



Impact of transformational leadership on non-executive employee performance with special reference to hotel chain in the Negombo area

N.S. Pradeepa¹, and A.R.M.I. Ariyapperuma²

^{1,2}Department of Business Management, Wayamba University of Sri Lanka.

Abstract

The hotel industry is always changing, presenting opportunities and challenges for management due to its labor-intensive nature. Achieving success in the field requires effective leadership, and managers' primary responsibility is to motivate and inspire staff to enhance performance and achieve predetermined objectives. Hotel managers need to be well-organized in every situation. Four key factors for leadership have been identified: Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. A preliminary survey revealed high absenteeism and turnover among employees, caused by unhappiness and poor working conditions, leading to decreased staff performance. The study focused on executive employees in hotels in the Negombo area, specifically Goldi Sands Hotel, Camelot Beach Hotel, and Golden Star Beach Hotel, with a total of 380 employees included in the research. Data was collected from 191 respondents using proportional stratified random sampling. The analysis of the data showed a significant link between independent and dependent variables. In this study, the researcher uses a deductive approach, utilizing a quantitative research methodology to explore the research questions. A cross-sectional research design is selected to capture data at a specific point in time. The collected data undergoes rigorous statistical analysis, including demographic analysis to understand the sample's composition, descriptive analysis to summarize the data's key features, regression analysis to explore relationships between variables, and hypothesis testing to validate or refute the proposed hypotheses. The results indicate that transformative leadership enhances employee performance within the Negombo hotels.

Keywords: Transformational leadership, employee performance, tourism, hotel chain, Negombo area.

Received: 31st August 2024

Accepted: 27th February 2025

Published: 20th May 2025

Corresponding author:
A.R.M.I. Ariyapperuma

E-mail address:
manuja@wyb.ac.lk



<https://orcid.org/0009-0006-6160-5056>

DOI:
<https://doi.org/10.4038/wjm.v15i2.7634>

pp: 101 - 123

ISSN: 2012-6182

Wayamba Journal of Management
Department of Business Management
Wayamba University of Sri Lanka

Journal Home Page:
<https://fbsf.wyb.ac.lk/wayamba-journal-of-management/>

Introduction

The tourism industry is a rapidly increasing international zone. According to the definition via the United Nations International Tourism business enterprise in 1991, tourism relates to the actions of folks who go to and live in places special from their regular environments for enjoyment, commercial enterprise, or different functions for up to 12 months. Camilleri (2018) characterizes travelers as transient visitors who spend at least 24 hours in a vacation spot for relaxation, health, sports activities, holidays, studying, or non-secular interests. Between January and September 2023, global tourism recovered to 87% of pre-pandemic levels, a 13% decline from 2019. This rebound was mostly driven by continuous demand, which had been building up, particularly in the third quarter of 2023. Nearly 975 million tourists traveled internationally during this period, a 38% increase over the same months in 2022 but still 13% lower than in 2019. International tourism revenues for 2023 are expected to be around USD 1.4 trillion, roughly 93% of the USD 1.5 trillion predicted in 2019, indicating a strong resurgence in demand this year. The Middle East witnessed the most substantial relative recovery, with a 20% increase in tourist arrivals compared to before the epidemic. (UNWTO World Tourism Barometer and Statistical Annex, November 2023). The purpose of this study is to determine Negombo's potential. Negombo, which is near Sri Lanka's first international airport, is a well-known tourist destination in the Greater Colombo area and has been so since the 1960s, according to tourism literature. Additionally, Bandaranayake International Airport is 7 kilometers away from Negombo, one of Sri

Lanka's largest cities. (City Profile 2002 Sustainable Colombo core area project Negombo) Negombo attracts 18% of all tourists in Sri Lanka, primarily for leisure activities. (D'Silva, Ortega, & Sulaiman, (2016). And those visitors are price-conscious. Transformational leadership is great for hotel bosses. This study aims to check how transformative leadership affects employee performance at Negombo hotels. Transformative leadership is awesome and boosts team performance (Wang et al., 2014). It also gets employees more engaged with the company (Thyssen et al., 2010) Employee performance is like the end goal, while behaviors are like the steps you take to get there. So, behaviors can help people succeed (Kraus, 1995). Tried to explain how people get motivated to achieve a goal by looking at what's in it for when they reach that goal and how much they care about the outcome. He found three things that matter: expectation, instrumentality, and valence.

Problem

The tourism industry is an unexpectedly expanding global region. In line with the definition via the United global Tourism agency in 1991, tourism pertains to the actions of folks that visit and reside in places distinct from their regular environments for amusement, business, or different purposes for as much as a year. Camilleri (2018) characterizes tourists as temporary visitors who spend at least 24 hours in a destination for rest, health, sports, vacations, gaining knowledge of, or non-secular interests. Tourism global recovered to 87% of pre-pandemic degrees between January and September 2023, representing a thirteen% fall from 2019. This rebound was mostly driven by continuous demand, which had been

building up, particularly in the third quarter of 2023. Nearly 975 million tourists traveled internationally during this period, a 38% increase over the same months in 2022 but still 13% lower than in 2019. International tourism revenues for 2023 are expected to be around USD 1.4 trillion, roughly 93% of the USD 1.5 trillion predicted in 2019, indicating a strong resurgence in demand this year. The Middle East witnessed the most substantial relative recovery, with a 20% increase in tourist arrivals compared to before the epidemic. Therefore, tourist arrivals in Sri Lanka fell by 70.8% at the beginning of the year to 370 in March 2020. Because of the spread of the COVID-19 pandemic, Sri Lanka suspended all vacationer arrivals from all international locations on March 19. (Ada Derana, 2020). Negombo became a traveler destination earlier than the COVID-19 pandemic, and its tourism is dependent on global visitors. Global arrivals to Sri Lanka regularly recovered after years of restricted healing, starting in September 2021. but the latest financial crisis has begun to affect this restoration. The monetary disaster's ramifications have begun to unfold, posing critical challenges to how Sri Lanka's tourism enterprise operates and presents an advantageous traveler revel in.

