The Role of Inspirational Motivation of Transformational Leadership in Empowering the Employees in Egyptian Travel Agencies

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Keywords

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Inspirational motivation
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Abstract

The success of transformational leadership is possible if the followers feel the heat of inspired motivation moreover, the value of individualized consideration by the follower inspires him/her to accept the leader as a role model However, this relationship is strengthened by efforts of inspirational motivation and Empowering the Employees by the leader. The current paper presents field testing through a cross-sectional approach to examine the relationship between inspirational motivation and empowering employees. The results showed that the predictor of inspirational motivation is significantly associated with the dependent variable of Empowering the Employees (R-values=0.480). The research was conducted to investigate the role of inspirational motivation of transformational leadership in empowering the employees in Egyptian Travel agencies. One hundred   Travel Agencies Category A were selected on a simple random sampling basis. A total of 500 questionnaires were circulated, out of which 480 questionnaires were returned, after reviewing these questionnaires, 15 questionnaires were excluded for their lack of statistical analysis, so the number of valid questionnaires became 465, with 93 % of the total distributed questionnaires. The findings of the study concluded that inspirational motivation of transformational leadership affects empowering the Employees in The Egyptian Travel Agencies category A. It was clear from the study that administrative leaders need to develop their skills in motivation and

appreciation of workers, and highlight the role of leaders in acting as mentors to develop the skills and abilities of the followers to create an appropriate work environment.

1. Introduction

The quintessence of leadership is the ability to influence and motivate other people. Moreover, Research has revealed a broad array of leadership traits and styles that are related to follower attitudes, motivation, and performance. It is considered one influential approach is the full-range leadership model (Bass, 1985). Accordingly, transactional leaders lead through social exchange; for example, they lead by exchanging rewards and recognition for creative ideas and productivity, In contrast, transformational leaders are persons who show individual consideration to followers and inspire them to be at their best and develop their leadership skills (Bass & Riggio, 2006).

Also, the followers are made aware of the organization's forthcoming affairs, goals, and vision and are motivated to commit themselves to the goals. Accordingly, the leader becomes a model and a symbol of courage, which motivates followers to strive and accomplish beyond their self-interest. As the leader supports by encouraging followers to express fresh ideas freely, followers become motivated to express their unique ideas and internal feelings (Albion & Gagliardi, 2007).

By taking in challenges and acting as a model, the leader motivates followers to achieve the organization's goal effectively. The transformational leader explains to his/her followers the challenges they have to face and motivates them to achieve the best results. The followers are made aware of the organization's forthcoming affairs, goals, and vision and are motivated to commit themselves to the goals. Accordingly, the leader becomes a model and a symbol of courage, which motivates followers to strive and accomplish beyond their self-interest. As the leader supports by encouraging followers to express fresh ideas freely, followers become motivated to express their unique ideas and internal feelings.

1.1 Objectives of the Study

The main purpose of this study is to explore The Role of Inspirational Motivation of Transformational Leadership in Empowering the Employees in The Egyptian Travel Agencies Category (A), the objectives of this current study are as follows:

- Declaration of the need to empower employees in The Egyptian Travel Agencies Category (A).
- Discovering the relationship between the inspiring motivations for transformational leadership and empowering employees in the organization.

2. The Research Importance

The impotence of the research stems from the importance of the topic that will be addressed, namely The Role Of inspirational motivation of Transformational

Leadership in Empowering Employees in The Egyptian Travel Agencies category (A).

3. Hypotheses

- There is a statistically significant relationship between the inspirational motivation of the transformational leader and the empowerment of employees within Egyptian tourism companies Category A.

4. Literature Review
4.1. Leadership

Leadership plays a vital role in deciding employees' commitment. Researchers have found that employees who are pleased with their supervisors/leaders and feel that they are being treated with respect and are valued by their management feel more attached to their organizations (Sun & Chen, 2012).

