

Transformational Leadership in The Hospitality Industry: An Electronic Systematic Literature Review

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Abstract. This research uses the Electronic Systematic Literature Review (SLR) method to explore the topic of transformational leadership in the hotel industry. The aim is to identify the scope of research, analyze the research methods used, the characteristics of hotel leaders, and the influence of transformational leadership on related variables in the hotel industry. The PRISMA approach is used to increase reporting transparency and accuracy. The PICOC criteria help formulate relevant research questions. A literature search on Scopus and Google Scholar used the keywords "transformational leadership in the hospitality industry". In the selection process, inclusion and exclusion criteria were applied to ensure the relevance of the studies. A total of 17 primary studies were analyzed. The results show that transformational leadership research in the hotel industry focuses on management and accounting. Structural Equation Modeling (SEM) is the most widely used research method. The main characteristics of transformational leaders are team and individual oriented. Transformational leadership positively influences performance, trust, team communication, innovative behavior, affective commitment, work engagement, organizational behavior, and employee productivity. This research provides comprehensive insight into transformational leadership in the hospitality industry, highlighting the importance of this leadership style in managing human resources and achieving a competitive advantage.

Keywords: Transformational leadership; hospitality industry; systematic literature review; PRISMA; employee.

1 Introduction

Human resources are one of the main elements in a company, and they play an essential role in determining the success and performance of the organization. Dessler defines human resources (HR) as "all individuals who work in an organization, including part-time and seasonal employees." [1]. HR is an essential element in management and needs to be managed to motivate and empower employees to achieve the best performance. [2]. A superior's leadership style can influence an organization's human resources quality. [3].

Leadership is generally defined as influencing and directing others to achieve common goals. According to [4], leadership is the process of affecting the activities of an organized group

in achieving goals. Leadership is the art or process of influencing other people to work together to achieve a common goal [5]. Leadership is individual behavior that directs and coordinates group activities to achieve goals [6]. Leadership in organizations plays a very big role in building relationships between individuals and the formation of organizational values that serve as the basic foundation for achieving organizational goals [7].

Leadership style is the way a leader behaves and interacts with his followers. [5]. Leadership style is the way a leader uses authority, provides direction, and supports his followers. [8]. Leadership style is a combination of emotional intelligence, social skills, and character. [9]. The leadership style of a leader will greatly affect the working conditions, which will relate to how employees receive a leadership style, happy or not, like it or not. [10].

Quoted from <https://str.com/data-insights/news/press-releases>, trends in hotel occupancy rates worldwide experienced ups and downs in the 2019-2024 period. In 2019, the average global occupancy rate reached 73.2%. However, the COVID-19 pandemic in 2020 caused a drastic decline to an average of only 34.8%. Since 2021, hotel occupancy rates have begun to show a gradual recovery. In 2022, the global average will reach 58.5% and is predicted to increase to 64.2% in 2023 and 69.4% in 2024. One of the key factors in recovering hotel occupancy rates post-COVID-19 is leadership effectiveness.

Transformational leadership is an adaptive and flexible leadership style that allows leaders to adapt to different situations and contexts. [11]. This adaptability and flexibility enable transformational leaders to overcome various challenges and obstacles. Transformational leaders can inspire and motivate followers to achieve common goals, even in difficult and unexpected situations. Subordinates will feel confident, amazed, proud, loyal, and respectful to their superiors and motivated to do the work with results that exceed predetermined targets together. [12]. For example, during COVID-19, specifically in 2020, hotel occupancy decreased drastically and recovered gradually. A good leader knows the way, shows the way, and takes the way. [13].

Implementing transformational leadership in the modern era has several challenges, as revealed by experts. [14] Stated that employee resistance to change and traditional organizational culture can hinder the effectiveness of transformational leadership. [15] Added that the leader's ability to inspire and motivate followers is essential, and [16] Warned about the potential for burnout and stress for transformational leaders. [17] Emphasize the importance of a clear vision and effective communication. [18] State that organizational transformation will be challenging to achieve without support from senior management.