With travel restrictions and a steep decline in international tourism, hotels in Negombo were forced to close or operate at minimal capacity. This led to widespread layoffs, furloughs, and reductions in salaries for many hotel employees. Hotel staff, such as housekeepers, chefs, front desk employees, and support staff, experienced job insecurity, and many faced the challenge of finding alternative employment during the crisis. The financial insecurity and

uncertainty about the future created significant mental health challenges for hotel employees. Anxiety, stress, and depression became common due to the fear of losing livelihoods, and many employees faced emotional challenges stemming from the extended closure of businesses. Many employees, particularly those in hotels that were temporarily closed, did not receive the necessary training or development opportunities that they would typically have access to during a normal tourist season. This lack of skill development affected both the employees' professional growth and the hotels' ability to prepare for future recovery. (Sri Lanka Tourism Development Authority (SLTDA) 2020 and 2021). Transformative leaders have a cool vision, inspire folks to join in, and make everyone trust and feel motivated (Hermosilla et al., 2016). Followers rock it when their leader pushes for success (Thyssen et al., 2014). Bass and Avolio (1994) created the basics for transformational leadership: idealized influence, motivating everyone, sparking minds, and showing care.

Research Questions

Below are the research questions generated as part of the study

- a) Is there a significant impact of Idealized Influence on employee performance?
- b) Is there a significant impact of Inspirational Motivation on employee performance?
- c) Is there a significant impact of Intellectual Stimulation on employee performance?
- d) Is there a significant impact of Individualized Consideration on employee performance?

Objectives of the Study

In research, defining the objectives of a study is crucial for guiding the direction and purpose of the investigation.

- a) To identify Idealized Influence on employee performance.
- b) To determine Inspirational Motivation that influences employee performance.
- c) To investigate Intellectual Stimulation's influence on employee performance.
- d) To analyze individualized consideration's influence on employee performance.

After researching many studies and examining the broader hotel sector, the researcher evaluated labour turnover, decreasing labour stability, and increasing absenteeism in the hotel industry during the last few years. In any situation, hotel managers need to show organizational skills and leadership traits to encourage staff and ensure that their skills are used efficiently.

Literature Review

The tourism industry in Sri Lanka

Sri Lanka ranks 74th amongst 141 countries within the Global Financial Forum's Travel Tourism Competitiveness document 2021. In 2021, around \$134 million was invested in tourism. The government ambitions to reinforce investment in the region. The Sri Lanka Tourism Development Authority (SLTDA) is inviting worldwide traders to assist neighborhood inns and address the industry's \$1.3 billion debt issue. Despite vacationers enjoying their time in Sri, inns face challenges like a scarcity of human assets (HR) and personnel reluctance to offer first-class offerings (Umasuthan, 2018).

The Concept of Transformational Leadership

Transformational leadership involves supporting, nudging, & encouraging followers to attain better peaks and objectives (Markus et al., 2018). It's a multidimensional idea encompassing charismatic position modeling, inspirational motivation, individualized difficulty, & highbrow stimulation (Avolio et al., 1999).

Studies show that transformational management is an effective management technique. Hermosilla et al. (2016) surveyed forty-seven managers and 107 subordinates in numerous Spanish corporations. They located a positive hyperlink between transformational management, managers' perceived effectiveness, subordinates' motivation to complete responsibilities assigned using superiors and task satisfaction.

In a study of 225 carrier sector personnel in India, (Jauhari et al. 2016)

Dimensions of Transformational Leadership.

Bass further defines the theory of Transformational Leadership as comprising four dimensions: Idealized influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration.

- *Idealized influence*

Idealized impact is primarily based on two factors: idealized influence characteristics whereby leaders are exceptionally depended on and esteemed and idealized have an impact on conduct in which leaders display moral conduct and can even sacrifice non-public pastimes on the way to acquire the organization goals of a

piece group (Moss & Ritossa, 2007). A few characteristics about idealized influence were pointed out by Bodla and Nawaz (2010): a leader's specific actions or behaviors and other things that can be related to an individual's personality solely from supporters' perspective.

- *Inspirational motivation*

Articulation of a vision that is attractive and inspiring to fans. For leaders with inspirational motivation, they set excessive standards for his or her fans, communicate optimism about destiny goals, and offer meaning for the mission at hand. If followers are going to be stimulated to behave, then they ought to have a clear sense of cause. Electricity comes from motive and meaning that drives a set forward. Effective leadership employs verbal exchange competencies that make the vision understandable, unique, powerful, and engagingly appealing in its presentation of the visionary elements. The duties of subordinates would acquire extra enter once they feel recommended or optimistic approximately destiny activities in view that they depend upon themselves as well as crew contributors." Pluntke, 2006).

- *Intellectual stimulation*

Degree of Intellectual Stimulation is how much leaders may be stimulating their followers' innovative and creative attempts (Limsila and Ogunlana (2008) and considering old organizational problems with a new perspective (Moss & Ritossa, 2007).

To what extent does the leader challenge assumptions, take risks and solicit ideas from followers? Leaders with this kind of personality stimulate

and encourage their creativity in the first place. Such leaders foster and develop independent thinkers. For this leader, learning is valued, and any unexpected situation serves as an opportunity for them to learn. The disciples interrogate, contemplate, and think of better solutions to execute their duties appropriately Nissinen, 2006).

- *Individual Consideration*

Yukl (2006) defines this as personalized attention. In this regard, leaders must to some extent assist, support and mentor their followers (Yukl, 2006). When they listen attentively to followers' specific needs, it may be that the leader will assign them some tasks so that they can grow from personal challenges (Bass & Avolio, 1994; Bass et al., 2003; Judge & Piccolo, 2004; Northouse, 2007). It is therefore necessary for one to know how to correctly diagnose their wishes, needs, values and abilities. Trust in the Leader: This activity enhances trust levels on the part of the follower towards the leader or supervisor (Manteklow 2011).

Employee Performance

Performance and conduct are sometimes confused. Overall performance has to be regarded because the result, while conduct have to be viewed as a means to that give up.

Employee overall performance is one of the essential paintings attitudes to have a look at, and firms often behavior performance surveys often.