Leadership involves the attitude and behavior of a person to influence a team to be able to work together more efficiently and effectively to achieve the required level of productivity (Tengi & Zahari, 2017).

Previous studies have shown a positive indirect link between leadership styles and organizational commitments, with job satisfaction acting as a partial mediator.

It was also found through importance–performance map analysis, which is crucial for prioritizing managerial actions, that an employee's commitment to a task is strongly influenced by that person's level of job satisfaction (Oyewobi, 2022).

An example according to is Kouzes and Posner's (2007) model, which offers a leadership model with five distinct practices that outstanding leaders use to influence employees' performance.

This model consists of some of the key elements of transformational leadership styles.

The five practices of exemplary leadership are:

(a) Challenging the process: searching and seizing challenging opportunities to change, grow, innovate, and improve, with the willingness to take risks and learn from mistakes.

(b) Inspiring a shared vision: enlisting followers' support in a shared vision by appealing to the followers' values, interests, and aspirations;

(c) Enabling others to act: achieving common goals by building mutual trust, empowering followers, developing competence, assigning critical tasks, and providing continuous support.

(d) Modeling the way: being a role model and being consistent with shared values.

(e) Encouraging the heart: providing recognition for success and celebrating accomplishments.

Relationship theories, also known as transformational theories, focus on the connections formed between leaders and followers (Khan & Mohsin, 2020).

In these theories, leadership is the process by which a person engages with others and is able to "create a connection" that result in increased motivation and morality in both followers and leaders.

Relationship theories are often compared to charismatic leadership theories in which leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are seen as best able to motivate followers (Lamb ,2013).

Relationship or transformational leaders motivate and inspire people by helping groups of members understand the importance and higher purpose of the task. These leaders are focused not only on the performance of members but also on the ability of each person to fulfill their potential. Leaders of this style often have high ethical and moral standards (Cherry & James, 2012).

Xian & Haimei (2020) explained that there are many studies showed that there was a strong significant relationship between transformational leadership and uncertainty reduction among employees.

The results of many previous studies revealed that supervisor involvement boosted employee morale as a contributing factor to ambiguity and uncertainty reduction. As stated by (Andreani & Abelio, 2016), if the leader understands the differences in each employee and appropriately recognizes employees' work, they will feel satisfied because they are valued individually.

Kreitner & Angelo (2007) Found that employees love their jobs if they are arranged properly according to their expertise which they devote to the organization.

4.2. Transformational leadership

4.2.1. Transformational leadership definition

the concept of transformational leadership is a reflection of several characteristics found in leaders, such as the acknowledgment of future needs and issues, handling of long-term problems and opportunities, holistic examination of internal and external organizational factors, handling of organizational issues from a broad perspective, elevation of follower awareness regarding the importance and value of specific job outcomes, ability to motivate employees to substitute their interests for those of the organization, and ability to influence followers to change their needs to higher-order concerns (Savovic, 2017).

In the same context, a transformational leader is a leader who has influence and can interact directly with followers to change various aspects of an organization through vision, action, and impact.

Leadership involves the attitude and behavior of a person to influence a team to be able to work together more efficiently and effectively to achieve a required level of productivity (Dubinsky & Jolson, 1995).

4.2.2. Transformational Leadership Dimensions

transformational leadership involves enhancing the participation between leaders and followers in terms of motivation and values, while also enhancing the awareness of

the followers on existing problems and providing support, encouragement, and developmental experience (Tengi, & Zahari, 2017), (Wood, 2019).

This requires that leaders focus on developing the abilities of the followers to creatively find solutions to problems, providing them with a blueprint for the future that inspires them and provides them with the support they need to face the challenges of change, ultimately increasing their commitment to efficient task implementation (Tengi et al., 2017).

Ultimately, transformational leaders inspire changes in the attitudes and core values of their followers to foster their alignment with the organizational vision.