A Systematic Literature Review (SLR) is a systematic and transparent literature review that aims to identify, evaluate, and synthesize all research relevant to a particular topic. [19]. The goal of SLR is to systematically identify, evaluate, and synthesize all research relevant to a particular research question. This allows researchers to draw stronger and more reliable conclusions than would be possible from individual studies. [20]. SLR uses clear and documented protocols in every stage, starting from formulating research questions, literature search, study selection, and data extraction to the synthesis of findings [21].

Therefore, research on transformational leadership in hospitality using the Systematic Literature Review (SLR) method is relevant and essential. The hotel industry is a dynamic and challenging industry, where the success of a hotel depends not only on its physical facilities but also on management's leadership ability in dealing with various complex situations. By conducting research using the SLR method, researchers can systematically explore, analyze, and synthesize findings from multiple previous studies regarding transformational leadership in the hotel industry context. This can provide a deeper understanding of practical and relevant leadership practices in managing hotels, primarily transformational leadership styles, and

provide a strong foundation for the sustainable development of transformational leadership theory and practice in this industry.

2 Methodology

A Systematic Literature Review (SLR) is a systematic and structured research method for collecting, evaluating, and synthesizing evidence from relevant scientific studies related to a particular research topic. [22]. The main aim of SLR is to present a comprehensive Figure of existing knowledge in the scientific literature on a particular topic, considering clearly defined criteria. [23]. This method uses a transparent and detailed documented approach to identify, assess, and screen relevant studies, thereby enabling the preparation of an objective and reliable synthesis of existing findings. [20].

The SLR method in this research is to present a comprehensive Figure of the topic of transformational leadership in the hotel industry. Literature on this topic was obtained through the Publish or Perish application using the search feature for articles indexed by Scopus and Google Scholar over five years (2018 – 2023). Publish or Perish is a computer application that helps researchers track and analyze scientific publications. Publish or Perish helps save time and energy searching, analyzing, and visualizing publication data.

2.1 PRISMA

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method is a guideline used in conducting systematic reviews and meta-analyses. [24]. PRISMA helps ensure transparency and accuracy in reporting systematic reviews and meta-analyses so that readers can clearly understand the methodology used and assess the validity of research results [24]. Systematic reviews and meta-analyses that use PRISMA guidelines are of better quality than those that do not. [25].

Based on the literature [25]The PRISMA process is based on the following steps:

- a. Identify the problem and formulate research questions
At this stage, researchers identify the topic or health problem to be researched and formulate clear and specific research questions.
- b. Develop a research protocol
Researchers draw up a research protocol that explains the methodology, including study inclusion and exclusion criteria, data sources, literature search strategies, and methods for assessing study quality.
- c. Literature search
A comprehensive search strategy should be used to identify all relevant studies.
- d. Develop a research protocol
Researchers draw up a research protocol that explains the methodology, including study inclusion and exclusion criteria, data sources, literature search strategies, and methods for assessing study quality.
- e. Literature search
A comprehensive search strategy should be used to identify all relevant studies.
- f. Study selection

After a literature search, researchers selected relevant studies based on the inclusion and exclusion criteria specified in the research protocol. The selection process is usually carried out by two independent researchers to reduce bias.

- g. Data extraction
Data from each selected study were extracted using a pre-designed data extraction form. Extracted data may include study characteristics, participant characteristics, interventions, outcomes, and other relevant information.
- h. Data synthesis
Data from selected studies were synthesized using appropriate methods, such as meta-analysis or narrative synthesis. Meta-analysis combines results from several studies quantitatively, while narrative synthesis presents findings descriptively.
- i. Interpretation of results
Researchers interpret the results of data synthesis and draw conclusions based on research findings. Interpretations should consider study quality, heterogeneity, and potential bias.
- j. Reporting results
Researchers report the results of systematic reviews and meta-analyses by PRISMA guidelines, which include information such as literature search, study selection, data extraction, quality assessment, data synthesis, and interpretation of results.