In that manner, each worker must understand their key obligations and the talents they should acquire and be able to appropriately degree their fulfillment

markers (Asrar-ul-Haq& Kuchinke, 2016; Gunawan et al., 2022; Setyowati et al., 2023). Worker performance is a vital problem for both non-profit and for-profit agencies, and it serves as a baseline for comparing a company's or institution's success. Performance can clearly be defined as the great of work or the effectiveness and efficiency of a selected software or interest (Anshoriet al., 2022). Transformational leadership is a management technique that tries to convert perceptions, expand passion, and encourage humans or corporations to work harder to attain organizational dreams without feeling compelled or beaten (Prabowoet al., 2018; Taniaet al., 2021). Transformational leaders encourage subordinates to go above and past what's expected via growing the which means and cost of labor inside the eyes of friends, encouraging subordinates to risk their very own wishes for the desires of the crew, group, or more wisdom, and raising the level of our desires to a more enormous section including self-actualization (Wahyudi al.,2022).

Employee paintings performance can be managed through presenting appropriate rewards at the right time. Vroom's principle of motivation states the identical, and companies have to devise new motivational schemes to attain the kingdom of improved performance (Kashmala 2015).

Vroom's expectancy theory

Attempted to describe how a person's motivation to acquire a specific aim or performance goal may be defined in terms of what final results would emerge as useful to the individual due

to achieving that intention and what price is located on that outcome" (Banjoko 2002). He identified 3 factors, every one of which becomes decided with the aid of the man or woman's belief of the situation. Expectancy, Instrumentality, and Valence are the three (1964).

- *Expectancy*

Employees' expectations for her efforts are articulated in phrases of successful performance. His degree of difficulty is consistent with expectancies. A business enterprise ought to reply by finding factors that can pressure personnel to position up their nice attempt. Adams (1965).

- *Instrumentality*

Every employee is a resource that contributes to the service's fulfillment. It is not tough to recognize instrumentality from this viewpoint. The worker's performance is good enough to acquire the favored final results. An enterprise can foster this by way of turning in on promises of additional incentives consisting of bonuses or promotions. Transparency is vital for instrumentality. Provide a team of workers a final result they value which will be accepted as true with that their effort is vital. (Robbins 1992)

- *Valence*

Each values the effects that personnel achieve in different approaches. This value is based on their fundamental necessities. As a result, an organization could benefit from getting to know a worker's perspectives and private necessities. This pertains to the volume to which humans trust that attractive rewards are available. Someone might also choose cash, whilst another may

Hypotheses

Hypotheses are essential additives of scientific research, serving as tentative explanations or predictions that may be examined through examine and experimentation. here's a detailed explanation of the hypotheses inside the studies.

- H1** → There is a significant impact of idealized influence on Employee performance
- H2** → There is a significant impact of Inspirational motivation on Employee performance
- H3** → There is a significant impact of Intellectual stimulation on Employee performance.
- H4** → There is a significant impact of Individual Consideration on Employee performance.

Methods

Research Design.

A take a look at layout is the conditions for the collection and evaluation of records in a manner that objectives to mix relevance to the research cause with financial system and process," write Jahoda, Deutch, and cook dinner. in keeping with Megal and Heermann (1993), the accuracy of the belief and research layout with a conceptual blueprint can growth the value of the research. There are two approaches: the Inductive approach and the Deductive approach. To meet the objectives of the researcher, the researcher selects the deductive approach to continue the research. 19 Quantitative research measures or counts and involves collecting and analyzing numerical data and applying statistical data. Accordingly, this research choice is the

Quantitative research method. The time horizon in internal models is a predetermined timeframe used to assess capital requirements and evaluate the financial state of an institution. It can be categorized as either cross-sectional or longitudinal. Cross-sectional data collection occurs at a single point in time or over days, weeks, or months. On the other hand, longitudinal data collection involves gathering information at multiple time points. In the current study, data will be collected within a specific timeframe. As a result, the researcher has opted for the cross-sectional method to accommodate the need to present the research study within a defined time frame.

To acquire the objectives of this, take a look at, the researcher employs a deductive approach. for that reason, this study makes a specialty of personnel' general performance in resort chains, especially focused on non- executive employees of categorized resorts inside the Negombo location. The study includes employees from the four main departments: Front Office, Food and Beverage, Kitchen, and Housekeeping. The researcher primarily selected three-star and four-star hotels, as five-star hotels were unwilling to disclose their private records. Consequently, the study was conducted at Goldi Sands Hotel, Camelot Beach Hotel, and Golden Star Beach Hotel. The total research population consists of 380 non-executive employees from these establishments.

Here, the researcher selects 191 employees out of the 380 employees by using the Krejcie & Morgan formula, 1970.

Equation 1 – Morgan Formula

$$S = \frac{X^2 NP (1 - P)}{[d^2 (N - 1)] + [X^2 P (1 - P)]}$$

S = Sample Size

X² = Value of Chi-square (3.841)

N = Population Size (81)

P = Population Proportion (0.50)

d = Degree of Accuracy expressed as a proportion (0.05)

Equation 2 – Sample Size

$$\frac{3.841 * 380 * 0.5 (1 - 0.5)}{[0.05^2 (380 - 1)] + [3.841 * 0.5(1 - 0.5)]} = 191$$

After identifying the sample, that sample should be tested and evaluated using the applicable method. There are various techniques that we can use to test and evaluate that sample.

In this research, the Proportionate Stratified Random Sampling approach is fine because the sampling method to behavior the studies. A proportionate stratified sample method that the size of the sample strata is proportional to the dimensions of the population strata; in different phrases, the opportunity of a unit being decided on from the stratum is proportional to the relative length of that stratum in the population.

Data Presentation & Analysis

The consequences are decided using descriptive evaluation, correlation analysis, and regression analysis. The advanced hypothesis is mentioned using a good-sized value at a self-assurance stage within the first-rate-equipped model of regression evaluation. The research mainly gathers statistics from the inn industry inside the Negombo region. A total of 201 questionnaires were disbursed to chosen employees, and the researcher should acquire 191 questionnaires

having been filled. Because the majority (64.7%) of respondents were Male, most of the respondents were below 25. Accordingly, most of the respondents (48.2% of respondents had observed a degree. The maximum of the findings indicated that forty-one 6% of the spoke back personnel were working in the front workplace department.

