The Role of individual Considerations and Intellectual Stimulation of Transformational Leadership in Empowering the Employees in The Egyptian Travel Agencies

Yasmine Hassan Mohamed Ali[a], Alfatma Fathalla Salama[b], Mohammad M. Farrag[c]

[a]PhD researcher, Department of Tourism Studies, Faculty of Tourism and Hotels, Minia University.
[b]Assistant Professor, Hotel management Department, Faculty of tourism and hotels, Minia University.
[c]Assistant Professor, Department of tourism Studies, Faculty of tourism and hotels, Fayoum University.
* Correspondence: jasminehassan240@gmail.com; Tel:+2 01064893517; Fax: 0862347762

Abstract

The current time is witnessing many rapid developments and changes; as a result of the knowledge explosion and the information revolution, which made the organizations face many challenges. Although it forced them to find modern and creative ways and discard traditional methods, by finding creative people and caring for and empowering workers considering the human element as an essential resource to be sought, invested, and considered as a partner. The use of empowerment is a drag that expresses it to reach the satisfaction of its customers and thus achieve its goals. However, it helps to meet the challenges of the century.

The research was conducted with a purpose to investigate the relationship between transformational leadership and empowering the Employees in The Egyptian Travel Agencies. Questionnaire Consist of 35 items, divided into four parts was designed. One hundred Travel Agencies category A were selected on simple random sampling basis.

A total 600 questionnaires were circulated, out of which 585 questionnaires returned back, after reviewing these questionnaires, 10 questionnaires were excluded for, so that the number of valid questionnaires became 575, with 95.83% of the total distributed questionnaires.

The findings of the study concluded that individual considerations and Intellectual stimulation of transformational leadership effects empowering the Employees in The Egyptian Travel Agencies category A.

1. Introduction

To run organizations smoothly, effectively and efficiently, the most valuable and extremely important factor organizations need is human resource [1]. Well-qualified and capable of personnel are important in big picture of accomplishing objectives and goals of an organization. The success of an organization depends on the hard working, include managers and loyal employees. In this modern time in history where world is become a worldwide village, firms were carefully thought about to be competitive on the basis of smart ability of their human resources. It is somewhat a very hard job to handle people who are physically, mentally, ethnically and culturally different from each other.

Leadership was a bond which makes people to work together. Organizations now are more worried about development, understanding and improvement of their leadership. Transformational leadership is a modern style towards leadership [2]. Transformational leadership is a system of changing and transforming people [3]. If leaders want to produce a positive influence on groups, people and organizations, then leadership should be broadened from old rigid autocratic style to modern style and friendly [4].

Modern leaders perfectly adopt an attitude that supports workers, provide them a vision, encourage them to think innovatively, cultivate hope, individualized consideration and broaden the communication. Job satisfaction is the degree to which a person is satisfied or pleased with her/ his work or job. Success of organizations highly depends on its workforce. More happy and satisfied employees would be more productive and empowering the Employees and money-making for the organization [5].

Empowering the Employees helps to create positive attitudes in employees, improves their performance, boosts up their morals and creates pleasant relationship with their co-workers. Employees who are made happy with their jobs tend to be more creative and new and interesting that help businesses to grow, bring positive changes and flourish according to market situations and so making organizations able to compete at international level. sAll these factors are the main features of transformational leadership style leading to boost up organizational strengths and increasing level of Empowering the Employees and organizational commitment in The Egyptian Travel Agencies.

2-The study problem

This word is derived from the stem ḥtm, i to destroy, to perish. It was one of the most used words, which give the meaning of destroying the sinner and removing his being. There are two destinies waiting for the deceased that beside the conception of a kingdom of heaven also there is a dark subterranean realm of

the dead as a place of punishment was present, as the Underworld Books depicted it, a total destruction for the sinners.[13]

Empowerment is a method of improving the organization processes in public and private management and it is based on granting employees complete freedom to act in the performance of their professional responsibility. The literature confirmed that empowerment achieves the full exploitation of the efficiency that enables within individuals and encourages them to think innovative to solve problems and make decisions. Also the teamwork and establishing the awareness of employees and the open-minded leadership are the main factors of the application of the method of empowerment.

The literature pointed out that transformational leadership is a major source of active leadership in organization in different. There is also a link between transformational leadership, distinction and creativity in tourism organizations.

