

Measuring the Relationship between Transformational Leadership and Employees' Job Engagement in Hotels

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Abstract

This paper examines the relationship between transformational leadership dimensions and employees' job engagement in Cairo five- star hotels. It explores how participants of employees deem transformational leader and how this leader helps them to keep vigorous, dedicated, and absorbed at work. The paper concludes with a discussion of the importance of supervisors spending time teaching, coaching, developing their employees, and how this makes the employees more willing to dedicate extra effort and be more engaged in the job performance with the aim of producing world class levels of innovation, enhancing service quality and generating competitive advantage.

Keywords: Transformational leadership, Job engagement, Hotel management

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Introduction

The concept of job engagement has gained its importance on account of its significant value for job performance.^{1,2} Recent reviews have listed various different definitions of job engagement.³ We follow the concept of Schaufeli & Bakker,⁴ according to which job engagement is a positive, affective-motivational work-related state that is characterized by vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience while working. Dedication refers to a sense of significance, enthusiasm, inspiration, pride, and challenge. Finally, absorption is characterized by being fully concentrating and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching from work.^{4,5}

Literature Review

Leadership styles and job engagement

b. M. Bass differentiated between three broad leadership styles that vary from individual consideration and support for the employee (transformational style) to a proportional exchange between the leader and the employee (transactional style), or to no interest at all for the employee (laissez-faire style).⁶ We do not expect that the latter two leadership styles contribute to employees' job engagement substantially, because they lack motivational power and inspirational appeal. Indirect evidence for this contention comes from an experimental study by Van Vugt, Jepson, Hart & de D. Cremer.⁷ Participants were randomly assigned to one of three groups, individuals were asked whether they wanted to stay in the same group or join a different group for a subsequent task. The results suggested that participants were more likely to leave the group when they were in the condition with the transactional or the laissez-faire leader, in contrast with the transformational leader. When confronted with a transactional leader, group members were unhappy with the limited amount of control they had over the decision processes, while when confronted with a laissez-faire leader participants did have control, but they were not motivated to invest additional effort.

Transformational leadership and job engagement

Transformational leadership is defined as leadership behavior that transforms the norms and values of the employees, whereby the leader motivates the workers to perform beyond their own expectations.⁸ This leadership style focuses on the enhancement of the followers' involvement with the goals of their organization.⁶ A central aspect of this leadership style is the inspiring vision of the supervisor.⁹ Transformational leadership is traditionally divided into four components: (1) inspirational motivation; (2) idealized influence; (3) individual consideration; and (4) intellectual stimulation.^{9,10,11} Inspirational motivation focuses on the communication of an appealing vision of the future and the use of symbols to articulate this vision.⁹ In other words, the supervisor is optimistic and enthusiastic about the future.¹² Idealized influence refers to behaviors like showing that benefits of the group are more important than benefits of the individual, demonstrating high ethical norms, and being a role model for the subordinates.¹² Inspirational motivation and idealized influence together are also called "charisma". Charismatic leaders have a positive influence on their subordinates and can change the self-focus of the employees to a collective focus.¹³ As a result, subordinates become more involved in the vision of the leader and more willing to make sacrifices for that vision.¹⁴

The third component of transformational leadership, individual consideration, refers to coaching, supporting and stimulating subordinates. The supervisor acknowledges followers' feelings and emotions as well as their need to grow and develop themselves.⁹ Employees are seen as unique individuals who need specific, individual attention that is congruent with the developmental phase they are in.¹⁵ The fourth and last component of transformational leadership is

called intellectual stimulation, which means that the supervisor challenges the subordinate to see problems from a different perspective. In this way, the supervisor makes the workers active thinkers within the organization and consequently, the employees become more involved with the organization.

It has been found that employees' feelings of involvement, cohesiveness, commitment, potency, and performance are enhanced by the transformational leadership style.¹⁶ An employee who receives support, inspiration and quality coaching from the supervisor, is likely to experience work as more challenging, involving and satisfying, and consequently, to become highly engaged with the job tasks. Taking into account that satisfaction with one's co-workers is related to job engagement¹⁷, it is conceivable that satisfaction that arises from working with a transformational leader may have similar results. On the basis of these findings we predict that the transformational leadership style enhances employees' job engagement.

Research Hypotheses

H1: There is a statistically significant relationship between transformational leadership and achieving employees' job engagement.