In this study, the Proportionate Stratified Random Sampling method is used as the sampling technique to conduct the research. Quantitative, primary information is used to conduct the study. Number one records will be accumulated from the personnel within the hotel chain Negombo vicinity using the usage of questionnaires.

Generally, most pupils propose that the Cronbach alpha must at the least reach 0.7 Bryman (2004) argues that Cronbach alpha need to be between 0.7 - zero. Ninety, which means excessive reliability; in any other case (Blaikie, 2006). cited Pavine and Plantares (2011 suggested the handiest Cronbach alpha underneath zero.60 should be rejected.

Reliability statistics

The Cronbach alpha ought to be zero.7 - 0.98, this means that particularly reliable. based totally at the assessment, a total of 21 questions on the Likert Scale measuring the constructs changed into sooner or later retained for final use. Coefficient alpha values have been computed for each construct one after the other, which ranged from 0.896 to 0.913. desk 3 proves it.

Descriptive Analysis

Descriptive records are used, and each established and unbiased elements are tested in this study. Researchers used descriptive analysis including range, minimum, most, mean, preferred Deviation, Variance, and Skewness to provide better expertise of the behavior of the variables.

As visible in the table 4 impartial and dependent variables have been created by way of treating each variable's constituent elements as separate variables. The outcomes exhibit that the variable's average mean values are represented with the aid of a range of between three and four. The best-suggested variable has been attained for all variables. Tremendous responses were given to every one of the variables. It shows that the majority of survey members are high-stage trust the take a look art's aim.

Correlation Analysis

Pearson's correlation coefficient measures the diploma to which one variable modifies and the diploma to which any other variable modifies, either positively or negatively (Schober et al., 2018). From -1 to +1, the correlation coefficient scale, with 0 signifying no association at all, is used. At a price of about 1, the connection becomes more potent and finally strategies a straight line. While considering the significance degree of the Pearson correlation test, if it's far decrease than zero.05, there is a massive affiliation between two substantial variables, whereas if it's miles better than zero.05, there's no massive affiliation between two vast variables at a five per cent level of importance. Decision Criteria for Correlation Analysis

Correlation between Idealized influence and employee Performance.

There is sufficient evidence to confirm a strong positive correlation amongst Idealized have an impact on and worker performance. because the correlation value is 0.694. The p-price is a lot less than zero.05, and the affiliation between variables is likewise massive at the 5% level of significance.

Correlation between Inspirational motivation and employee Performance.

There may be sufficient proof to affirm a sturdy fine correlation between inspirational motivation and employee performance. Since the correlation price is 0.723. The p-value is less than 0.05, and the association among variables is likewise sizable on the 5 level of significance.

Correlation between Intellectual stimulation and employee performance.

There's sufficient proof to confirm a robust, high-quality correlation between intellectual stimulation and workers' overall performance. Because the correlation cost is 0.738. The p-value is much less than 0.05, and the affiliation among variables is likewise enormous at the 5 level of importance.

Correlation between Individual consideration and employee performance.

There is enough evidence to confirm a strong positive correlation between Individual consideration and employee performance. Since the correlation value is 0.717. The p-value is less than 0.05, and the association between variables is also significant at the 5% level of significance.

Testing of the Hypothesis

In this study, greater than multiple Regression evaluation became used to provide a pattern of relationship among the set of predictors and the final effects thing (employee performance). Regression assessment can also be used to assume the values of based variables given the values of one or more unbiased variables by way of way of calculating multiple regression equation. As part of the studies, facts on Idealized affect, Inspirational motivation, highbrow stimulation, person attention, and employee overall performance within the motel industry in the Negombo area.

The evaluation's findings in table 5 display that, at a 5% degree of importance, the unbiased variables privateness, comfort, internet site content material format, speed of shipping, and accessibility account for zero.683 percent of the whole variation in the based variable. Moreover, Idealized impact, Inspirational motivation, intellectual stimulation, and personal attention independent variables at a 5% level of importance with diploma of freedom changes account for 67.8% of the whole version of the established variable. If the independent variable beneath the exam correctly explains a sizable percentage of the conduct of the established variable, the score is 67% or above. It says there's a sturdy, fantastic relationship between Idealized influence, Inspirational motivation, intellectual stimulation, individual attention, and worker overall performance.

Testing hypothesis with regression results

Determine whether there is a statistically significant difference between the means of three or more groups using the ANOVA statistical hypothesis test. ANOVA differs from other statistical tests in that it determines whether or not means are statistically different by using a sum of squares method comparable to variance. According to table 6, since the significance value of the F-statistic is less than 0.05, there is enough evidence to conclude that the overall model is statistically significance at a 5% level of significance.

The regression analysis results indicate that while the constant is not statistically significant, it represents the baseline level of employee performance. Among the independent variables, Idealized Influence has a moderate positive effect on employee performance and is statistically significant. Inspirational Motivation exhibits a strong positive effect and is highly statistically significant, making it the most influential variable in the model. Intellectual Stimulation also demonstrates a strong positive effect and is highly statistically significant.

Determine whether there is a statistically significant difference between the means of three or more groups using the ANOVA statistical hypothesis test. ANOVA differs from other statistical tests in that it determines whether or not means are statistically different by using a sum of squares method comparable to variance. According to table 7, since the significance value of the F-statistic is less than 0.05, there is enough evidence to conclude that the overall model is statistically significance at a 5% level of significance.

$$\text{Model Equation} = 0.347 + 0.153 \text{ II} + 0.345 \text{ IM} + 0.271 \text{ IS} + 0.172 \text{ IC} + \text{E}$$

II = Idealized Influence

IM = Inspirational Motivation

IS = Intellectual stimulation

IC = Individual Consideration

E = Employee performance

- a) When their variables stay steady, if the privateness is converting with the aid of 1 unit, the employee overall performance could be changed through zero.153 at the five% degree of significance. since the p-price is less than 0.05, the 2 variables' affiliation is statistical
- b) When other variables remain constant, if the convenience is changing by 1 unit, the Employee performance will be changed by 0.345 at the 5% level of significance. Since the p-value is less than 0.05, the association between the two variables is statistically significant.
- c) When other variables continue to be consistent, if the privacy is converting by way of 1 unit, the worker performance can be changed through zero.271 on the 5% level of importance. since the p-fee is less than zero.05, the two variables' association is statistical.
- d) Hypothesis with statistical decisions. Since the p-value is less than 0.05, the two variables' association is statistical.