According to Al Miman (2013), transformational leadership can be seen when the leaders and followers push one another to higher levels of morals and motivation. Also, transformational leaders must be capable of balancing their future visions with those of their subordinates while attributing greater importance to the needs of their subordinates than what may exist at present.

 Furthermore, transformational leaders must be able to persuade their subordinates to carry out tasks beyond their interests for the greater good of the organization (Gunawan, 2020).

According to Bass and Riggio (2016); Humphreys and Walter (2003) transformational leadership refers to a style of leadership characterized by four types of behavior namely: idealized influence, inspirational motivation, individualized consideration, and lastly intellectual stimulation. This study focused on inspirational motivation behavior and how it influences empowering employees in Egyptian travel agencies.

42.3. Inspirational motivation dimension

Inspirational motivation is the ability of a leader to articulate a compelling vision of a better future for an organization so that the followers shift from self-interests to the organization's collective interests (Edirisooriya, 2020). This arouses excitement by followers to willingly detest the status quo and pursue the envisioned better future enthusiastically. Furthermore, the leader creates group spirit in the followers to focus on collective interests, as alluded to (Okoli & Ugbo, 2021).

However, this contradicts the premise of the individualized consideration dimension of a transformational leader, which requires the leader to focus on the individual's interests and needs (Magasi, 2021). Therefore, it can be deduced that the leader strives to satisfy the needs of the followers to enable the followers to achieve more collective gains for the organization. However, (Eva & Liden, 2019) criticize this as unethical where the leader uses followers as a means to an intended end. From this perspective, the leader would be faulted for not being altruistic but ego-centric. Empirically, inspirational motivation has been established to impact organizations positively.

Also, the study by Gyansah and Guantai (2020) found a significantly positive correlation between inspirational motivation and students' academic achievement in public schools in Kumasi Metropolitan, Ghana. A correlational study conducted by

Hasija & Kus.hwaha (2019) sought to determine the impact of inspirational motivation on employee engagement, and the study showed that there is a strong positive relationship between inspirational impact and employee engagement.

Through internalization, followers adopt the values and regulations of the organization and enact them with self-determination (Afshari & Gibson, 2015), hence becoming more committed to the organization's success, also leaders use inspirational motivation through social persuasion to raise their followers' belief that they are capable of performing better, so when leaders inspire their followers to envision a future and perform better, it becomes a self-fulfilling prophecy and they end up achieving the performance expected of them (Bandura, 1997).

4.2.4. Employee empowerment

Empowerment is a multilevel construct involving how managers empower their team (the empowering), how members respond to the empowerment (the empowered), and how members in the same team interact with each other (Honold, 1997; Randolph, 1995).

Empowerment provides employees with control, authority, and the essential discretion and autonomy to generate the level of customer service required.

When employees are empowered, they can make better decisions, which can intensify the organization's excellence (Tripathi & Tiwari, 2022; Tripathi, 2021).

As such, this study demonstrated that employee inspirational motivation empowers workers within tourism agencies.

Empowerment is particularly considered as an important managerial practice within the tourism and hospitality industry, where service is highly customized and employees are required to have extensive interpersonal skills.

The concept of employee empowerment has been defined in many facets; according to (Vu, 2020), employee empowerment is giving employees the ability to make decisions, influence outcomes, and take ownership of their work (Ghasempour et al, 2021; Obiekwe et al, 2019).

Saw employee empowerment as allowing employees to contribute ideas and opinions freely in the workplace; while (Abuzaid, 2018; Lassoued et al, 2020) defined the concept as investing in resources to support employees and helping them gain the knowledge and expertise to meet their job requirements.

From another perspective, employee empowerment is encouraging open lines of communication between employees, managers, and other leaders. It is more about creating an empowering environment that promotes honesty and respect (Zaraket et al, 2018).

It involves training staff on problem-solving techniques to enable them to come up with solutions independently, in addition to recognizing and rewarding employees for their hard work and motivation (Andi, 2020).