2.2 PICOC

Research questions were designed based on PICOC criteria, an approach to planning and designing a research question in a systematic literature review (SLR). PICOC stands for Population, Intervention, Comparison, Outcome, and Context. PICOC helps researchers identify relevant populations, select appropriate interventions to test, compare interventions measurably, measure the results that matter most, and consider other factors that may influence the results [24]. Table 1 below is the PICOC design criteria according to [22]:

Table 1. PICOC

PICOC	Design Criteria
Population	Determine the characteristics of the population or subjects to be studied in the review, such as user characteristics, age group, health condition, or other relevant factors.
Intervention	(Hotel managers/hotel leaders, both top-level management, middle-level management, lower level management). Describe the intervention or action that will be studied, such as administering certain drugs, using treatment methods, or using other interventions.
Comparison	(Implementation of a transformational leadership style). Determine whether there will be a comparison or control group, and if so, how this group will compare to the intervention group.
Outcome	(-) Determine the expected outcome or effect of the intervention under study, for example, changes in clinical variables, quality of life, or other relevant parameters.
Context	(Changes in variables influenced by transformational leadership) Determine the context of the intervention, such as the clinic setting, geographic characteristics, or other environmental factors that may influence outcomes.

(Research on transformational leadership in the hospitality industry)

The research questions and their objectives in this systematic literature review are shown in Table 2.

Table 2. Research Questions and Objectives

PICOC	Research Questions	Objective
RQ1	Based on journal coverage, which journal discusses transformational leadership in the hotel industry the most?	To find out and identify the coverage of journals that most discuss transformational leadership in the hotel industry
RQ2	Based on geographic coverage, which countries are the most frequently researched objects regarding leadership in the hotel industry?	To find out and analyze which countries are the most frequently used research objects regarding transformational leadership in the hotel industry
RQ3	Based on the scope of research methods, what research methods are most widely used regarding transformational leadership in the hotel industry?	To find out and identify what research methods are most widely used regarding transformational leadership in the hotel industry
RQ4	How do the characteristics and roles of hotel leaders influence transformational leadership practices in the hotel industry?	To find out and analyze the characteristics and roles of hotel leaders influencing transformational leadership practices in the hotel industry
RQ5	How are changes in the variables affected by transformational leadership in the hotel industry?	To determine and analyze changes in variables influenced by transformational leadership in the hotel industry

2.3 Search Strategy

The stages of the literature search process are a series of essential and complex steps in conducting research. These steps include selecting a digital library, formulating search keywords, carrying out searches, and retrieving research articles that align with the research topic. The Publish or Perish version 8 application was used in the literature search process to identify and collect relevant academic sources. The keywords that have been determined to search for literature are "transformational leadership in the hospitality industry", which aims to narrow the scope of the search and ensure the relevance of the results obtained. The databases that are the main focus in literature searches are Scopus and Google Scholar, two platforms known to have a comprehensive and reliable collection of research articles in various fields of science.

The screenshot displays the 'Scopus search' interface within the Publish or Perish software. It features a search bar with the following fields: 'Authors', 'Affiliations', 'Publication name', 'Title words', and 'Keywords'. The 'Title words' field is populated with the text 'transformational leadership in hospitality industry'. To the right of the search fields, there is a 'Years' dropdown menu set to '2018 - 2023'. Below the search fields, there are several buttons: 'Search', 'Search Direct', 'Clear All', 'Revert', and 'New'. A 'Help' link is also visible in the top right corner.

Fig. 1. Search Process Keywords in Scopus in Publish or Perish

The screenshot shows the Google Scholar search interface. The search criteria are as follows:

Field	Value
Authors:	
Publication name:	
Title words:	transformational leadership in hospitality industry
Keywords:	
Years:	2018 - 2023
ISSN:	

Buttons: Search, Search Direct, Clear All, Revert.

Fig. 2. Search Process Keywords in Google Scholar in Publish or Perish

2.4 Research Selection

Inclusion and exclusion criteria were used as a guide in selecting relevant studies for inclusion in the primary analysis, serving as a filter to ensure that only studies that met specific requirements were considered. Inclusion and exclusion criteria in this research include aspects of the type of research, research title, the language used, year of publication of the study, and country (either the author's country of origin, the country where the research population is, or the country where the journal is published). Detailed information regarding specific inclusion and exclusion criteria can be found in Table 3 below.