Hypothesis with statistical decisions.
In table 8

Results

The results of the examination exhibit that the variable's average implied values fall among three and four, indicating that individuals usually responded positively to the survey gadgets. The very best imply variable has been consistently carried out across all variables, suggesting a excessive degree of agreement with the study's desires among survey contributors.

Moreover, the statistics show a robust, high-quality correlation between transformational management additives and employee performance. Especially, the correlation coefficient (r) fee for Idealized influence is 0.694, for Inspirational Motivation is 0.723, for intellectual Stimulation is zero.738, and for personal attention is 0.717. These values imply a robust fantastic courting between those leadership behaviors and worker performance.

The sizable effects of Idealized influence, Inspirational Motivation, intellectual Stimulation, and individual attention on worker overall performance had been independently proven via simple regression evaluation. Moreover, more than one regression evaluation was changed into used to test hypotheses and expand models, similarly assisting the strong fine impact of transformational management on performance.

At a 5 level of importance, the impartial variables (privateness, comfort, website content format, speed of delivery, and accessibility) account for 0.683% of the overall variation in the established variable. Additionally, at a 5% degree of importance with degree of freedom modifications, the variables of Idealized affect, Inspirational Motivation, intellectual Stimulation, and personal attention account for

sixty-seven and eight per cent of the total version inside the dependent variable, underscoring the full-size impact of those leadership additives on performance.

coefficients, although robust, do not establish causation. The high-quality relationships recognized (Idealized impact at 0.694, Inspirational Motivation at zero.723, highbrow Stimulation at 0.738, and man or woman consideration at zero.717) could be motivated using external elements no longer accounted for in the have a look at. It is essential to recognize that correlation does not equate to causation, and in addition, experimental or longitudinal studies are had to verify those relationships. Additionally, the easy and a couple of regression analyses, whilst beneficial, have their limitations. The proportion of general variation accounted for using the impartial variables (zero.683% and 67.8%, respectively) suggests that a big part of the variance stays unexplained. This shows the presence of other influential factors that were now not covered in the version.

Ultimately, the study's quit that transformational management has a sturdy powerful impact on universal overall performance, especially in dynamic, uncertain environments, though compelling, calls for extra rigorous validation. The context-unique nature of these findings means that effects may also range notably in one-of-a-type organizational settings or industries.

Discussion

This study look at will make a contribution to the existing literature and theories by means of figuring out the effect of resort chains inside the Negombo location. This research

additionally contributes to the present day literature at the influences of tourism in Sri Lanka and allows in increasing the understanding and management of these effects, thereby assisting the development of the tourism enterprise within the Negombo. All employees within the resort quarter must improve to preserve their jobs. To fulfill lodge employees, leaders should apprehend their issues approximately the development of productivity and first-rate of their businesses, in addition to reply to their concerns and motivate them to discover and take advantage of cost-effective answers to implementing their development applications, which encompass growing worker potential and perfecting offerings, and education body of workers contributors to handle satisfactory paintings.

This research has diagnosed Idealized affect, Inspirational motivation, highbrow stimulation, character consideration, and employee overall performance in inn chains in the Negombo place. However, many other factors are having an impact on workers' overall performance in inn chains. Therefore, it's suggested to perform research observe to show the effect of different factors.

Moreover, destiny research may be achieved to determine tourist behavior and find out why arrivals to indexed inns in Sri Lanka have declined.

Transformational leaders in hotels can create and communicate a clear, hopeful vision for the future that focuses on the recovery and growth of the tourism sector. They can articulate how the organization plans to overcome the challenges posed by COVID-19 and come out stronger on the other side. Transformational leaders should empower employees by offering them the autonomy to contribute ideas or take on new responsibilities. Leaders can

encourage a culture of innovation and learning where employees feel they can have a positive impact, even in difficult circumstances. This can include cross-training staff in different roles, which will also provide skill development opportunities. Empowering employees increases their sense of ownership and pride in their work, even during tough times. It helps them feel more engaged and confident in the face of adversity.

In times of crisis, transformational leaders should prioritize ethical leadership and the social responsibility of the organization. For example, Negombo hotels could engage in community support initiatives, such as providing assistance to local businesses, supporting health workers, or helping with COVID-19 relief efforts.

This builds a sense of pride among employees, as they feel their work contributes positively to society. It also strengthens the organization's reputation within the community.

There is a lack of studies regarding resort chains within the Negombo location, and there are no greater studies performed concerning the effect of transformational leadership on employee performance in resort chains. The allocated time isn't sufficient to gather more facts. Additionally, the research is limited to motel chains in the Negombo region. That is primary records-based research. The researcher has to rely upon data given by the respondents (personnel in inns). Consequently, there may be an issue regarding the adequacy of the accuracy of statistics. Preceding research articles and journals were constrained. Then the researcher did not without problems pick out the right heritage of the examine.

To resource the concept of transformational management and its

impact on employee usual performance, it is essential to encompass empirical findings from numerous research. right here are some pinnacle-notch empirical findings.

Bass and Avolio (1994) conducted extensive research on transformational leadership and developed the Multifactor Leadership Questionnaire (MLQ) to measure it. Their studies found that transformational leadership is positively correlated with higher levels of employee satisfaction, motivation, and performance. Transformational leaders inspire and motivate employees, leading to improved individual and organizational performance.

García-Morales, Jiménez-Barrionuevo, and Gutiérrez-Gutiérrez (2012) tested the effect of transformational leadership on organizational performance via innovation and information. The examine located that transformational leadership positively impacts organizational performance via fostering an environment that supports innovation and know-how sharing. Transformational leaders inspire creativity and adaptability, leading to more suitable overall performance.

Another meta-analysis conducted by Judge and Piccolo (2004) examined the relationship between leadership behaviors and outcomes. Transformational leadership was found to be positively associated with performance outcomes. Employees led by transformational leaders exhibited higher levels of task performance and organizational citizenship behaviors.