For (Al Maani et al , 2020 ; Hewagama et al , 2019) it was seen that employee empowerment is basically offering flexibilities such as allowing employees to set their own hours, take breaks, and voice their opinions. According to (Natrajan et al , 2019), employee empowerment is celebrating the contributions and successes of individual team members to build an effective team spirit, and enabling employees to be self-directed and accountable for their work.

5. Methodology

5.1 Population and Sample:

This study's target population was employees in Egyptian travel agencies. A questionnaire was used to select the primary data from July to September 2023 and was distributed in Hurghada, Cairo, Minia, and Sohag. A random sample of respondents was chosen from employees in Egyptian travel agencies. A total of 500 questionnaires were circulated, out of which 480 questionnaires were returned, after reviewing these questionnaires, 15 questionnaires were excluded for their lack of statistical analysis, so the number of valid questionnaires became 465, with 93 % of the total distributed questionnaires.

5.2. Survey Instrument:

The survey consisted of two parts. The first part of the questionnaire included questions on demographic data of the sample of the Employees in The Egyptian Travel Agencies category (A). The second part of the questionnaire consists of the dimensions and instruments of the model of the study (Inspirational motivation of transformational leadership and empowering the employees in the Egyptian travel agencies). Inspirational motivation section was measured using six items, which were adapted from the study of Farzin & Fattahi (2018). Empowering the employees was assessed by adopting six items used by Martnez Salinas and Pina. Pérez (2009). Finally, trust was measured by adopting five items used by Rodrguez et al. (2022) and Su Lujun and Chen (2021). A five-point Likert scale, ranging from 1 as strongly disagreed to 5 as strongly agreed, was used for the measurement.

5.3. Data Analysis:

The collected data and test hypotheses were analyzed using statistical package for social science (SPSS, V. 24). The following statistical tests were used:

- Cronbach's Alpha laboratory to test the stability and internal consistency of the form.
- Repetitions and percentages to describe and determine the responses of Egyptian tourism workers to the terms of transformational leadership.
- Analysis of the contrast of the simple slope using the F and t indication test to verify the morale of the model and the sincerity of the assumptions.

- The level of significance, which means the probability of making a test error, which means the confirmation of the test result by 99% or 5% which means the confirmation of the test result by 95%. The study was based on a moral level of 1%.

5.4. Measurement Model (Validity and Reliability):

The use of Cronbach's Coefficient to measure the reliability of the instrument enables to identification of the strength of items included in the questionnaire such that a measure between 0.7 and 1.0 signifies a strong consistency of the item used in the questionnaire (Albrecht & Andreetta, 2011).

The Alpha score for the questionnaires falls within the given range, the data collection instrument would be taken as the suitable tool for conducting data analysis due to its capability of producing stable and consistent results (avakol & Dennick, 2011).

Internal validity concerns the extent to which a causal relationship can be established between the independent variable(s) and the dependent variable (s) within a specific study. It addresses the question of whether the observed effects are genuinely due to the manipulated variables and not influenced by confounding variables or biases.

Table (1) internal validity

	total
Works to instill team spirit within the company	.920**
It develops the enthusiasm, commitment, and confidence of subordinates	.698**
He is interested in financial incentives (such as rewards and gifts) and morale (e.g. thanks and appreciation).	.856**
It affects subordinates to provide self-initiatives for achievement and excellence.	.897**
Encourages the creativity and innovation of subordinates.	.918**
He is interested in unconventional solutions to business problems.	.897**
It renews and diversifies the ways and methods of work.	.934**
Interacts with subordinates in ways that enable them to self-growth and change.	.934**
Encourages employees to develop through education and training.	.779**
Encourages the expression of ideas even if they conflict with his ideas.	.904**
He appreciates and recognizes the efforts of others.	.975**
Listens to all points of view to develop a spirit of cooperation.	.917**
Believes in the importance of satisfying subordinates.	.911**
Involve subordinates in all the organization's development processes.	.914**
I have the power to make some necessary decisions without referring to the president/manager.	.911**
I have some responsibilities in the absence of the head/director of the department.	.976**
I feel like a business partner, not just an employee.	.825**
I can freely express my proposals and ideas.	.891**
I work in circumstances and working environment that embraces creative abilities.	.891**