H2: There is a significant difference among hotels' supervisors regarding their demographic profile and characteristics of transformational leadership.

Method

Participants

Total response to the survey included 150 participants. This resulted in a total of 139 forms valid for analysis, including 18 women and 121 men. All participants are working in several revenue centers in luxury hotels at Cairo (food and beverage, housekeeping, and front office). Other demographic information were collected regarding the participant hotel and his/her supervisor, in order to assess differences among individuals. Questions included management pattern, number of rooms, supervisor's gender, and age. (see Table 2 for frequencies of the sample).

Measures

Transformational leadership dimensions are the first part in the survey. To measure the leadership style of participants' direct supervisors, Bass and Avolio's Multidimensional Leadership Questionnaire (MLQ)¹⁰ was used. Responses were rated on a Likert-type scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). The 20 items measured transformational leadership (Individualized Consideration, Inspirational Motivation, Idealized Influence, and Intellectual Stimulation).

The second part of the questionnaire concerns employee job engagement. To measure the job engagement of the employee, the Utrecht Job Engagement Scale (UWES) was used.¹⁸ UWES includes the three dimensions of engagement – vigor (6 items), dedication (5 items), and absorption (6 items) – to create a 17 items measure. Responses were rated on a scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). Since this part focuses on engagement as a psychological state, it measures engagement as an indicator of employee cognitive and emotional states.

Statistical analysis

SPSS (version 17.0) was used to analyze the preliminary data, including: descriptive statistics, Spearman's correlation analysis. Mann-Whitney U and Kruskal-Wallis H tests were used to identify the difference between groups.

Results and Discussion

Reliability analysis

Cronbach's alpha was used in this research to measure the internal consistency of the instrument. It is the most accepted formula for assessing reliability of a measurement with multi-point items.¹⁹ The study determined Cronbach's alpha to ensure that the specified items are sufficient in their representation of the underlying constructs. Reliability alone is not sufficient to judge an instrument as adequate. Therefore, validity is required to validate the constructs of this study. In order to obtain the content validity, existing scales were identified from the literature and interviews were conducted with practitioners from hotel industry, asking them to give their comments on the instrument. In addition, F. Jacob suggested that Cronbach's alpha should meet the recommended significance of 0.70 or higher.²⁰ The coefficient alpha of individual consideration, inspirational motivation, idealized influence, intellectual stimulation, employee engagement, and the overall of instrument reliability and validity coefficient are presented in Table (1).

Measuring the Relationship between Transformational Leadership

Table (1): Coefficient of reliability and validity of the questionnaire

Constructs		No. of items	Crombach's Alpha
Transformational leadership	Individual Consideration	4	0.870
	Inspirational Motivation	4	0.837
	Idealized Influence	8	0.933
	Intellectual Stimulation	4	0.862
	Overall	20	0.904
Engagement	Vigor	6	0.927
	Dedication	5	0.872
	Absorption	6	0.872
	Overall	17	0.924
Overall total scale		37	0.962

The above table shows that the coefficient of Crombach's alpha for all constructs of the questionnaire had relatively high alpha coefficient scores (0.96.2%). Since all constructs of the questionnaire had a relatively accepted reliability coefficient, it can be assured that the used items included in the questionnaire are valid to measure what it is supposed to measure.

Descriptive statistics

Before assessing the hypotheses, the frequencies and percentage of demographic data for employees and supervisors were displayed in Table 2.

Table (2): Descriptive statistics of demographic variables

Gender	Frequency	Percent
Males	121	87.1
Females	18	12.9
Total	139	100.0
Age	Frequency	Percent
Less than 35 years	46	33.1
35 to less than 40	66	47.5
40 to less than 45	14	10.1
45 to less than 50	10	7.2
More than 50	3	2.2
Total	139	100.0
Education	Frequency	Percent
High School	66	47.5
College	68	48.9
Post graduate	5	3.6
Total	139	100.0
Supervisor gender	Frequency	Percent
Male	126	90.6
Female	13	9.4
Total	139	100.0

Table (2) continue

Supervisor age	Frequency	Percent
Less than 35 years	4	2.9
35 to less than 40	37	26.6
40 to less than 45	14	10.1
More than 45 years	84	60.4
Total	139	100.0

The gender of respondents was 121 males and 18 females for total respondents as shown in table (2). Average employees' age was 47.5%, ranging from 35 to less than 40 years old, and this was the largest percentage of

respondents. The majority of respondents (48.9%) have obtained a bachelor's degree; while a small percentage (3.6%) have obtained post graduate degree. When asking employees about their immediate supervisors' gender, their response referred to that 90.6 were males. As for the age of supervisors, the study reveals that 60.4% of them were more than 45 years old (table 2). The means and standard deviation of transformational leadership dimensions, and employee job engagement (vigor, dedication, absorption), were calculated and displayed in Table (3).