Several studies also pointed out that the institutions suffer from many problems, including the lack of morale among the employees [6], and participation in decision making and weaknesses in internal management practices and processes. The need for the participation of staff at the middle management levels in the decision – making process and a high degree of central decision- making.

The problem of the study is represented by the following main question

What is the relationship of transformational leadership to the empowerment of employees in travel agencies?

3- Hypothese

1-   There is a statistically significant relationship between transformational leadership and the empowerment of Employees within Egyptian tourism companies Category A.

2-   There is a statistically significant relationship between the individual considerations of the transformative leader and the empowerment of employees within Egyptian tourism companies Category A.

4-The Research Objectives

1-   Discovering of the relationship between transformational leadership and empower Employees in The Egyptian Travel Agencies.

2-   Clarifying the importance of transformational leadership of officials in The Egyptian Travel Agencies.

3-   Declaration of the need to empower employees in E travel agencies.

5-The Research importance

The importance of the research stems from the importance of the topic that will be addressed, namely transformational leadership and its relationship with the empowerment of Employees in The Egyptian Travel Agencies. This is the first topic that examines the relationship between transformational leadership and the empowerment of workers in tourism institutions. This study may help the leaders of tourism institutions to shed light on the importance of human resources as strategic assets for tourism organization and the importance of empowering employees and introducing them to a new style of leadership, namely transformational leadership and

supporting these leaders to change their leadership styles as an essential step to empower their employees.

6- Literature review

Researchers have found that employees who are pleased with their supervisors/leaders and feel that they are being treated with respect and are valued by their management feel more attachment with their organizations [7].

Literature Review Leadership continued to be one of the greatest widely discussed subjects by the researchers from all over the world. Also Described leadership is a process to change the way people think in order to get desired results. The objective of the study is to decide the impact of transformational leadership on empowering the Employees working in The Egyptian Travel Agencies category A.

6.1 Transformational leadership Dimensions

According to [9] transformational leaders accomplish superior results with one or more of the four dimension of transformational leadership below.

1) 1-Charismatic leadership (or idealized influence). The leader acts in ways that result in being a role model for the followers. Therefore, the leader becomes venerated, respected, and trusted by the followers who want to emulate them. The followers also recognize strange capabilities, persistence, and determination in the leader.

2) 2-According to [10, 11] "Inspirational motivation means that the leader behaves enthusiastically and optimistically". They share positive future visions, display confidence, and communicate expectations, which subordinates want to meet due to the motivating behaviors that their leader has displayed.

3) 3-Intellectual stimulation is especially focused on stimulating subordinates' innovativeness and creativity [10, 12].

4) 4-Individualized consideration. The leader attends to each follower's need for accomplishment and growth by acting as coach or mentor. The leader tries to create new learning opportunities in a supportive climate; so, the leader demonstrates acceptance for individual differences, have confirmed [13, 14].

Provides encouragement to some followers, values patterns of work to others, and provides autonomy to those with more experience. In this way, the leader establishes two-way exchange processes of communication with the followers, adopts an active listening style, and delegates tasks to develop followers' skills.

6.2 Employee empowerment

There has been increasing interest in the idea of empowerment among both practitioner's theorists and organizational [15]. The increment in interest might be related, in part, to findings of studies on leadership and management skills that suggest that empowering assistants may serve goals linked to managerial and organizational effectiveness [16].

Researchers and practitioners have supported empowerment as a way to encourage and increase decision making at lower levels in an organization, at the same time, enrich employee's work experience [17].

6.3 The benefits of empowerment in hospitality operations

Fighters of empowerment claim some impressive benefits to hospitality operators who introduce empowerment to their organizations. What's more, they argue that traditional hospitality organizations causing problems for themselves by engendering feelings of disempowerment.

The following table shows summarizes some benefits of empowerment and the problems of disempowerment in hospitality operations.

Table (1) Empowerment and disempowerment in tourism industry

Benefits of empowerment	Problems of disempowerment
More responsive service	Limited authority to meet service needs
Complaints dealt with quickly	Complaints dealt with slowly through senior manager
Greater customer satisfaction	High level of costs in generating new customers
Well- motivated staff	Low morale and poor motivation
Improved labour stability	High labour turnover
Increased productivity	Low productivity
Lower labour costs	Low wages but high labour costs
More responsive service& High quality	Low quality
High profits	Low profits

Prepared by the researcher

7-Methods

The Research aims to discovering of the relationship between transformational leadership and empower Employees in The Egyptian Travel Agencies. Also clarify the importance of transformational leadership of officials in The Egyptian Travel Agencies.