According to the survey results, the variables, leader conduct, and employee performance are interrelated and have a

direct impact on the overall success of the hotel. Based on the findings, the researcher concluded that transformational leadership attributes are individually and collectively related to hotel employee performance. Increased employee performance in the hotel business will have a favorable impact on Sri Lanka's national economy.

Certain limitations to this study must be addressed in future research. Only followers completed the leadership questionnaires, not their leaders. This method may cause bias in the interpretation of results. Future research should look into a similar methodology employing leader self-assessment as well as staff performance.

The studies will help in determining the effects of transformational management on employee overall performance on a diffusion of stakeholders, which includes the authorities, tourist improvement government, industry stakeholders, and upcoming researchers.

Conclusion

Especially, the aggregate of excessive individualized interest, highbrow stimulation, and idealized have an effect on is sufficient to boost worker normal performance. The same final results is performed with high individualized consideration, inspirational motivation, and idealized impact or with immoderate intellectual stimulation, inspirational motivation, and idealized affect. those findings are steady with preceding studies displaying the connection among control and worker normal overall performance. (Araslı & Baradarani, 2014; Bodenhausen & Curtis, 2016; Onyeonoro & Nwokorie, 2014; Salem & Kattara, 2015; Tahernejad et al.,

2015; Tromp & Blomme, 2014)

The study concluded that transformational leadership drastically enhances each person and team performance. This finding aligns with preceding research with the aid of Bass and Riggio (2006), who highlighted that transformational leaders encourage their followers to exceed expectancies, thereby enhancing performance effects. Additionally, studies' evaluations revealed that the tremendous impact of transformational leadership on performance is even extra stated in dynamic, uncertain environments, which corroborates the findings of Eisenbeiss, van Knippenberg, and Boerner (2008). They cautioned that transformational leadership is particularly powerful in complex and unexpectedly changing settings, as it fosters adaptability and innovation amongst group members.

Moreover, the research study extends the work of Judge and Piccolo (2004), who conducted a meta-analysis demonstrating the overall efficacy of transformational leadership across various contexts. The research results add a nuanced understanding by emphasizing the heightened effectiveness in volatile environments, suggesting that the ability of transformational leaders to provide vision and direction is especially crucial when external conditions are unpredictable.

In contrast, some scholars like Yukl (1999) have argued that the effects of transformational leadership might be contingent on specific situational variables and may not always be uniformly positive. However, our findings suggest that while the context does influence the degree of impact, the overall trend remains robustly positive.

This study has some limitations that must be addressed by future research. The leadership questionnaires were completed only by followers and not by their leaders. This approach can lead to bias in the interpretation of results. Future studies should examine the same model using leader self-assessment along with employee performance.

This effect changed into no longer considered on this study as it changed into outdoor the scope of the research. regardless of those boundaries, this statement offers motel managers some interesting proof to mirror upon and describes a completely unique research technique in this region. especially, the take a look at gives a supply of insight into the effectiveness of transformational leadership-based totally absolutely control fashions. despite the fact that this impact has been said generically in the clinical literature, scant attention has been paid to the leadership dimensions or particular tendencies of leaders who affect their followers. As outsourcing of offerings within the hospitality industry grows, know-how of the results for managers and the variations in employee performance among inner inn employees and outsourced people turns into increasingly more critical. ate and complexity.

Author Contributions

This study will make contributions to the prevailing literature and theories by way of manner of figuring out the impact of the motel chain inside the Negombo region.

This studies also contributes to the present-day literature on the effects of tourism in Sri Lanka and allows in developing the expertise and control of these consequences, thereby helping the improvement of the

tourism industry inside the Negombo location. All personnel inside the resort area should enhance so that it will maintain their jobs. To fulfill resort personnel, leaders must recognize their worries approximately the development of productiveness and high-quality of their organizations, in addition to respond to their issues and motivate them to discover and make the most value-powerful answers to enforcing their development programs, which include developing worker capacity and perfecting services, and schooling staff participants to address fine paintings. The resort control has to enforce a greater appealing remuneration device for lower-degree personnel. The management should pay near interest to remuneration applications. Thereby, the leaders can get the most overall performance level from their employees. Control of the accommodations have to identify personnel' traits, capabilities, attitudes and private traits.

Then, the manage can use a brand-new approach to encourage the personnel and achieve the target. The hotel proprietors and manage can use the findings of this studies in selection-making to perceive the worker's typical overall performance troubles and what wishes to be performed to decorate the general performance of the hotels. The control can also use the data to formulate new strategies to decorate and maintain the corporate performance of the resorts. The research are also of significance to the government because the findings of the research may be used to become aware of the issues and regions of development that exist in the tourism area in Negombo. The government can then plan and develop a country-wide policy framework for tourism to make necessary reforms and uplift the tourism sector (Velasco,

2016). The study's findings can be a useful resource for the authorities in ensuring the control of tourism in the Negombo area. It is greater, more green, effective, and all-inclusive.

For the worldwide target audience, this research offers valuable insights into the dynamics of tourism control in a growing United States of America. It highlights the vital role of worker overall performance inside the fulfillment of the hotel enterprise and gives a framework that can be adapted to similar contexts globally. Moreover, the findings can inform policymakers in Sri Lanka and the past, contributing to the improvement of countrywide guidelines that make stronger the tourism zone. Through addressing the identified challenges, the authorities can make sure that tourism management in Negombo is more efficient, powerful, and inclusive, ultimately helping the increase and sustainability of the tourism enterprise on each national and international level.

This research have become limited to the handiest resort chain in the Negombo area. This observe lays the muse for lots future research due to the fact that this observe is restrained to indexed motels in Sri Lanka, future researchers can conduct studies on the complete tourism industry that consists of hospitality, transportation, tour facilitation, amusement and non-indexed institutions This studies has recognized Idealized have an impact on, Inspirational motivation, highbrow stimulation, character attention, and worker performance in inn chain inside the Negombo area. however, severa exceptional factors are affecting employee overall performance in the hotel chain. therefore, it is recommended to perform a research study to show the impact of different factors. moreover, destiny studies can be achieved to determine tourist conduct and perceive why arrivals to listed lodges in Sri Lanka have declined.