Table 3. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Type	Indexed International Journal	Unindexed international journals, books, conferences, proceedings
Title	Mentions “transformational leadership in hospitality industry”	Doesn’t mention “transformational leadership in hospitality industry”
Language	English	Apart from England
Year	2018 – 2023	Other than 2018 – 2023
Country	All countries	-

2.5 Research Data Extraction

To address the research inquiries outlined in this review, data from the chosen studies underwent meticulous extraction. A specialized data extraction form was devised to systematically gather pertinent information from the literature. This form is tailored to capture details essential for comprehensively addressing the formulated research queries. Identifying specific data extraction points ensued from the deconstruction of research questions, facilitating a structured approach to data retrieval. This extraction process adheres to five pre-established criteria points, meticulously crafted to furnish insights in alignment with the research questions delineated in Table 4. Through this systematic extraction endeavor, the review aims to provide a robust analysis grounded in empirical evidence from the literature.

Table 4. Data extraction criteria points

Extraction Points	Research Questions
Publication	RQ1
Sample and research object	RQ2
Research methods	RQ3
Transformational leadership in the hotel industry	RQ4, RQ5

2.6 Data Quality Assessment and Data Synthesis

The main goal of this data synthesis process is to systematically collect and analyze relevant information from several carefully selected studies to address the research topic at hand. Although evidence obtained from a limited number of studies may have limited evidentiary power, if a large amount of evidence has been collected, it has the potential to strengthen the conclusions produced. In this research, a combination of quantitative and qualitative data was assessed. The approach used to combine collected data varies depending on the nature and context of the studied research topic. Narrative synthesis methodology was chosen as an appropriate approach in this research. Additionally, various visualization tools such as bar charts, pie charts, and tables, provide a clearer picture of leadership in the hospitality industry.

2.7 Threats to Validity

This validity evaluation aimed to critically examine the literature regarding transformational leadership in the hospitality industry. This review aims to reduce bias in the article selection process. The method used in searching for studies differs from the manual approach, which involves researching the titles of all articles published in indexed journals. This implies that the review may not cover all papers published in academic journals. Additionally, this review did not consider findings from research published in conference proceedings and non-indexed journals.

3 Results

Table 5. List of Research Literature Articles

Year	References	Research Title
2023	[26]	The effects of transformational leadership and HRM practices on employee outcomes and productivity in the Greek hospitality industry during COVID-19
	[27]	Transformational leadership, mindfulness, and employee creativity: A moderating effect of improvisation - evidence from the hospitality industry in the kingdom of Bahrain
	[28]	Catalyzing transformational leadership in Chinese hospitality industry – complexity theory perspective: Mix method approach
2022	[29]	The effects of transformational leadership dimensions on employee performance in the hospitality industry in Malaysia
	[30]	Leadership and culture in Ghana's tourism and hospitality industry: The impact of

		transformational leadership on job satisfaction in an emerging economy
	[31]	The effect of transformational leadership on voice behavior in the hospitality industry
2021	[32]	Does environmental transformational leadership predict organizational citizenship behavior towards environment in hospitality industry: Using structural equation modelling approach
	[33]	Linking transformational leadership to team service innovation in the hospitality industry: A team-level mediation and moderation investigation
	[34]	The influence of transformational leadership on employees' innovative behavior in the hospitality industry: The mediating role of leader-member exchange
	[35]	Linking transformational leadership to OCB in the hospitality industry: The mediating influence of affective commitment and work engagement
	[36]	Dual-focused transformational leadership and service innovation in the context of the Chinese hospitality industry
	[37]	Transformational leadership and performance: Testing mediation and moderation in Qatari hospitality industry
2020	[38]	The moderating effects of transformational leadership and self-worth in the idiosyncratic deals – employee reactions relationship: A study of Indian hospitality industry
	[39]	The effect of transformational leadership towards teamwork by mediation of trust and communication in the hospitality industry
2019	[40]	Employees' retention in Nigeria's hospitality industry: The role of transformational leadership style and job satisfaction
2018	[41]	Relationship between transformational leadership style and operational performance of hospitality industry in Kenya: A case study of star rated hotels

3.1 Journal Publication of Literature Articles

This Systematic Literature Review (SLR) research evaluates 17 primary studies investigating transformational leadership in the hotel industry.