7.1 Data collection

The research was conducted with a purpose to investigate the relationship between transformational leadership and empowering the Employees in The Egyptian Travel Agencies. The questionnaire consisting of 35 items, divided into four parts was designed. One hundred Travel Agencies category A were selected on simple random sampling basis.

A total 600 questionnaires were circulated, out of which 585 questionnaires returned back, after reviewing these questionnaires, 10 questionnaires were excluded for, so that the number of valid questionnaires became 575, with 95.83% of the total distributed questionnaires.

7.2 Data analysis

Survey lists were distributed and collected, and after reviewing these lists, the answers were discharged in the Statistical System (SPSS) in sequence in the survey list. After the end of the discharge, the results were extracted and the relationships between the different variables were found in preparation for the stage of analysis.

After that Interpretation followed by the stage of analysis of the data for the study sample with the correlation to the results and then the interpretation of these results. The data were analyzed using analyzed all the data using the Statistical Analysis Program (SPSS) where it collected the data, used percentage, repetitions, and chi square test (Ka2 test).

This test (the relationship between a set of variables in the field study) is illustrated by examining the moral differences between some of these variables through the K^2 function (moral level), and clarifying some correlations between a set of important variables in the field study. These relationships were created through the Ka^2 test. The statistical function is defined at a moral level of 5%, if the moral level is 0.05 or less, there is a moral difference between the variables. If morale is greater than 0.05, there is no moral difference. The arithmetic medium of some questions has been calculated in order to find out the average size of the sample tested.

Here are some statistical methods used to analyze survey form data:

Cronbachs Alpha laboratory to test the stability and internal consistency of the form.
Repetitions and percentages to describe and determine the responses of Egyptian tourism workers to the terms of transformational leadership.
- Standard averages and deviations to determine the relative importance of the study sample trends towards the variable synosis statements on the form.
- Mann Whitney U test to test the differences between more than two independent samples.
- Kruskal -Wallis test to test the differences between more than two independent samples.
- Correlation coefficients using the Pearson correlation coefficient to calculate the strength and direction of the relationship between the dependent and independent variables.
- Analysis of the contrast of the simple slope using the F and t indication test in order to verify the morale of the model and the sincerity of the assumptions.
- The level of significance, which means the probability of making a test error, which means the confirmation of test result by 99% or 5% which means the confirmation of test result by 95%. The study was based on a moral level of 1%.

7.3 Statistical analysis

The analysis was made from statistical tests of correlation. The following Statistical analysis was conducted:

Percentages and frequency were used in analyzing employees' questionnaires.
- A correlation coefficient and a stepwise regression analyses were carried out to elucidate the correlation and explain the variance among the variables.

8. Results

Six hundreds forms were distributed to the employees of tourism companies in Hurghada, Luxor, Sohag, and Cairo

and only 585 of them were collected. After reviewing these forms, 10 of them were excluded because they were not suitable for statistical analysis, bringing the number of valid forms to 575 forms at 95.83% of the total forms distributed.

This list was developed to identify all the data and information about the extent of the application of transformational leadership within the tourism companies and the impact of their application to the employees of the company.

8.1 Descriptive analysis of study variables
Table No. (1) Shows that the number of male sample members was 367 by 63.8%. While the number of females was 206 by 35.8%, this reflects the true representation of females and males in the study community.

Table No. (2) Percentage and Iterations of sample type

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	367	63.8	64.0	64.0
	Female	206	35.8	36.0	100.0
	Total	573	99.7	100.0	
Missing	System	2	.3		
Total		575	100.0		

8.2 scientific qualification

The following table (2) shows that there are 89 individuals with 15.5% of those who occupy (average qualification) while there are 407 individuals with 70.8% bachelor's degree, while 67 individuals are in the master's and doctoral degrees with 11.7%. For the other level of education other than the previous number 12 by 2.1, we also note from the following table and figure no.(1) that tourism companies category (A) employs university graduates (bachelor or bachelor's degree) by a large percentage of which exceeds 70%. This is a positive indicator that enables companies to benefit from their scientific knowledge. This is also an important indicator that can be more focused on, especially the master's and doctoral ratios in their accreditation in delegation and decision-making.

