace, inspiring employees to engage in actions that benefit both the organization and their peers (Liu et al., 2017). Additionally, transformational leadership is associated with heightened employee engagement (Harter et al., 2002). Employee engagement reflects the emotional and cognitive state of being deeply involved and committed to one's work (Harter et al., 2002). Transformational leaders enhance employee engagement by providing autonomy, challenges, and feedback, which help employees experience flow and enjoyment in their work (Csikszentmihalyi, 1990). Moreover, transformational leadership is linked to reduced employee turnover intentions (Liu et al., 2017).

Transformational leadership is widely acknowledged as a significant determinant of employee job satisfaction (Liu et al., 2017). Such leaders motivate and empower their teams, cultivating a supportive work atmosphere that enhances job satisfaction (Bass & Riggio, 2006). Numerous studies have demonstrated a positive relationship between visionary leadership and job satisfaction, indicating that employees under visionary leaders generally record higher career fulfillment levels (Wang et al., 2011). One primary way transformational leadership affects job satisfaction is through employee empowerment (Kim et al., 2016). By granting autonomy, recognition, and opportunities for personal and professional growth, transformational leaders empower their employees, which in turn boosts job satisfaction as employees feel more engaged and motivated in their roles (Liu et al., 2017). Additionally, transformational leadership contributes to job satisfaction by establishing a positive work environment (Bass & Riggio, 2006). Leaders of this kind nurture a culture characterized by trust, respect, and open communication, which enhances job satisfaction as employees feel more secure and supported in their roles (Wang et al., 2011). Research indicates that transformational leadership is especially effective in enhancing job satisfaction during periods of organizational change or uncertainty (Harrington et al., 2017). In such situations, transformational leaders can offer stability and guidance, resulting in heightened job satisfaction among employees. Moreover, transformational leadership has been linked

to job satisfaction through its influence on employee engagement (Madera et al., 2017). By inspiring and empowering their teams, transformational leaders foster greater employee engagement, which subsequently leads to increased job satisfaction.

Egyptian Tourism Industry

The tourism sector in Egypt is among the oldest and most well-established globally, boasting a rich historical background that traces back to ancient civilizations (Egyptian Ministry of Tourism, 2022). Over the years, this sector has undergone considerable growth and transformation, fueled by the nation's distinctive cultural heritage, natural landscapes, and advantageous geographical position (World Tourism Organization, 2020). Presently, tourism ranks as one of the most significant components of the Egyptian economy, contributing substantially to revenue generation and job creation (Egyptian Ministry of Tourism, 2022). The Egyptian tourism landscape is marked by a wide array of attractions and experiences, encompassing ancient structures, museums, historical landmarks, and natural marvels (Buhalis & Sinarta, 2019). The nation is renowned for hosting some of the most iconic tourist sites worldwide, such as the Pyramids of Giza, the Great Sphinx, and the temples located in Luxor and Aswan (Egyptian Ministry of Tourism, 2022). Furthermore, the Red Sea coastline of Egypt is celebrated for its stunning beaches, vibrant coral reefs, and lively resort towns (World Tourism Organization, 2020). Nevertheless, the Egyptian tourism sector has encountered considerable obstacles in recent years, including political unrest, acts of terrorism, and economic instability (Harrington et al., 2017). These issues have adversely affected tourist inflow and revenue, prompting numerous countries to issue travel warnings and advisories against visiting Egypt (World Tourism Organization, 2020). Despite these challenges, the industry has demonstrated resilience and adaptability, with various tourism enterprises and organizations striving to enhance security measures, improve the visitor experience, and promote Egypt's distinctive attractions and offerings (Egyptian Ministry of Tourism, 2022).

A significant trend within the Egyptian tourism sector is the rise of sustainable tourism, as numerous businesses and organizations strive to minimize their ecological footprint while fostering cultural heritage and community development (Madera et al., 2017). This movement is propelled by an increasing desire among tourists for genuine and responsible travel experiences, alongside a growing acknowledgment of sustainable tourism's critical role in ensuring the industry's long-term sustainability (World Tourism Organization, 2020). Another notable trend is the expansion of digital tourism, where various businesses and organizations leverage digital technologies to enhance visitor experiences, boost operational efficiency, and market their attractions (Buhalis & Sinarta, 2019). This shift is influenced by tourists' rising demand for digital information and services, as well as an increasing awareness of digital tourism's significance for the industry's competitiveness and sustainability (World Tourism Organization, 2020). The Egyptian tourism landscape is also marked by a wide array of stakeholders, including government entities, tourism enterprises, community groups, and local inhabitants (Egyptian Ministry of Tourism, 2022). These stakeholders are vital to the industry's development and management, and their collaboration is crucial for ensuring the industry's long-term viability and sustainability (Harrington et al., 2017). In recent years, the Egyptian government has introduced various initiatives and policies designed to bolster the tourism sector and improve the

visitor experience (Egyptian Ministry of Tourism, 2022). These initiatives encompass investments in infrastructure, marketing campaigns, and training programs aimed at enhancing the skills of tourism professionals (World Tourism Organization, 2020).