Working conditions encourage social communication and openness among colleagues.	.883**
Empowering employees is to give decision-making power to employees.	.919**
Empowering employees serves objectives related to administrative and organizational effectiveness.	.919**
Empowerment is the devolution of powers and responsibilities.	.834**
Empowerment leads employees to take risks and enhance their performance.	.865**

From the previous table, it is clear that there is a positive correlation between the statements and the total score, and therefore there is internal validity.

6. Results

The sampled group consisted of a total of 480 participants. Results and statistical analysis of the field study were mentioned as follows:

6.1 Demographic data analysis

Table (2) Demographic profile of respondents

	Percent	Frequency	
Age	17.2	80	Under 26 years
	55.3	257	26 to 40 years
	26.5	123	41 to 60 years
	1.1	5	over 60 years
the scientific qualification of sample members	3.9	18	Intermediate Qualification
	85.4	397	Bachelor/Bachelor's
	10.8	50	Degree (Master/PhD)
The duration of the work of the company	77.6	361	less than 5 years
	17	79	from 5 to 10 years
	5.4	25	more than 10 years
Gender	27.3	127	Male
	72.7	338	Female
	100	465	Total

The Previous table (2) shows that there are 80 individuals less than 26 years of age at 17.2. There are also 257 people aged 26 to under 40 at 55.3%. This shows us that the age group that is predominantly employed in Egyptian tourism companies is the youth group and the following figure also explains this. The largest frequency of a variable Education is Bachelor/Bachelor's (397), but the smallest frequency is Intermediate Qualification (18). The largest frequency of a variable The duration of the work of the company is less than 5 years (361), but the smallest frequency is more than 10 years (25). The largest frequency of a variable Gender is Female (338), but the smallest frequency is Male (127).

6.2. Testing the hypotheses of the study

Table (3) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.693[a]	0.480	.479	3.18320
a. Predictors: (Constant), inspirational motivation of the transformational leader				

Referring to the model summary, the inspirational motivation of the transformational leader and the empowerment of employees within Egyptian tourism companies Category A. In this case, the R value was found to be 0.693 means that there is a Moderate positive correlation relationship between the empowerment of employees within the Egyptian tourism companies Category also the inspirational motivation of the transformational leader.

(1) There is a statistically significant relationship between inspirational motivation and empowerment of employees within Egyptian tourism companies Category A.

Based on the results analyzed above, the proposed hypothesis there is a statistically significant relationship between the inspirational motivation of the transformational leader and the empowerment of employees within Egyptian tourism companies Category A. are supported (Sig less than 0.05).

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

Table (4) ANOVAa.

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4334.318	1	4334.318	427.753	.000[b]
	Residual	4691.467	463	10.133		
	Total	9025.785	464			
a. Dependent Variable: the empowerment of employees within Egyptian tourism companies Category A.						
b. Predictors: (Constant), inspirational motivation of the transformational leader						

Referring the variation of analysis (ANOVA) Test, F-test is a test for examining the significance of the multiple-linear regression model. It tests the feasibility of the regression model and analyzes the existence of the significant simultaneous impact given by the independent variables to the dependent variable. The result shows that all explanatory variables had significant positive relationship with the dependent variable at F = 427.753, p<0.05.

SO There is a statistically significant relationship between the inspirational motivation of the transformational leader and the empowerment of employees within Egyptian tourism companies Category A.

Table (5) Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.026	.565		8.892	.000
	inspirational motivation of the transformational leader	.481	.023	.693	20.682	.000

a. Dependent Variable: the empowerment of employees within Egyptian tourism companies Category A.