Years of experience

It is clear from the following table (3) that the number of people with more than 10 years of experience is 64 individuals by 11.1%. There are 328 individuals with 5-10 years of experience at 57.0%, while 157 people are under 5 years of age with 27%. All these figures are a strong indicator of the accumulation of knowledge experience in working within Egyptian tourism companies Category A for sample members. This indicator

affects the sincerity of the study's answers because of the abilities and skills that the experience gives to the ease of understanding the variables to be questioned. The following figure (2) shows a graph of these figures.

Table No. (3) Percentage and Repetitions of the scientific qualification of sample members

Education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate Qualification	89	15.5	15.5	15.5
	Bachelor/Bachelor's Degree	407	70.8	70.8	86.3
	Master/PhD	67	11.7	11.7	97.9
	Other	12	2.1	2.1	100.0
	Total	575	100.0	100.0	

Table No. (4) Percentage and Repetitions of the number of years of experience for sample members

Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less5 years	157	27.3	27.3	27.3
	5 to 10 years	328	57.0	57.0	84.3
	more10 years	64	11.1	11.1	95.5
	4.00	26	4.5	4.5	100.0
	Total	575	100.0	100.0	

Age

The following table (4) shows that there are 174 individuals less than 26 years of age at 30.3%. There are also 292 people aged 26 to under 40 at 50.8%. This shows us that the age group that is predominantly employed in Egyptian tourism companies is the youth group and the following figure (3) also explains this

Table (5) Percentage and Repetitions for Age

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less26	174	30.3	30.3	30.3
	26 to 40	292	50.8	50.8	81.0
	41to60	109	19.0	19.0	100.0
	Total	575	100.0	100.0	

8.3 testing the hypotheses of the study

1- There is a statistically significant relationship between the intellectual stimulation of the leader and the empowerment of employees within Egyptian tourism companies Category A.

* The effect is statistically significant at (α ≤ 0.05).

The results of the statistical analysis shown in the following table (5) showed the effect of the intellectual stimulation dimension of the transformational leader on the empowerment of workers in Egyptian tourism companies Category A. The probability value of (0.049[b]), which is below the level of indication (0.05%) alternative imposition, is accepted. Here, the validity of the third sub-hypothesis is clear.

Table No. (6) Results of the test of the effect of intellectual stimulation on the empowerment of workers

Model		Sum of Squares	D f	Mean Square	F	Sig.
1	Regression	.000	1	.000	.005	0.049[b]
	Residual	.001	3	.000		
	Total	.001	4			

2- There is a statistically significant relationship between the individual considerations of the transformative leader and the empowerment of employees within Egyptian tourism companies Category A.

The results of the statistical analysis shown in the following table (6) showed the effect of the dimension of individual considerations of the transformational leader on the empowerment of workers of Egyptian tourism companies Category A. the probability value of (0.002), which is below the level of indication (0.05%) where the alternative imposition is

accepted. Here, the validity of the fourth sub-hypothesis is clear.

Table (7) Results test the impact of individual considerations on employee empowerment

Model		Sum of Squares	D f	Mean Square	F	Sig.
1	Regression	.001	1	.001	98.762	0.002[b]
	Residual	.000	3	.000		
	Total	.001	4			

The results of the tables (5) and (6) also indicate that the empowerment of employees is largely linked to the two dimensions of transformational leadership: individual considerations and intellectual stimulation.

This underscores the importance of these dimensions in fostering a sense of empowerment. The result may be due to the ability of the transformative leader to be able to inspire the followers to the highest levels of achievement. This is through the sense of seriousness and importance of the work they perform [18].

The transformational leader's ability to empower workers by providing positive emotional support during crises and pressures to allow employees to experience work. In addition, the transformational leader can empower followers by using words of encouragement, positive persuasion, and acting as a role model [19].

It is clear from previous results that the contribution of the ideal impact on the empowerment of employees of Egyptian tourism companies can be enhanced by saying that the behaviors of the leader should focus on setting high standards and acting as an example. Such behaviors enhance the sense of belonging of followers, and their belief in the importance of their actions and their suitability.

The findings correspond to both [20, 21]. This highlights the extent to which the leader's subordinates are accepted as role models.

The results of data analysis using Pearson Correlation as shown in the following table (7) indicated a correlation between transformational leadership and worker empowerment. The results of the current study are consistent with the results of the studies of [22, 23, 24].