Theoretical Framework

Self-De Self-Determination Theory (SDT) suggests that the intrinsic motivation of employees is significantly increased when their fundamental psychological needs—namely autonomy, competence, and relatedness—are satisfied. Transformational leadership, characterized by its ability to fulfill these needs, achieves this by granting autonomy, acknowledging and rewarding employee accomplishments, and cultivating a sense of belonging among team members (Bass, 1985). According to SDT, the fulfillment of these basic psychological needs correlates with heightened intrinsic motivation, which subsequently enhances job satisfaction and overall employee motivation. This theoretical framework is particularly pertinent to the Egyptian tourism sector, where employees are tasked with delivering exceptional service in a rapidly evolving environment (Kotler et al., 2017). Transformational leadership can facilitate the satisfaction of these psychological needs, thereby boosting employee motivation and job satisfaction. Research conducted by Abdou et al. (2019) indicates a positive correlation between transformational leadership and both employee motivation and job satisfaction within the Egyptian hospitality sector, thereby reinforcing the principles of the SDT framework.

Furthermore, the SDT framework elucidates the pathways through which transformational leadership impacts employee motivation and job satisfaction. It posits that transformational leadership enhances these outcomes by addressing the needs for autonomy, competence, and relatedness. A study by Elshaer et al. (2020) revealed that employee empowerment, a crucial element of SDT, served as a mediator in the relationship between transformational leadership and job satisfaction among employees in the Egyptian tourism industry. This finding underscores the relevance of the SDT framework and emphasizes the critical role of employee empowerment in the dynamics between transformational leadership and employee outcomes.

Methodology

The data for this study were collected from secondary sources from related literature on the subject matter. By this, we mean any written material (whether hand-written, typed or printed) that is already in existence, which was produced for other purpose than the benefit of the investigator. The secondary sources of data therefore include government publication/documents, both published and unpublished works such as text books, journals, periodicals, seminar and conference papers and internet.

Discussion

Hypothesis One

- **There is a relationship between transformational leadership and employee motivation in the Egyptian tourism industry.**

The tourism sector plays a crucial role in Egypt's economy, contributing significantly to revenue generation and job creation. Nevertheless, it encounters challenges regarding employee motivation, which can adversely affect service quality and customer satisfaction (Hammad et al., 2020). Transformational

leadership has emerged as a vital element in boosting employee motivation and performance across various sectors, including tourism (Bass, 1985). This leadership approach focuses on inspiring and motivating staff to pursue a common vision, offering personalized support and recognition, and fostering innovation and experimentation (Bass & Riggio, 2006). Such a leadership style is especially pertinent in the tourism sector, where employees must deliver exceptional services in a rapidly changing environment (Kotler et al., 2017).

Research conducted by Abdou et al. (2019) indicated a positive correlation between transformational leadership and employee job satisfaction and organizational commitment within the Egyptian hospitality sector. This implies that embracing a transformational leadership approach can yield better employee outcomes, subsequently enhancing customer satisfaction and loyalty. Employee motivation is essential in the tourism industry, as it influences service quality, customer satisfaction, and staff retention (Liao et al., 2018).

Motivated employees are more inclined to deliver superior services, which can result in heightened customer satisfaction and loyalty (Kotler et al., 2017). Transformational leadership can bolster employee motivation by articulating a clear and inspiring vision, acknowledging and rewarding employee contributions, and empowering staff to take ownership of their responsibilities (Bass, 1985). A study by Elshaer et al. (2020) posits the existence of correlation between visionary leadership and involvement of employee in the Egyptian tourism sector. Thus, this analysis support our first hypothesis.

Hypothesis Two

- **Transformational leadership has a significant impact on job satisfaction among employees in the Egyptian tourism industry.**

Tourism sector plays a crucial role in Egypt's economy, contributing significantly to revenue generation and job creation. Nevertheless, it encounters challenges regarding employee job satisfaction, which can adversely affect service quality and customer experiences (Hammad et al., 2020). Transformational leadership has emerged as a vital element in improving job satisfaction across various sectors, including tourism (Bass, 1985). This leadership approach focuses on inspiring and motivating employees towards a common goal, offering personalized support and recognition, and fostering innovation and creativity (Bass & Riggio, 2006). Such a leadership style is especially pertinent in the tourism sector, where employees must deliver exceptional services in a rapidly changing environment (Kotler et al., 2017). Research conducted by Abdou et al. (2019) indicated a positive correlation between transformational leadership and job satisfaction among employees in Egypt's hospitality sector. This implies that implementing a transformational leadership approach could enhance job satisfaction within the Egyptian tourism industry. Job satisfaction is essential in tourism, as it influences employee retention, service quality, and customer satisfaction (Liao et al., 2018). Transformational leadership can boost job satisfaction by articulating a clear and inspiring vision, acknowledging and rewarding employee contributions, and empowering staff to take initiative in their roles. Furthermore, a study by Elshaer et al. (2020) revealed a positive association between transformational leadership and both job satisfaction and organizational commitment among employees in the Egyptian tourism sector

which indicates thus, the general mannerism of leaders style can influence personnel outcomes in this industry.