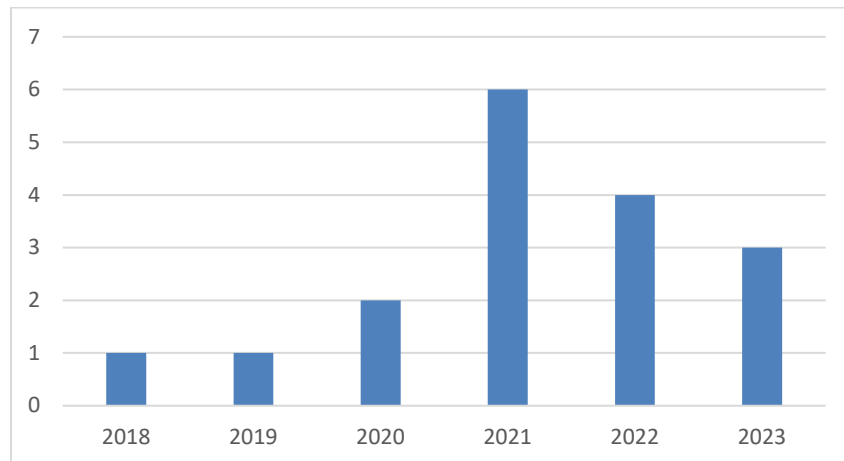


Fig. 3. Year Distribution of Literature Articles

Based on the year distribution data of literature articles in Figure 3, in 2018 and 2019, only 1 study was published. However, there was a significant increase in 2020 with two studies and peaked in 2021 with six studies. Even though there will be a slight decrease in 2022 to 4 studies, researchers' interest in this topic is still high, as evidenced by the existence of 3 new studies in 2023, which is still high compared to the number of studies in 2018 - 2020.

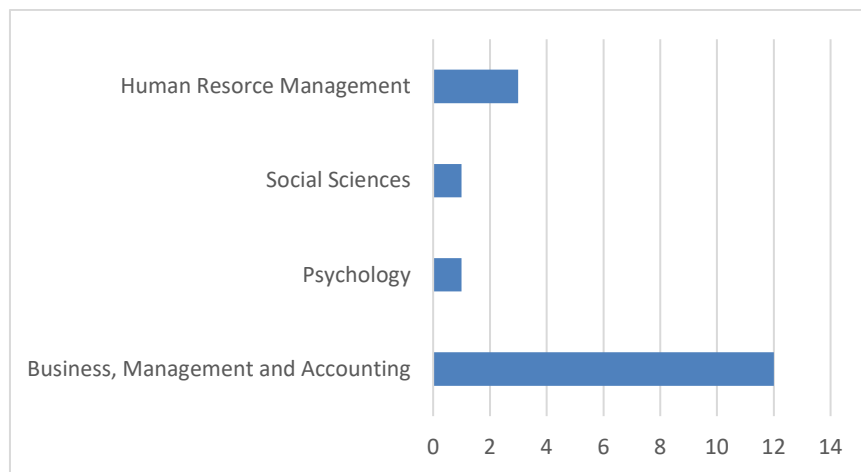


Fig. 4. Journal Coverage of Literature Articles

Analysis of Figure 4 reveals significant insights into the scientific exploration of transformational leadership in the hospitality industry. Among the 17 studies reviewed, the majority, namely 71%, were placed in Business, Management, and Accounting journals. This

prevalence underscores the primary emphasis of existing research on the managerial and operational dimensions of transformational leadership in hotel companies. However, it should be noted that its scope goes beyond the conventional business field. A single study, accounting for 6% of the total research, investigated the psychological impact of transformational leadership on hotel employees, evidenced by its publication in the journal *Psychology*. Similarly, another 6% of research presented in the journal *Social Sciences* offers a broader societal perspective on the role of transformational leadership in the hospitality domain. Additionally, a portion of the three studies, accounting for 16%, centered on Human Resource Management, reflecting an exploration of the impact of leadership on workforce dynamics in hotels. These varying distributions underscore the topic's multidisciplinary nature while signaling potential opportunities for further investigation.