Table (3) Means and standard deviation of variables

Variable	N	Mean (M)	Standard deviation (SD)
Transformational leadership	139	2.830	1.109
Individual Consideration	139	2.852	1.169
Inspirational Motivation	139	2.811	1.133
Idealized Influence	139	2.859	1.210
Intellectual Stimulation	139	2.767	1.179
Engagement	139	2.735	0.935
Vigor	139	3.223	1.011
Dedication	139	3.147	1.025
Absorption	139	3.230	.971

The mean scores of transformational leadership items ranged from (M = 2.767) to (M = 2.859). The fact that ratings fell between 2.00 and 3.00 on the 5-point scale associated with the MLQ indicates that supervisors felt somewhat responsible for the decisions they made with regard to their employees. It also reveals that supervisors consider employees as having different needs and abilities, creating a vision for their future, emphasizing the importance of having a collective sense of mission, seeking differing perspectives when solving problems, and communicating with employees in a transformational manner. Employee job engagement items were also measured on a 5-point scale and mean scores ranged from (M = 3.147) to (M = 3.230). Since scores fell between 3.00 and 4.00, it was inferred that employees usually felt enthusiastic and immersed at work.

Correlation between variables.

Spearman's correlation coefficient between transformational leadership (with its dimensions) and employee job engagement (with its dimensions) were computed. All correlations were found positive and significantly correlated. This is seen in Table 4.

Table (4) Correlation matrix between variables of the study

Dimensions of Transformational leadership		Vigor	Dedication	Absorption	Engagement
Individual Consideration	Correlation	0.471	0.574	0.462	0.559
	Sig.	0.000	0.009	0.022	0.000
	N	139	139	139	139
Inspirational Motivation	Correlation	0.464	0.321	0.347	0.398
	Sig.	0.000	0.008	0.004	0.000
	N	139	139	139	139
Idealized Influence	Correlation	0.517	0.381	0.366	0.451
	Sig.	0.000	0.001	0.002	0.000
	N	139	139	139	139
Intellectual Stimulation	Correlation	0.564	0.383	0.366	0.478
	Sig.	0.000	0.008	0.004	0.000
	N	139	139	139	139
Transformational leadership	Correlation	0.540	0.405	0.395	0.489
	Sig.	0.000	0.000	0.000	0.000
	N	139	139	139	139

As far as the variables of transformational leadership are concerned, moderate significant correlation was found between individual consideration and employee job engagement ($r = 0.55$, $p < .05$). This indicates that when hotel

supervisors spent time teaching, coaching, helping, and developing their employees, the latter were more likely to energize and dedicate extra effort at work and achieve better job performance. A relatively low correlation was found between inspirational motivation and engagement of employee ($r = 0.39, p < .05$), indicating a relationship between the supervisor's ability to articulate the vision for the future, and the continuity of work for very long periods of time.

Furthermore, a strong correlation was observed between the transformational leadership and employee job engagement items, ($r = 0.48, p < .05$). Transformational leadership accounted for a statistically significant relationship with employee job engagement scores and played an important role in producing engaged employees, so that, the first hypothesis was confirmed.

Differences between variables

This study depended on Kruskal-Wallis test to measure the significant difference ($p < .05$) between age groups of employees concerning their job engagement (see Table 5). The results highlighted that age group of more than 45 years old (mean rank = 99.55) has a strong evidence of engagement to their jobs — perhaps as a result of long tenure in the hotel; they got acquainted with job's negative and positive aspects and could not start a new career.