Based on the results analyzed above, the proposed hypothesis there is a statistically significant relationship between the inspirational motivation of the transformational leader and the empowerment of employees within Egyptian tourism companies Category A. are supported (Sig. <0.05).

Table (6) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6545.660	1	6545.660	1118.604	.000[b]
	Residual	2457.686	420	5.852		
	Total	9003.346	421			

a. Dependent Variable: the empowerment of employees within Egyptian tourism companies Category A.

b. Predictors: (Constant), the idealized influence of the transformational leader

Referring the variation of analysis (ANOVA) Test, F-test is a test for examining the significance of the multiple-linear regression model (Ghozali, 2011). It tests the feasibility of the regression model and analyzes the existence of the significant simultaneous impact given by the independent variables to the dependent variable. The result shows that all explanatory variables had significant positive relationship with the dependent variable at F = 1118.604, p< 0.05. SO, there is a statistically significant relationship between the idealized influence of the transformational leader and the empowerment of employees within Egyptian tourism companies Category A.

Table (7) Coefficients[a]

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.744-	.580		-4.734-	.000
	the idealized influence of the transformational leader	.793	.024	.853	33.446	.000

a. Dependent Variable: the empowerment of employees within Egyptian tourism companies Category A.

7. Discussion and Recommendations

This research aims to determine the role of inspirational motivation of transformational leadership in empowering the employees in the Egyptian travel agencies category A. A quantitative approach was applied to achieve the objectives of the study. The targeted population was employees of Egyptian travel agencies. A questionnaire was used to select the primary data from July to September 2023 and was distributed in Hurghada, Cairo, Minia, and Sohag. A random sample of respondents was chosen from employees in Egyptian travel agencies. A total of 500 questionnaires were circulated, out of which 480 questionnaires were returned, after reviewing these questionnaires, 15 questionnaires were excluded for their lack of statistical analysis, so the number of valid questionnaires became 465, with 93 % of the total distributed questionnaires. The collected data and test hypotheses were analyzed using SPSS, V. 24 and AMOS, V. 24. According to demographic data, the collected data and test hypotheses were analyzed using SPSS, V. 24 and AMOS, V. 24. According to demographic data, the findings revealed that respondents between the ages of 26 - 40, as well as those with a bachelor's or license degree and the gender female, have the most characteristics of the study samples.

The findings showed there is a statistically significant relationship between inspirational motivation and empowerment of employees within Egyptian tourism companies Category A. In addition, the empowerment of employees is largely linked to the dimension of transformative leadership inspirational motivation, which underscores the importance of these dimensions in enhancing a sense of empowerment. This result agrees with the study of Yasmine, H. (2021). The findings showed Focusing on the dimension of empowerment contributes greatly to making employees feel the weight of responsibility, and thus thinking about the interest of the tourism company they work for at the expense of their personal interests, which leads them to raise their creative level by developing their knowledge and skills to be accountable. This result was consistent with previous studies by Yasmine, (2021), Tengi & Zahari (2017).