3.2 Most Countries Used as Research Objects

Based on the articles used as literature material in this research, information indicates the countries selected as research objects related to transformational leadership in the hotel industry. Here is the data:

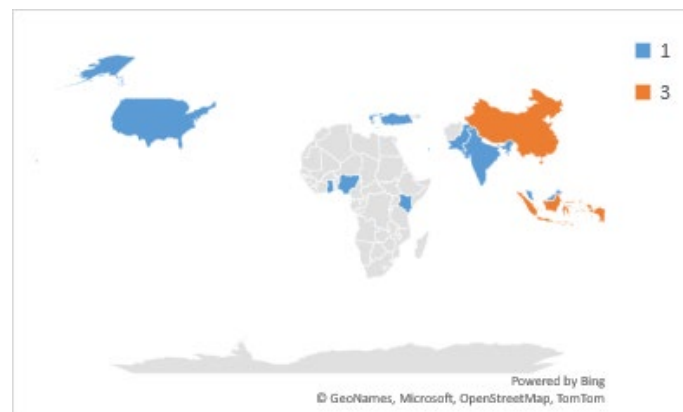


Fig. 5. Most Countries as Research Objects

Figure 5 provides a comprehensive picture of the global interest in researching transformational leadership in the hospitality industry from 2018 to 2023. The data captured in this figure sheds light on a diverse scientific research landscape, attracting the attention of researchers worldwide. In particular, there is marked variability in the level of research activity across countries, underscoring the widespread recognition of the importance of transformational leadership in the hospitality sector. Among these countries, China and Indonesia are prominent contributors, hosting three studies exploring the nuances of transformational leadership in their respective hospitality industries. The concentration of research efforts in these countries suggests an excellent interest in understanding and implementing transformational leadership practices in their hospitality sectors. In addition, some other countries, including Greece, Bahrain, Malaysia, Pakistan, Turkey, India, Nigeria, the United States, Ghana, Qatar, and Kenya, presented a single study on this related topic. The global spread of this research initiative underscores the universal recognition of the relevance of transformational leadership in driving

growth and innovation in the hospitality industry. This signals a shared belief among these countries that applying transformational leadership principles is critical to advancing the standards and capabilities of their hospitality sectors.

3.3 Most Research Methods Used

Examining the literature on transformational leadership in the hospitality industry reveals valuable insights regarding the methodology researchers use to investigate this phenomenon. Structural Equation Modeling (SEM) emerged as the leading choice among the various research methods, accounting for 76% of the analyzed studies. This statistical technique is favored for its efficacy in examining the complex interrelationships between variables related to transformational leadership. By using SEM, researchers can effectively model and analyze complex constructs and pathways, thereby providing comprehensive insight into leadership dynamics in the hotel context.

A mixed methods approach was utilized in 6% of the studies reviewed. This methodological approach integrates qualitative and quantitative techniques, providing researchers with a holistic understanding of the phenomenon under investigation. A mixed-methods approach allows for a nuanced exploration of transformational leadership, allowing researchers to capture both quantitative metrics and qualitative nuances that may influence leadership dynamics in the hospitality industry.

Linear regression analysis emerged as another leading research method, accounting for 18% of the studies examined. This analytical technique is adept at assessing linear relationships between independent and dependent variables, providing valuable insights into the causal pathways and predictive factors associated with transformational leadership in hotels.

The choice of research method depends on several factors, including the specific research objectives, the nature of the data available, and the complexity of the phenomenon being studied. SEM is well suited for investigations that uncover multifaceted relationships among various variables, making it an ideal choice for research that comprehensively analyzes transformational leadership in the hospitality industry. In contrast, mixed methods approaches and linear regression analyses may be better suited to research efforts with more targeted goals or limited data, allowing for a tailored examination of specific aspects or relationships within transformational leadership.

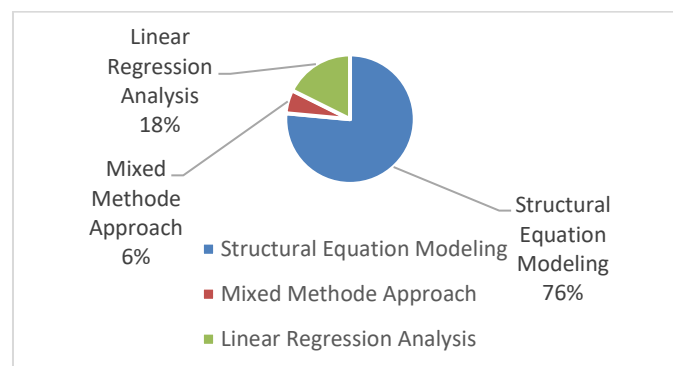


Fig. 6. Transformational Leadership Research in the Hotel Industry

3.4 Characteristics and Roles of Hotel Leaders Influence Transformational Leadership Practices in the Hospitality Industry