Figures and Tables

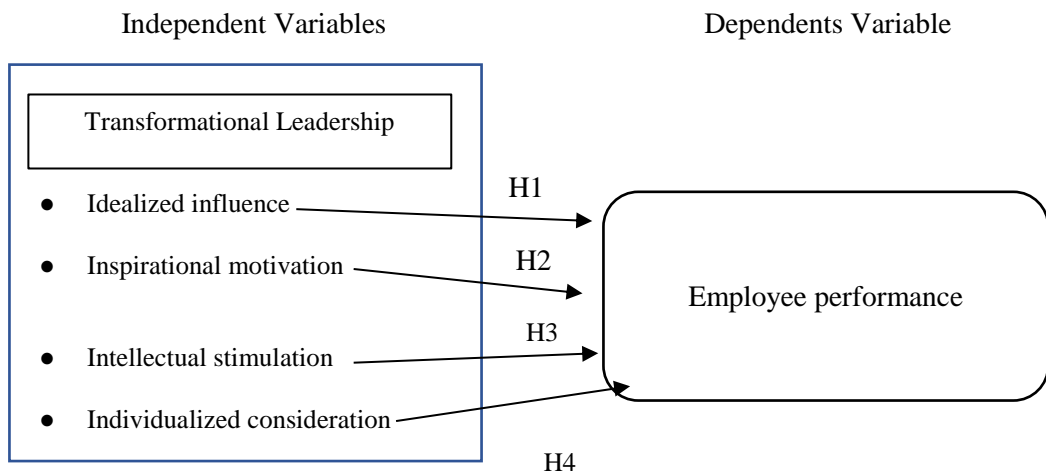


Table 01 - The three hotels were visited and data was collected from the HR department

| Hotel | Number of Employees |
|-------------------------|---------------------|
| Goldi Sands Hotel | 200 |
| Camelot Beach Hotel | 140 |
| Golden Star Beach Hotel | 40 |
| Total | 380 |

(Source: Survey data 2023)

Table 02- Sampling Profile

| | | |
|-------------------------|---------------------------|--------|
| Goldi Sands Hotel | $119 * \frac{200}{380} =$ | 100.53 |
| Camelot Beach Hotel | $119 * \frac{140}{380} =$ | 70.37 |
| Golden Star Beach Hotel | $119 * \frac{40}{380} =$ | 20.11 |

(Source: Survey data 2023)

Table 3- Alpha Values

| Dimensions | No of items | Alpha Values |
|--------------------------|-------------|--------------|
| Idealized influence | 04 | 0.904 |
| Inspirational motivation | 03 | 0.913 |
| intellectual stimulation | 04 | 0.896 |
| Individual consideration | 04 | 0.899 |
| Employee performance | 06 | 0.896 |

Source: Survey Data 2023

Descriptive Analysis

Table 4- Descriptive analysis

| | N | Range | Minimum | Maximum | Mean | Std. Deviation |
|-------------------------------------|-----------|-----------|-----------|-----------|-----------|----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic |
| Idealized influence | 191 | 4.00 | 1.00 | 5.00 | 3.8076 | .68486 |
| Inspirational motivation | 191 | 4.00 | 1.00 | 5.00 | 3.9040 | .70053 |
| Intellectual stimulation | 191 | 4.00 | 1.00 | 5.00 | 3.8822 | .71626 |
| Individualized consideration | 191 | 4.00 | 1.00 | 5.00 | 3.8966 | .77551 |
| Employee performance | 191 | 4.00 | 1.00 | 5.00 | 3.9998 | .71247 |
| Valid N (listwise) | 191 | | | | | |

Source: Survey Data 2023

Table 05- Model Summary

| Model Summary | | | | | |
|--|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .826 ^a | .683 | .676 | .40559 | 1.928 |
| a. Predictors: (Constant), Individualized consideration, Inspirational motivation, Idealized influence, Intellectual stimulation | | | | | |
| b. Dependent Variable: Employee performance | | | | | |

Source: Survey Data 2023

Table 06 -Coefficients

| Coefficients ^a | | | | | | |
|---------------------------|--------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .347 | .187 | | 1.854 | .065 |
| | Idealized influence | .153 | .068 | .147 | 2.246 | .026 |
| | Inspirational motivation | .345 | .060 | .339 | 5.771 | .000 |

| | | | | | | |
|--|------------------------------|------|------|------|-------|------|
| | Intellectual stimulation | .271 | .074 | .273 | 3.669 | .000 |
| | Individualized consideration | .172 | .069 | .187 | 2.508 | .013 |

a. Dependent Variable: Employee performance

Source: Survey Data 2023

Table 7 - ANOVA test

| ANOVA ^a | | | | | | |
|--|------------|----------------|-----|-------------|---------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 65.848 | 4 | 16.462 | 100.073 | .000 ^b |
| | Residual | 30.597 | 186 | .165 | | |
| | Total | 96.446 | 190 | | | |
| a. Dependent Variable: Employee performance | | | | | | |
| b. Predictors: (Constant), Individualized consideration, Inspirational motivation, Idealized influence, Intellectual stimulation | | | | | | |

Table 8 Hypothesis Results

| Hypothesis | P-value | Accepted/Rejected |
|---|---------|-------------------|
| H1 → There is a significant impact of idealized influence on Employee performance | 0.026 | Accepted |
| H2 → There is a significant impact of Inspirational motivation on Employee performance | 0.000 | Accepted |
| H3 → There is a significant impact of Intellectual stimulation on Employee performance | 0.000 | Accepted |
| H4 → There is a significant impact of Individual Consideration on Employee performance | 0.013 | Accepted |