The results indicated that administrative leaders need to develop their skills in motivation and appreciation of workers, and highlight the role of leaders in acting as mentors to develop the skills and abilities of the followers to create an appropriate work environment. This result agrees with the findings of the studies of Acosta, (2018). The results also showed that the high level of empowerment within tourism companies leads to an increase in the number of positive results such as job satisfaction, administrative effectiveness, and creativity and the adoption of a culture oriented towards absurdities within the tourism organization through social impact. This finding has been supported by previous studies by Seibert et al (2004), Kirkman et al (2004). Additionally, the study reveals that there are statistically significant differences between the study sample responses in terms of the leader's inspirational stimulation as one of the dimensions of the study. The disparities were in favor of the 41-60 age group, followed by less than 26. Additionally, the contribution of the ideal impact on the empowerment of employees of Egyptian tourism companies can be enhanced by saying that the behaviors of the leader focus on setting high standards, and acting as role models, because such behaviors enhance the sense of belonging of the followers, and their belief in the importance of their actions and its suitability. The findings showed that tourism companies Category (A) employs university graduates (bachelor's or bachelor's degree) by a large percentage of more than 70%. This is a positive indicator that enables companies to benefit from their scientific knowledge. Furthermore, the results showed there are statistically significant differences between the study sample responses in terms of the leader's inspirational stimulation as one of the dimensions of the study. The disparities were in favor of the 41-60 age group, followed by less than 26. In addition to the findings employees who are pleased with their supervisors/leaders and feel that they are being treated with respect and are valued by their management feel more attachment to their organizations. This finding has been supported by previous studies by Sun & Chen (2012), Tengi & Zahari (2017), (Oyewobi, 2022). The findings showed Inspirational motivation is concerned with the creation of a vision, and developing clear and plausible strategies for attaining the vision this result agrees with the findings of the studies of Avolio (1999), Walumbwa and Lawler (2013).

Recommendations

First: Recommendations addressed to the training department

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

- Encourage followers to participate and take responsibility by listening.

Second: Recommendations addressed to the recruitment section

- Putting the inspirational motivation of Transformational Leadership within the performance evaluation criteria to encourage managers to improve and develop it.
- Set some questions that measure the level of inspirational motivation of Transformational Leadership of new job candidates within tourism institutions.
- The selection of administrative leaders with experience, qualities, and characteristics that affect the dependents.
- The behaviors of the leader should focus on setting high standards, and acting as an example because such behaviors enhance the sense of belonging of the followers, and their belief in the importance of their actions and suitability.

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دور التحفيز الملهم للقيادة التحويلية في تمكين العاملين داخل شركات السياحة المصرية

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إن نجاح القيادة التحويلية يظهر جلياً في شعور الأتباع بحرارة التحفيز الملهم علاوة على ذلك، فإن قيمة الاعتبار الفردي من قبل التابع تلهمه لقبول القائد كنموذج يحتذى به، ومع ذلك، يتم تعزيز هذه العلاقة من خلال الجهود الخاصة بالتحفيز الملهم والتمكين. وفي هذه الدراسة تم عرض اختبارًا ميدانيًا من خلال منهج مقطعي لفحص العلاقة بين الدافع الملهم وتمكين الموظفين داخل شركات السياحة فئة (أ). وأظهرت النتائج أن قيمة التنبؤ بالحافز الملهم يرتبط بشكل كبير بالمتغير التابع لتمكين الموظفين حيث بلغت (R-values=0.480). وأجري البحث بهدف التحقق من دور الدافع الملهم للقيادة التحويلية في تمكين العاملين داخل شركات السياحة المصرية (أ). تم اختيار مائة وكالة سفر من الفئة (أ) على أساس عينات عشوائية بسيطة. وتم تعميم 500 استبانة، أعيد منها 480 استبانة، وبعد مراجعة هذه الاستبيانات تم استبعاد 15 استبانة لعدم خضوعها للتحليل الإحصائي، ليصبح عدد الاستبيانات الصالحة 465 استبانة بنسبة 93% من إجمالي الاستبيانات الموزعة. وخلصت نتائج الدراسة إلى أن الدافع الملهم للقيادة التحويلية يؤثر على تمكين العاملين داخل شركات السياحة المصرية (أ). واتضح من الدراسة أن القادة الإداريين بحاجة إلى تطوير مهاراتهم في تحفيز وتقدير العاملين، وإبراز دورهم بالإضافة إلي قيام القادة بالعمل كموجهين لتنمية مهارات وقدرات التابعين لخلق بيئة عمل مناسبة.

الكلمات الافتتاحية: القيادة التحويلية، الدافع الملهم للقيادة التحويلية، تمكين العاملين