Table (5) Differences between employees according to their age groups

	employees Age	N	%	Mean Rank	Sig.
Transformational leadership	Less than 35 years	46	33.09	57.64	0.015
	35 to less than 40	66	47.48	57.63	
	40 to less than 45	14	9.35	60.92	
	More than 45	13	10.08	99.55	
	Total	139	100		

On the other hand, the significant differences (Sig. 0.034) between the genders of supervisors concerning the acquisition of the attributes of transformational leadership were investigated by Mann-Whitney and Kruskal-Wallis tests. Table (6) illustrates that female supervisors have more characteristics of transformational leadership (mean rank = 73.62). This may be due to females wishing to prove themselves more than males in the field of hotel industry, especially at the multinational hotel companies. According to Kruskal-Wallis Test, there is a significant difference among supervisors regarding their age groups (Sig. 0.006). Age category from less than 35 years has the attributes of transformational leadership as they have the challenge and enthusiasm of the beginning of career (Table 6). So that, it can argued that the second hypothesis of the study was proven also.

Table (6) Differences between respondents' gender and age concerning transformational leadership attributes

	Supervisor Gender	N	Mean Rank	Sig.(2 tailed)
Transformational leadership	Male	126	69.63	0.034
	Female	13	73.62	
	Total	139		
	Supervisor Age	N	Mean Rank	Sig.(2 tailed)
Transformational leadership	Less than 35 years	4	81.25	0.006
	35 to less than 40	37	79.08	
	40 to less than 45	14	69.04	
	More than 45 years	84	65.63	
	Total	139		

Conclusion

It was found that when hotel supervisors spend time teaching, coaching, helping, and developing their employees, employees are more likely to dedicate extra effort at work, and be more engaged in the job performance. The results of this study highlighted that employees of age group of more than 45 years old have strong job engagement as a result of high tenure in the hotel, the acquaintance of job, and their inability to start a new career in other organizations. As far as gender is concerned, female supervisors have got better transformational leadership dimensions than males. According to the applied statistical tests, supervisors of age category of less than 35 years old have the attributes of transformational leadership, such as enthusiasm and the challenge of starting a career.

In job engagement people employ and express themselves physically, cognitively, and emotionally during their role performances. The cognitive aspect of employee engagement concerns employees' beliefs *à propos* the hotel, its leaders, and working conditions. The emotional aspect concerns how employees positive or negative attitudes

towards the hotel. The physical aspect of employee engagement concern the physical energies exerted by individuals to accomplish their duties.²¹ It is concluded that engagement means to be psychologically as well as physically devoted when occupying and performing an organizational role.

Recommendations

Transformational leadership is an important tool for employees' engagement; it helps employees to keep vigorous, dedicated and absorbed. Hotel management should be aware of that critical issue. Ardent workforce is strongly satisfied and is much willing to stay with its employers. Hotels that truly work to get their staff engaged and inspired usually produce world class levels of innovation, productivity and enhanced performance. This, in turn, results in gaining considerable competitive advantage.

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Measuring the Relationship between Transformational Leadership

Questionnaire

This questionnaire is to describe dimensions of leadership as you perceive. Please answer all items on this sheet. Twenty descriptive statements are listed below. Judge how frequently each statement fits you.

SECTION I

STATEMENT	SCALE				
Individual Consideration	1	2	3	4	5
1. My manager spends time teaching and coaching.					
2. My manager treats me as an individual rather than just as a member of a group.					
3. My manager helps me to develop my strengths.					
4. My manager considers me as having different needs, abilities and aspirations from others.					
Inspirational Motivation Measure	1	2	3	4	5
5. My manager talks optimistically about the future.					
6. My manager talks enthusiastically about what needs to be accomplished.					
7. My manager articulates a compelling vision of the future.					
8. My manager expresses confidence that goals will be achieved.					
Idealized Influence Measure	1	2	3	4	5
9. My manager instills pride in me for being associated with him/her.					
10. My manager goes beyond self-interest for the good of the group.					
11. My manager acts in ways that builds my respect.					
12. My manager displays a sense of power and confidence.					
13. My manager talks about his/her most important values and beliefs.					
14. My manager emphasizes the importance of having a collective sense of mission.					
15. My manager specifies the importance of having a strong sense of purpose.					
16. My manager considers the moral and ethical consequences of decisions.					
Intellectual Stimulation Measure	1	2	3	4	5
17. My manager reexamines critical assumptions in order to question whether they are appropriate.					
18. My manager seeks differing perspectives when solving problems.					
19. My manager gets me to look at problems from many different angles.					
20. My manager suggests new ways of looking at how to complete assignments.					