Transformational leadership test results on empowering employees

It is clear from the following table (8) that the coefficient link for the independent and dependent variables is (.745a). As can be seen from the table, the R Square selection factor valued at (.555). This means that transformational leadership is explained by (55.5%) of the dependent variable. The rest of this ratio is

due to other variables that have not been taken into account and is estimated at (44.5%).

Table (8) Pearson Correlation test results to learn how to link transformational leadership and empower employees within Egyptian tourism companies Category A

Correlations		Empowering employees	Transformational Leadership
Pearson Correlation	Empowering employees	1.000	.745
	Transformational Leadership	.745	1.000
Sig. tailed	Empowering employees	.	.000
	Transformational Leadership	.000	.
N	Empowering employees	575	575
	Transformational Leadership	575	575

Table (9) Results of the transformational leadership test on empowering employees

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745[a]	.555	.554	5.47096

9. Discussion

1- The results of the study indicated that the degree of exercise of managers to the transformational leadership within Egyptian tourism companies from the point of view of their employees has an average of (3.25), which indicates that the majority of employees are members of the sample. This is illustrated by the behavioral practices of their managers, which reflect the leadership practices of transformational leadership. This gives a positive impression of their attitude towards the prevailing leadership style.

2- Intellectual stimulation and individual considerations dimensions came in third and fourth place respectively with an average of (21.64) and (21.73).

3- It is clear from the study that the administrative leaders need to develop their skills in motivation and appreciation of workers, and highlight the role of leaders in acting as mentors to develop the skills and abilities of the followers to create an appropriate work environment. This was confirmed by [25] in their study, as well as what he had come up with [26] in his study.

4- The study demonstrated the association of transformative leadership with all dimensions of empowerment - which are studied - namely, competence, autonomy, and influence.

5- The study sought to measure the impact of the dimensions of transformational leadership on the empowerment of workers.

The results of the study revealed a statistically significant effect on the empowerment of workers within Egyptian tourism companies - the study - by the coefficient of identification (R2=.555) i.e. the transformational leadership by its dimensions is (55.5%) of the total variation in empowerment.

6- There is a correlation, positive, and statistical function of a statistically significant effect at 0.006 - 0.029 - 0.002 - 0.049[b] for the four transformative leadership dimensions respectively.

7- There is an impact on the ability of Egyptian tourism company's employees in Category A, which is (0.049[b]), which is below the indicative level of (0.05%).

8- The study showed that there are statistically significant differences between the study sample responses in terms of intellectual stimulation as well as the degrees of empowerment of workers within tourism companies Category A as one of the dimensions of the study. The differences are in favor of age from 41 to 60, followed by 26 to 40, followed by less than 26. This is where the researcher sees that this is due to the experience factor of this group of workers.

9- The study showed that tourism companies Category A employs university graduates (bachelor or bachelor's degree) by a large percentage of more than 70%. This is a positive indicator that enables companies to benefit from their scientific knowledge.

10- This study found that the age group that is predominantly employed in Egyptian tourism companies is the youth group. The number of people aged 26 to under 40 was 50.8%.

11- The study showed that the high level of empowerment within tourism companies leads to an increase in the number of positive results such as job satisfaction, administrative effectiveness, and creativity and the adoption of a culture oriented towards absurdities within the tourism organization through social impact.

12- The study showed that empowerment leads employees to take risks and enhance their performance by gaining greater autonomy and self-responsibility. The transformative behavior of the leader encourages followers to participate and take responsibility through listening.

13- The existence of a correlation, positive, and statistical function between the transformative leadership and the empowerment of employees entered the Egyptian tourism companies Category A. It also noted that empowerment could be predicted through the dimensions of transformative leadership.

14- The contribution of the ideal impact on the empowerment of employees of Egyptian tourism companies can be enhanced by saying that the behaviors of the leader focus on setting high standards, acting as role models, because such behaviors enhance the sense of belonging of the followers, and their belief in the importance of their actions and its suitability.

15- Focusing on the dimension of empowerment contributes greatly to making employees feel the weight of responsibility, and thus thinking about the interest of the tourism company they work for at the expense of their personal interests, which leads them to raise their creative level by developing their knowledge and skills to be accountable.

10. Conclusion

The productivity and performance of the Organization depend on the empowerment of its staff within the work. Transformational leadership, an approach of enhanced interpersonal relationship between subordinate and supervisor, is a way to make higher level of empowering the Employees

and organizational commitment of employees. Transformational leaders as well help employees to become more innovative, creative and bring such new ideas which allow the organization to grow competitively and adapt itself to the changing external environment.