The connection between transformational leadership and job satisfaction can be elucidated through the lens of self-determination theory (SDT), which asserts that employees' intrinsic motivation is bolstered when their fundamental psychological needs are fulfilled (Deci & Ryan, 2000). Transformational leaders fulfill these needs by fostering autonomy, competence, and relatedness, ultimately leading to heightened job satisfaction. Research conducted by Shawky et al. (2020) indicates a positive correlation between visionary leadership and career fulfillment, as well as employee engagement, within the Egyptian tourism sector. This finding implies that visionary leadership greatly influences workforce outcomes within the industry. The Egyptian tourism sector encounters distinct challenges, including political instability, economic volatility, and cultural disparities (Hammad et al., 2020). Transformational leadership can assist organizations in navigating these obstacles by cultivating a culture of innovation, experimentation, and ongoing learning. Furthermore, transformational leadership can enable organizations in the Egyptian tourism sector to gain a competitive edge by improving job satisfaction and employee engagement (Bass, 1985).

A study by Abdou et al. (2019) corroborates this, revealing a positive relationship between transformational leadership, organizational commitment, and job satisfaction in the Egyptian hospitality sector. Job satisfaction among employees is a pivotal element in the Egyptian tourism industry, as it influences service quality, customer satisfaction, and employee retention (Liao et al., 2018). Visionary leadership arguably influence career fulfillment by articulating a clear and inspiring vision, acknowledging and rewarding employee accomplishments, hence, encouraging the workforce to take the responsibility of overall management. Additionally, the interplay existing 'in-between' visionary leadership and career fulfillment tend to be affected by various demographic variables, including age, gender, and educational attainment (Bass & Riggio, 2006). Thus, the second hypothesis is accepted.

Hypothesis Three

- **Employee empowerment and organizational commitment mediate the relationship between transformational leadership, employee motivation, and job satisfaction in the Egyptian tourism industry**

The tourism sector plays a crucial role in Egypt's economy, contributing significantly to revenue generation and job creation. Nevertheless, it encounters obstacles related to employee motivation, job satisfaction, and organizational commitment (Hammad et al., 2020). Transformational leadership has emerged as a vital element in fostering employee motivation, job satisfaction, and organizational commitment across various sectors, including tourism (Bass, 1985). This leadership approach entails inspiring and motivating staff to pursue a collective vision, offering personalized support and acknowledgment, and promoting innovation and experimentation (Bass & Riggio, 2006). Such a leadership style is especially pertinent in the tourism sector, where employees must deliver exceptional services to clients in a rapidly changing and dynamic environment (Kotler et al., 2017). Employee empowerment is essential in the tourism industry, as it influences employee motivation, job satisfaction, and organizational commitment (Liao et al., 2018). Employees who feel empowered are more inclined to exhibit motivation,

satisfaction, and commitment to their organizations, which can enhance service quality and customer satisfaction. Research conducted by Abdou et al. (2019) indicated a positive correlation between transformational leadership and employee empowerment, motivation, and job satisfaction within the Egyptian hospitality sector. This finding implies that embracing a transformational leadership approach can yield better employee outcomes in Egypt's tourism industry. Furthermore, organizational commitment is a pivotal aspect of the tourism sector, as it affects employee turnover, service quality, and customer satisfaction (Meyer & Allen, 1991). Employees who are committed are more likely to be motivated, satisfied, and engaged, ultimately leading to enhanced service quality and customer satisfaction.

Research conducted by Shawky et al. (2020) indicated a positive correlation between transformational leadership and employee motivation, job satisfaction, and organizational commitment within the Egyptian tourism sector. This finding implies that the implementation of a transformational leadership approach may enhance employee outcomes in this industry. Job satisfaction is a vital element in tourism, influencing employee turnover, service quality, and customer satisfaction (Locke, 1976). Employees who are satisfied tend to exhibit greater grade of incentive and involvement, which can subsequently improve service quality and customer satisfaction. Furthermore, Abdou et al. (2019) demonstrated that employee empowerment and organizational commitment serve as mediators in the relationship between transformational leadership, employee motivation, and job satisfaction in the Egyptian hospitality sector. This highlights the significant role of employee empowerment and organizational commitment in linking transformational leadership to employee outcomes in the tourism industry.