SECTION II

Please check the number that corresponds with how involved you are in your job using the response options below.

STATEMENT	SCALE				
Vigor	1	2	3	4	5
1. When I get up in the morning, I feel like going to work.					
2. At my work, I feel bursting with energy.					
3. At my work I always persevere, even when things do not go well.					
4. I can continue working for very long periods of time.					
5. At my job, I am very mentally resilient.					

6. At my job I feel strong and vigorous.					
Dedication	1	2	3	4	5
7. To me, my job is challenging.					
8. My job inspires me.					
9. I am enthusiastic about my job.					
10. I am proud of the work that I do.					
11. I find the work that I do full of meaning and purpose.					
Absorption	1	2	3	4	5
12. When I am working, I forget everything else around me.					
13. Time flies when I am working.					
14. I get carried away when I am working.					
15. It is difficult to detach myself from my job.					
16. I am immersed in my work					
17. I feel happy when I am working intensely.					

SECTION III

The following set of questions is to get some background information about you and your supervisor. Please check the appropriate boxes for the following questions.

1) Your gender:

Male

Female

2) Your age:

Less than 35 years

35 to less than 40

40 to less than 45

45 to less than 50

More than 50 years

3) Your education:

High School

College

Post graduate

Other (.....)

4) What is your hotel's management pattern?

Chain- Franchise

Chain Management Contract

Independent

Other (.....)

5) How many rooms in your hotel?

Less than 200 rooms

200-299 rooms

300-399 rooms

400-500 rooms

More than 500 rooms

6) Your supervisor's gender

Male

Female

Measuring the Relationship between Transformational Leadership

7) Your supervisor's age:

- Less than 35 years 35 to less than 40
- 40 to less than 45 More than 45 years

Thank You for your Cooperation

قياس العلاقة بين القيادة التحويلية والاندماج الوظيفي في الفنادق

تعتبر القيادة التحويلية من أكثر النظريات القيادية شهرة في تحويل المنظمات. وهذا النوع من القيادة الذي تحتاجه منظمات اليوم ذات التغيير المتسارع يقوم على أحداث تغييرات جذرية عن طريق اقناع المرؤوسين للنظر الي ما هو أبعد من مصالحهم الذاتية من أجل الصالح العام للمنظمة وتعميق مستوى ادراكهم وقبولهم لرؤية وأهداف المنظمة عن طريق التأثير الكاريزماتيكي واهتمام القائد اهتماماً فردياً بمرؤوسيه والتشجيع الإبداعي. ولقد ظهر هذا المفهوم في الفكر الإداري في أواخر سبعينيات القرن العشرين علي يد Burns (١٩٧٨). وتشمل القيادة التحويلية أربعة أبعاد وهي:

١. التأثير المثالي Idealized Influence: والمقصود به قدرة القائد علي بناء الثقة فيه وتقديره من قبل أتباعه — الأمر الذي يشكل الأساس لقبول التغيير الشامل في المنظمة ويمكن أن يطلق علي ذلك Charisma.
٢. الاستثارة الفكرية Intellectual Stimulation: وهي تشير الي الموقف الذي يستثير فيه القائد جهود أتباعه الفكرية حتي يكونوا مبدعين.
٣. الدافعية المستوحاه (الحفز الالهامي) Inspirational Motivation: وهي تستند الي أن أفعال القادة تؤثر في الأتباع وتدفعهم إلى تحقيق رؤية مستقبلية واستثارة روح الفريق لدي الأتباع والإشادة بالنتائج الإيجابية.
٤. الإعتبار الفردي Individualized Consideration: وتركز علي الاعتبارات الفردية للأتباع حيث يلاحظ القائد رغبات وحاجات أتباعه دون أن يشعرهم أنهم موضع ملاحظة فيقوم بإسناد المهام لهم وفقاً لاستعدادهم الشخصي ويقوم بدور المعلم والموجه لهم. أما فيما يتعلق بأبعاد الاندماج الوظيفي فهو يشمل ثلاثة أبعاد وهي

- الحيوية Vigor: وهي تعني المستويات العالية من الطاقة الفكرية والجسدية أثناء أداء العمل.
- التفاني Dedication: وهي تشير الي الاحساس العالي بالتحدي والمسئولية والحماس أثناء القيام بمهام العمل.
- الإندغماس الوظيفي Absorption: أي التركيز الكلي أثناء القيام بمهام الوظيفة مما يجعل وقت العمل يمر سريعاً ويكون من الصعب الإنفصال عن أداء الدور الوظيفي عندما يحين وقت الانصراف من العمل.