The results of this study concluded that if leaders adopt transformational leadership behaviour they can get better committed employees, satisfied and empowering the Employees and also the current study concluded that the transformational leadership has an impact on the empowerment of workers within in The Egyptian Travel Agencies category A.

11. Recommendation

Through theoretical study, field study, and the results of the study, some recommendations can be suggested to human resources management (training department), human resources management (recruitment department), and recommendations addressed to senior and middle management and human resources management in tourism institutions and management leaders.

First: Recommendations addressed to human resources management (training department)

1- Work on the development of transformational leadership skills and this mechanism can be implemented by:-

- The concept of transformational leadership is widely disseminated within tourism institutions in general and among those working within the institution in particular. She has conducted courses and workshops for leaders on how to apply the transformational leadership mechanism within tourism companies.

- Leaders are holding meetings and seminars periodically by specialists in transformational leadership. This is to train them on how to apply the dimensions of transformational leadership within the working environment to make employees more empowered and thus make employees do not feel the weight of responsibility on their shoulders, and to get them to think about the interests of the tourism company they work in at the expense of their personal interests. This motivates them to increase their creative level by developing their knowledge and skills to be responsible.

- Leaders should support workers and encourage them to take responsibility for the crises and risks that the company may face and know how to deal with these crises, considering the tourism sector as a highly sensitive sector.

- Full support for the creative and intellectual sense of employees by the leaders.

- Encourage followers to participate and take responsibility by listening.

Second: Recommendations addressed to human resources management (recruitment section)

- Putting the dimensions of transformational leadership within the performance evaluation criteria to encourage managers to improve and develop it.

- Set some questions that measure the level of transformational leadership of new job candidates within tourism institutions.

- The selection of administrative leaders with experience, qualities, and characteristics that affect the dependents.

- The behaviors of the leader should focus on setting high standards, acting as an example, because such behaviors enhance the sense of belonging of the followers, and their belief in the importance of their actions and suitability.

Third: Recommendations addressed to senior and middle management and human resources management of tourism institutions and administrative leaders

- The management leadership in private sector companies should clarify the vision that inspires employees to take on greater responsibility in working at different levels of management. This is to enhance the sense of a high level of empowerment of workers. This can be done by clarifying the organizational objectives of employees and identifying the tasks and roles of the work accurately and clearly and can also be achieved by giving the followers a greater opportunity to provide opinions and suggestions on the work activities and tasks they perform.

- The administrative leadership of The Egyptian tourism companies can play a fundamental role in increasing the level of empowerment of employees through the development of managers and supervisors in the front ranks. This is by providing programs to train managers and supervisors and develop them in the front ranks and encourage them to adopt new roles that are adapted to the changes in the workplace. They also act as facilitators rather than mentors, this will be reflected in the level of empowerment of employees of Egyptian tourism companies Category A.

- Understand the needs of Egyptian tourism employees and create a cooperative and supportive environment for empowerment. Building practices to build trust and integrate employees into work activities. All of this plays a positive role in enhancing the staff's sense of empowerment and this can be achieved by emphasizing the importance of the roles played by employees in influencing operational and organizational results by fulfilling the tasks assigned to them.

- Managers who wish to enhance their employees' sense of empowerment should communicate with them enthusiastically about organizational objectives, create a sense of choice, and the meaning of work and make employees feel that they are actively involved in influencing the final results of their business tasks.

- Building and developing transformational leadership in Egyptian tourism companies at various organizational levels is essential to building an environment that promotes empowerment. Tourism companies should work to achieve this by implementing a program to train management leaders in transformational leadership behaviors. These programs can include the main dimensions of transformational leadership behavior, namely optimal effect, inspirational stimulation, intellectual stimulation and individual considerations.

- Taking care of the skills of individuals by increasing the degree of empowerment and encouraging the initiative in making decisions in accordance with the objectives of the company or the institution and its strategy.

- The focus should be on behavioral and relationship skills because they greatly influence the motivation of the followers towards participation and the extraction of tacit knowledge and cooperation between individuals and management.

- Company officials should support and encourage the method of teamwork in solving business problems by spreading a

culture of positive dialogue in the exchange of opinions, ideas, and proposals.

- The leader works hard to make the employees do not feel the weight of responsibility on their shoulders, and therefore think about the interest of the tourism company they work for at the expense of their personal interests. This leads them to increase their creative level by developing their knowledge and skills to be responsible.