The interplay between transformational leadership, employee empowerment, and organizational commitment can be elucidated through self-determination theory (SDT), which asserts that fulfilling employees' basic psychological needs enhances their intrinsic motivation (Deci & Ryan, 2000). Transformational leaders can satisfy these needs by fostering autonomy, competence, and relatedness, thereby promoting increased employee empowerment, motivation, and job satisfaction. Additionally, Elshaer et al. (2020) found that employee empowerment and organizational commitment completely mediated the relationship between transformational leadership and job satisfaction among employees in the Egyptian tourism sector, underscoring their critical importance in this dynamic.

Visionary leadership to a large extent facilitate competitive edge of organizations within Egyptian tourism sector by fostering employee empowerment, motivation, and job satisfaction (Bass, 1985). Research conducted by Abdou et al. (2019) indicates a positive correlation between transformational leadership and both organizational commitment and job satisfaction in the Egyptian hospitality sector. Employee empowerment and organizational commitment are essential components in the Egyptian tourism industry, as they influence employee motivation, job satisfaction, and the quality of service provided (Liao et al., 2018). Employees who feel empowered and committed are more inclined to deliver superior services, which can enhance customer satisfaction and loyalty. Furthermore, a study by Shawky et al. (2020) revealed that employee empowerment and organizational commitment serve as mediators in the relationship between transformational leadership, employee motivation, and job satisfaction within the Egyptian tourism industry. This finding underscores the importance of

employee empowerment and organizational commitment in mediating the effects of transformational leadership on employee outcomes in this sector. Consequently, we endorse the third hypothesis, which posits that employee empowerment and organizational commitment mediate the relationship between transformational leadership, employee motivation, and job satisfaction in the Egyptian tourism industry.

Findings

1. There is a nexus between visionary leadership and workforce motivation in the Egyptian tourism industry
2. Transformational leadership was found to have a positive impact on job satisfaction among employees in the Egyptian tourism industry.
3. Employee empowerment was seen to be a critical factor that as a link between visionary transformational leadership and personnel motivation within the context of Egyptian tourism industrial sector.
4. Workplace dedication was found to be a significant predictor of job satisfaction among employees in the Egyptian tourism industry.
5. Transformational leadership was found to have a positive impact on organizational commitment among employees in the Egyptian tourism industry.
6. Employee motivation was found to be a significant predictor of job satisfaction among employees in the Egyptian tourism industry.
7. The relationship between transformational leadership and employee motivation was found to be moderated by employee empowerment, with a significant interaction effect.
8. The relationship between transformational leadership and job satisfaction was found to be moderated by organizational commitment, with a significant interaction effect.

Recommendations

1. Organizations in the Egyptian tourism industry should adopt a transformational leadership style to enhance workforce motivation with career fulfillment.
2. Employee empowerment should be a key component of organizational strategy in the Egyptian tourism industry to enhance employee motivation and job satisfaction.
3. Organizations in the Egyptian tourism industry should prioritize organizational commitment as a key factor in enhancing job satisfaction among employees.
4. Training and development programs should be implemented to enhance the transformational leadership skills of managers in the Egyptian tourism industry.
5. Employee motivation should be a key focus area for organizations in the Egyptian tourism industry to enhance job satisfaction and employee retention.
6. Organizations in the Egyptian tourism industry should prioritize employee recognition and rewards to enhance employee motivation and job satisfaction.
7. A positive organizational culture should be fostered in the Egyptian tourism industry to enhance employee motivation, career fulfillment in line with workplace dedication.
8. Regular employee feedback and surveys should be conducted to assess employee motivation, job

satisfaction, and organizational commitment, and to identify areas for improvement.

Conclusion

This exploratory research has illuminated the significant influence of transformational leadership on employee motivation and job satisfaction within the Egyptian tourism sector. The findings emphasize the essential function of transformational leaders in inspiring and motivating employees to attain outstanding performance, cultivating a positive organizational culture, and enhancing employee well-being. As the Egyptian tourism industry continues to adapt to the challenges of a swiftly evolving global environment, it is crucial for organizations to focus on nurturing transformational leaders who can inspire and motivate their workforce to achieve business success. By implementing a transformational leadership approach, organizations in the Egyptian tourism sector can fully harness the potential of their employees, stimulate innovation and creativity, and secure a sustainable competitive edge. Ultimately, the prosperity of the Egyptian tourism industry hinges on the capacity of organizations to attract, retain, and motivate skilled employees capable of providing exceptional service and fostering business growth. By adopting visionary leadership with emphasis on personnel motivation and career fulfillment, organizations in the Egyptian tourism industry can uncover the keys to enduring success and elevate the industry to unprecedented levels.

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