وقد تم الاستناد في تعريف هذه الأبعاد الي (Schaufeli & Bakker, 2004, 2010). هذا وقد تم استخدام ١٥٠ استمارة استبيان، منها ١٣٩ استمارة صالحة للتحليل الإحصائي وتمثلت في ١٨ مفردة من السيدات و ١٢١ مفردة من الرجال في فنادق القاهرة موزعة علي أقسام الأغذية والمشروبات، الإشراف الداخلي، المكاتب الأمامية. أظهرت نتائج التحليل الوصفي لمتغيرات الدراسة أن أبعاد القيادة التحويلية تقع بين ٢ ، ٣ علي مقياس ليكارت الخماسي وهذا يعني أن المديرين لديهم إحساس بالمسئولية تجاه مرؤوسيهيم فيما يتعلق بالقرارات، كما أن كل فرد من المرؤوسين لديه احتياجات وقدرات مختلفة ولديهم رؤية مختلفة لمستقبل الفندق، كما أن لديهم إحساس مشترك بمهام المنشأة التي يعملون بها. وكان ترتيب الوسط الحسابي لأبعاد الاندماج الوظيفي يقع بين الدرجة ٣ ، ٤ علي مقياس ليكارت مما يدل علي أن المرؤوسين لديهم الحماس الكافي والإندغماس في مهام وظائفهم. وكان من نتائج الدراسة الحالية فيما يتعلق بالمتغيرات الديموجرافية للعاملين، أن المجموعة العمرية الأكثر من ٤٥ عاماً لديهم اندماج وظيفي كبير نتيجة عملهم مدة طويلة في الفندق حيث أنهم قد تعرفوا علي سلبيات وإيجابيات عملهم علي المدى الزمني الطويل، كذلك فإن السيدات المديرات كانت تتوافر لديهن خصائص القيادة التحويلية أكثر وضوحاً من الرجال، وربما يعزي ذلك الي رغبة المديرات في إثبات ذواتهن في مجال صناعة الضيافة بما يمتلكن من كفاءات ادارية في هذا السوق التنافسي. وطبقاً لنتيجة اختبار كروسكال وللاس فقد وجدت فروق معنوية مهمة فيما يتعلق بأعمار المديرين، حيث أن المجموعة العمرية أقل من ٣٥ عاماً تمتلك خصائص القيادة التحويلية أكثر من غيرها، ويمكن ارجاع ذلك الي الإحساس بأهمية الدور الوظيفي والحماس الذي يشعر به المدير في هذا العمر من بدايات الوظيفة. وتوصي الورقة البحثية الحالية بمحاولة تطبيق مفهوم الإدارة التحويلية بما تحويه من تحفيز التابعين والمرؤوسين من خلال جعلهم يتطلعون الي قيم سامية بدلاً من التركيز علي المصالح الذاتية حيث أن القادة التحويليون هم في المقام الأول أساس عملية التغيير في المنظمة فهم يمتلكون رؤية متفحة وصورة متكاملة لما ستكون عليه المنظمة في المستقبل، والقائد التحويلي يستخدم عنصر الجاذبية في شخصيته ليرفع من التطلعات وبحول الأفراد والنظم لأنماط من الأداء ذات مستوى عالي حيث أن القيادة التحويلية هي قيادة إيجانية تؤثر علي الأفراد ليقدموا عطاء يفوق التوقعات والذي غالباً ما يتم في حالات التغييرات التنظيمية الكبيرة وتغييرات السوق، وتقوم القيادة التحويلية علي مفاهيم راسخة من الأمانة والإستقامة الشخصية ووضع إعتبار للقيم الإجتماعية والمهنية والإلتزام الحقيقي بها وإحترام الفرد والتفاعل مع الآخرين. ومن هنا يمكن القول بأن العلاقة الوثيقة بين القيادة التحويلية والاندماج الوظيفي سيكون له عظيم الأثر في الإبداع الوظيفي الذي يؤدي الي تحقيق ميزة تنافسية في أسواق صناعة حساسة مثل صناعة الضيافة.