References

[1] Mosadeghrad, A.M. (2003). Principles of Health Care Administration.Tehran: Dibagran Tehran. Muthuveloo, R., & Rose, R. C. (2005). Typology of Organizational Commitment. American Journal of Applied Science, 2 (6), 1078-1081.

[2] Albion, M. J., & Gagliardi, R. E. (2007). A study of transformational leadership, organizational change and job satisfaction, Retrieved from http://eprints.usq.edu.au/3098/1/Albion_Gagliardi.pdf.

[3] Hall, J., Johnson, S., Wysocki, A., & Kepner, K. (2008). Transformational Leadership: The transformation of Managers and Associates. University of Florida, Florida.

[4] Dess, G. G., Picken, J. C., & Lyon, D. W. (1998). Transformational leadership, Journal of Managerial Issues, 10, 30-44.

[5] Judge, T. A. & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. Journal of Applied Psychology, 89(5), 755–768. doi: 10.1037/0021-9010.89.5.755.

[6] Carlson, D. S. & Perrewe, P. L. (1995). Institutionalization of organizational ethics through transformational leadership. Journal of Business Ethics, 14, 829-838.

[7] Sun, L. Y. Z., Zhang, J. Q., & Chen, Z. X. (2012). "Empowerment and Creativity: A Cross-level Investigation", The Leadership Quarterly, 23 (1)(PP.55–65).

[8] Burns, J.M. (1978). Leadership. New York: Harper & Row.

[9] Bass, B. M. (1998). Transformational leadership: Industrial, military, and educational impact. Mahwah, NJ: Erlbaum.

[10] Bass, B. M., & Riggio, R. E. (2006). Transformational leadership (2nd ed.). New York: Psychology Press.

[11] Bass, B. M. (1985). Leadership and performance beyond expectations. New York: Free Press.

[12] Northouse, P. G. (2013). Leadership: theory and practice (6th ed.). Los Angeles: Sage publications, Inc.

[13] Bass, B. M., Avolio, B. J., Jung, D. I. & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. Journal of Applied Psychology, 88(2), 207-218. doi: 10.1037/0021- 9010.88.2.207.

[14] Yammarino, F. J., Dionne, S. & Chun, J. U. (2002). Transformational and charismatic leadership: A levels-of-analysis review of theory, measurement, data analysis, and inferences. In L. L. Neider & C. A. Schriesheim (Eds.), Leadership (pp. 23–63). Greenwich, CT: Information Age Publishing.

[15] Conger, J. and Kanungo, R. (1988). "The empowerment process: integrating theory and practice", Academy of Management Review, Vol. 13 No. 3, pp. 471- 82.

[16] Bennis, W., & Nanus, B. (1985). Leaders: The strategies of taking charge. New York: Harper & Row.

[17] Liden, R., Wayne, S., and Sparrowe, R. (2000). "An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes", Journal of Applied Psychology, Vol. 85 No. 3, pp. 407- 16.

[18] Bennis, W., & Nanus, B. (1985). Leaders: The strategies of taking charge. New York: Harper & Row.

[19] Bass, B.J. and B.J. Avolio, (1993). Transformational leadership: A response to critiques. In M. M. Chemers (Ed.), Leadership: Theory and research perspectives and directions. San Diego, CA 7 Academic Press. pp: 49–80.

[20] Bass, B. M. (1990). Bass and Stogdill`s handbook of leadership: Theory, research and managerial applications (3 ed.). New York: The Free Press.

[21] Bass, B. M. & Avolio, B. J. (2000). MLQ Multifactor Leadership Questionnaire. Redwood City: Mind Garden.

[22] Kark, R., B., Shamir,F., & Chen.G. (2003). "The Two Faces of Transformational Leadership: Empowerment and Dependency", Journal of Applied Psychology, 88, (PP.246-255).

[23] Avolio, BJ, Zhu. W, Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance, Journal of Organizational Behavior 25: 951-968.

[24] O'zaralli, N. (2003). "Effects of Transformational Leadership on Empowerment and Team Effectiveness", Leadership and Organization Development Journal, 24 (6), PP.335- 344.

[25] Albrecht, S. L., & Andreetta, M. (2011). The influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers: Test of a model. Leadership in Health Services, 24, 228-237. doi:10.1108/17511871111151126.

[26] Okpara, J. O. (2004). Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy. Information Technology & People, 17(3), 327-338.