The characteristics of transformational leadership leaders are two main focuses, namely, team-focused and individual-focused. The first focus, namely Team-focused, involves leaders encouraging effective team collaboration, strengthening the team's collective identity, and prioritizing the team's interests above individual ones. This is important because the team is the only work unit that can utilize the potential and expertise of each member to achieve common goals. The second focus, namely individual-focused TFL, involves leaders motivating individual employees, supporting employee competency development, and providing personal recognition to each employee. This is important because each individual has different needs, skills, and aspirations, so leaders must be able to provide support that suits each individual's needs. In addition, personal recognition from leaders can increase employee motivation and job satisfaction.

There are also leaders with environmentally oriented characteristics, giving birth to environmental transformational leadership (ETL). ETL is a leadership behavior that motivates followers to achieve environmental goals and inspires them to perform beyond expected environmental performance levels. ETL has four dimensions. First is idealised Influence, where the leader offers his behavior regarding the environment as an example that employees can imitate. Second is Inspirational Motivation, where leaders motivate employees to work for the environment's good. Third, Intellectual Stimulation is where leaders encourage employee creativity in implementing environmental practices. Fourth is individualized Consideration, where leaders build relationships with employees regarding environmental issues, providing support and guidance. This approach emphasizes the role of leaders in promoting environmental sustainability by inspiring, motivating, and supporting employees in their environmental efforts.

Additionally, transformational leaders generally have characteristics that can inspire the team by showing a clear vision and changing work goals into something valuable and meaningful. Transformational leaders also motivate teams to develop creativity and innovation and look for new solutions to overcome problems by encouraging team members to always think critically and challenge the status quo. Transformational leaders show genuine concern for each team member by providing support, mentoring, and personal development according to their needs and potential. They also serve as good role models for the team by showing commitment, integrity, and high work ethics so that team members consider them a source of inspiration. In this case, transformational leaders focus on individual and team development by encouraging creativity, innovation, and personal growth and building good relationships with each team member.

3.5 The Influence of Transformational Leadership on the Variables it Influences in the Hospitality Industry

Transformational leadership is a leadership style that can minimize change and inspire employees to exceed themselves. Based on the data provided, below is a description of the consequent variables of transformational leadership:

- a. Performance: Transformational leadership can influence employee performance positively. Transformational leadership can motivate employees to maximize their

potential and abilities, ultimately improving their performance. Employees trust leaders and believe that leaders will help them achieve their goals [5].

- b. Work, trust, and team communication: Transformational leadership can form a solid and highly effective team. This is because transformational leadership can build trust and communication between team members. Transformational leaders encourage open and constructive feedback among team members [14].
- c. Employee innovative behavior: Transformational leadership can take innovative actions and create a work environment supporting creative employee behavior. This can increase company productivity and competitiveness. These actions are characterized by trust, open communication, and collaboration [42].
- d. Affective commitment: Transformational leadership can trigger a sense of affective commitment from employees. Affective commitment is a feeling of sincerity and high concern for the company and its organizational goals. This is because transformational leaders can articulate an attractive vision and motivate employees to work hard [2].
- e. Work engagement: Transformational leadership can increase employee work engagement. Work engagement is a person's level of depth towards work that is carried out with enthusiasm and commitment. Transformational leadership increases work engagement through two mechanisms: leader authenticity and employee ownership [43].
- f. Organizational citizenship behavior: Transformational leadership can influence employees' positive social behavior, such as cooperation and friendly attitudes. This will build a more harmonious organization. Transformational leaders act as role models and create a positive organizational culture [44].
- g. Employee productivity: Transformational leadership can boost employee productivity through leaders who inspire and motivate employees to exceed their goals, leaders who encourage employees to think innovatively when completing tasks, leaders who clearly articulate a vision, and leaders who provide individual attention to employees to help them reach their full potential [16].
- h. Idiosyncratic deals: Transformational leadership is positively related to idiosyncratic deals [14]. Transformational leadership can provide special treatment for employees who have proven good performance. This can affect employee motivation and commitment.
- i. Work attitudes and behavior: Transformational leadership can influence employee work attitudes and behavior positively, such as by improving teamwork, reducing conflict, and reducing anxiety [15].
- j. Work stress: Transformational leadership can reduce work stress by inspiring employees, providing a clear vision, and encouraging self-development [45]. In addition, transformational leadership builds a positive organizational culture, thereby reducing work stress.
- k. Burnout: Transformational leadership can prevent employee burnout by providing challenges appropriate to the employee's abilities and providing the necessary support [46].
- l. Job satisfaction: Transformational leadership increases job satisfaction by creating a clear vision, communicating effectively, empowering employees, and building positive relationships [14].
- m. Voice behavior: Transformational leadership can influence the level of employee voice behavior, namely employee behavior, in providing input and suggestions related to work and the organization [15].