References

- Adams, J.S. (1965) Inequity in Social Exchange. *Advances in Experimental Social Psychology*, 2, 267-299. [http://dx.doi.org/10.1016/S0065-2601\(08\)60108-2](http://dx.doi.org/10.1016/S0065-2601(08)60108-2)
- Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from pakistani banks. *Future Business*. <https://doi.org/10.1016/j.fbj.2016.05.002>
- Anshori et al. Scaffolding: Jurnal Pendidikan Islam dan Multikulturalisme. (2022)
- Avolio, B. J., & Bass, B. M. (1995). Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *The Leadership Quarterly*, 6(2), 199-218. [https://doi.org/10.1016/1048-9843\(95\)90035-7](https://doi.org/10.1016/1048-9843(95)90035-7)
- Bass, B. M., & Avolio, B. J. (1994). Transformational leadership and organizational culture. *International Journal of Public Administration*, <https://doi.org/10.1080/01900699408524907>
- Banjoko, S. A. (2002) Human Resource Management, Oluseyi Press Limited, Ibadan
- Bodla, MA., Nawaz, MM. (2010) "Transformational Leadership Style and its Relationship with Satisfaction", *Interdisciplinary Journal of Contemporary Research in Business*.
- Boerner, S. (2008). Transformational Leadership and Team Innovation: Integrating Team Climate Principles. *Journal of Applied Psychology*, 93, 1438. <https://doi.org/10.1037/a0012716>
- Bryman, A. (2004) Social research methods. 2nd Edition, Oxford University Press, New York, 592.
- Camilleri, M. A. (2018). Market Segmentation, Targeting and Positioning. In *Tourism, Hospitality & Event Management* Springer International Publishing. <https://doi.org/10.1007/978-3-319-49849-2>
- City profile 2022. Sustainable colombo core area project Negombo: Negombo Municipal council and UNDP/U Habitat sustainable cities Development Project. SEVANATHA – Urban Resource Centre (Local Partner Institution)
- D'Silva, J. L., Ortega, A., & Sulaiman, A. H. (2016). Influence of personal and task interdependence on task conflict and team effectiveness. *Modern Applied Science*, 10(4), 95. <https://doi.org/10.5539/mas.v10n4.p95>
- Gunawan, J., Aungsuroch, Y., Fisher,

- M. L., McDaniel, A. M., & Liu, Y. (2022). *Competence-Based Human Resource Management Scale (CBHRMS)* [Database record]. APA PsycTests.
<https://doi.org/10.1037/t86326-000>
- Hermosilla, T., M. A. Wulder, J. C. White, N. C. Coops, and G. W. Hobart. 2016. "Regional Detection, Characterization, and Attribution of Annual Forest Change from 1984 to 2012 Using Landsat-Derived
- Jauhari, et al. "Perancangan Murottal Otomatis Menggunakan Mikrokontroller Arduino 2016.
- 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.
<https://doi.org/10.1037/0021-9010.89.5.755>
- Kashmala N. & Faiza S. (2015). Impact of employee motivation on organizational performance in oil and gas sector of pakistan. *International Journal Of Managerial Studies & Research*
- Kraus, S. J. (1995). Attitudes and the prediction of behavior: A meta-analysis of the empirical literature. *Personality and Social Psychology Bulletin*, <https://doi.org/10.1177/0146167295211007>
- Limsila, K. and Ogunlana, S.O. (2008), "Performance and leadership outcome correlates of leadership styles and subordinate commitment", *Engineering, Construction and organizational culture. International Journal of Public Administration*,
<https://doi.org/10.1080/01900699408524907>
- Manteklow, J. (2011). Forming, storming, norming, and performing. Retrieved from: http://www.mindtools.com/pages/article/newLDR_86.htm
- Markus RP, Fernandes PA, Kinker GS, da Silveira Cruz-Machado S, Marçola M (2018). Immune-pineal axis – acute inflammatory responses coordinate melatonin synthesis by pinealocytes and phagocytes
- Moss, S. A., & Ritossa, D. A. (2007). The impact of goal orientation on the association between leadership style and follower performance, creativity and work attitudes. <https://doi.org/10.1177/1742715007082966>
- Northouse, P. G. (2007). *Leadership theory and practice* (4th ed.). Sage Publications, Inc.
- Prabowo, T. S., Noermijati, N., & Irawanto, D. W. (2018). The influence of transformational leadership and work motivation on employee performance mediated by job satisfaction. *Jurnal Aplikasi Manajemen*,
<https://doi.org/10.21776/ub.jam.2018.016.01.20>
- Pluntke F (2006) Routinization, work characteristics and their relationships with creative and

- proactive behaviors. *Journal of Organizational Behavior*
- Robbins, S.P. (1992) *Organizational Stress, Job Satisfaction and Job Performance: Where Do We Go From Here?* *Journal of Management*.
- Setyowati, A., Wanke, P., Kamarudin, F., Bany-Arifin, A. N., & Matemilola, B. T. (2023). Evidence from multiple countries: Does investment into internal corporate social responsibility improve firm efficiency? *Journal of Sustainable Finance & Investment*, <https://doi.org/10.1080/20430795.2021.2016362>
- Schober, P. (2018). Correlation Coefficients: Appropriate Use and Interpretation. *Anaesthesia and Analgesia*, 126, 1763-1768. <https://doi.org/10.1213/ANE.0000000000002864>
- Sri Lanka tourism development authority annual report 2021
- Thyssen JP, Johansen JD, Linneberg A, Menné T. The epidemiology of hand eczema in the general population—prevalence and main findings. *Contact Dermatitis*. 2010 <https://doi.org/10.1111/j.1600-0536.2009.01669.x>
- Umasuthan & OunJoung Park (2018) The challenges faced by hotel service industry in Sri Lanka, *International Journal of Tourism Sciences*, 18:2, 77-88, DOI: [10.1080/15980634.2018.1471879](https://doi.org/10.1080/15980634.2018.1471879)
- UNWTO World Tourism Barometer and Statistical Annex, January 2023. (2023). *UNWTO World Tourism Barometer*,. <https://doi.org/10.18111/wtobarometereng.2023.21.1.1>
- Velasco Soledad. 2016. ¿Crisis migratoria contemporánea? Complejizando dos corredores migratorios globales. *Ecuador Debate*. <http://hdl.handle.net/10469/12140>
- Wang, C., Tsai, H., & Tsai, M. (2014). undefined. *Tourism Management*, 40, 79-89. <https://doi.org/10.1016/j.tourman.2013.05.008>
- Wahyudi FT, Sudrajat D & Malik B. 2022. Energi metabolisme ransum kormesil dan jagung pada ayam broiler afkir. *Jurnal Peternakan Nusantara*.
- Yukl, G. (2006). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *The Leadership Quarterly*, [https://doi.org/10.1016/S1048-9843\(99\)00013-2](https://doi.org/10.1016/S1048-9843(99)00013-2)