3.6 Implication

Several recommendations emerge as paramount in shaping future research on transformational leadership within the hospitality sector. Firstly, broadening the scope of research beyond conventional journals and countries can yield a more holistic understanding of global transformational leadership practices in the industry. By encompassing diverse geographical and disciplinary perspectives, researchers can garner nuanced insights into the multifaceted dynamics of transformational leadership within hotel contexts. Secondly, adopting a mixed methods approach integrating quantitative and qualitative methodologies can offer deeper insights into the application and ramifications of transformational leadership. This interdisciplinary approach enables researchers to capture both quantitative metrics and qualitative nuances, enriching the understanding of hotel leadership dynamics. Thirdly, longitudinal studies or extended research endeavors can unveil the longitudinal impact of transformational leadership on crucial variables such as employee performance, customer satisfaction, and competitive advantage. By tracking these variables over time, researchers can elucidate the sustained influence of transformational leadership practices, informing strategic decision-making and organizational development within the hospitality industry.

Fourthly, it's imperative to delve into contextual and situational factors shaping transformational leadership efficacy within hospitality. Researchers can discern critical influencers by scrutinizing elements like organizational culture, structure, and employee demographics. Fifthly, crafting a comprehensive model or framework elucidating antecedents, practices, and outcomes of transformational leadership offers invaluable insights for hotel managers. Such guidance aids in tailoring leadership approaches to organizational needs effectively. Sixthly, forging partnerships with industry practitioners ensures research relevance and applicability. Collaboration fosters the integration of academic findings into real-world practices, enhancing industry outcomes. Lastly, exploring the interplay between transformational leadership and other transactional or authentic leadership styles unveils nuanced leadership dynamics within hotels. Understanding these interactions augments leadership theory and informs strategic decision-making in the hospitality sector.

4 Conclusion

Transformational leadership is widely recognized as a highly effective leadership style in the hospitality industry, emphasizing team development and individual growth while encouraging adaptability to changing environmental conditions. Extensive research consistently shows this leadership approach's positive impact on vital organizational variables, including employee performance, teamwork dynamics, innovation initiatives, and overall levels of job satisfaction. Between 2018 and 2021, there was a significant increase in scholarly interest regarding transformational leadership in the hospitality sector, reaching a peak in 2021. This increase underscores the growing recognition of the vital role of transformational leadership in driving organizational success and resilience in the hospitality industry, reflecting the increasing importance of implementation and integration into managerial practice across sectors.

Research on transformational leadership in the hospitality industry comes primarily from business and management disciplines, with some from psychological and social science disciplines. China and Indonesia emerged as leading countries in contributing significant research results, underscoring the international importance of transformational leadership in

hospitality. Structural Equation Modeling (SEM) is emerging as the analytical method of choice, facilitating the examination of complex relationships between variables related to transformational leadership. The capacity of SEM to test and validate complex models involving many variables and relationships makes it indispensable for researchers to investigate the dynamics of transformational leadership in the hospitality sector. Ultimately, a diversity of disciplinary perspectives and analytical techniques underscores an exploration of the diverse impacts of transformational leadership on the hospitality industry.

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