

Linking Transformational Leadership With Employees' Job Performance And Satisfaction In Uncertain Environment: A Moderation Mediation Analysis

Raza Hussain Lashari¹, Aiza Hussain Rana², Rabia Gul³, Ali Muhammad (PhD UK, Postdoc Canada)⁴

¹Department of Management Sciences, Lahore Garrison University Email: razahussain10312@gmail.com

²Department of Management Sciences, Lahore Garrison University Email: aizahussainrana@lgu.edu.pk

³PhD Scholar (Management Sciences), Islamia College Peshawar, rabiagul90@yahoo.com

⁴Assistant Professor Institute of Management Studies, University of Peshawar, Pakistan Email: Alimohmand@uop.edu.pk

Abstract

The hospitality industry has experienced a considerable decrease in employee satisfaction and performance in the post-pandemic era. Using social exchange theory, this study examines the role of transformational leadership (TL) in employee performance in an unfavorable environment of hotels in Pakistan. It also undertakes work engagement (WEN) as a mediator and social interaction (SI) as a moderator in the relationship of TL and performance. Using cross-sectional design, data were gathered from 230 frontline hotel association workers through physically administered questionnaires. Data were analyzed using mediation-moderation techniques. The results show that even in the most vulnerable conditions, employee performance can positively be enhanced using managers' transformation style of leadership. Further, WEN and Knowledge management (KM) are found to entirely mediate the relationship between TL, job performance (JP) and job satisfaction (JS). In addition, SI bears a moderating effect on the linkage of TL, KM and WEN. This research promulgates a framework model to help policy makers in emerging economies to formulate the most effective HR policies by highlighting a key role of TL in hospitality industry. To the authors' knowledge, this is the first study to examine the role of TL in reinvigorating employee performance in uncertain environments. It also offers new insights into mediating mechanisms and moderators associated with the relationship between leadership style, JP and JS.

Keywords: Transformational leadership; Knowledge management; Work engagement; Job performance; Job Satisfaction; Social Interaction.

1. Introduction:

Contemporary economic research shares a common agreement on the issues and challenges faced by frontline employees in measuring and improving their performances. This is mainly attributed to an increased dependence of organization's performance on its workforce and leadership abilities. Such issues have recently been highlighted especially in a post Covid-19 scenario where extant research identifies the consequences, determinants and influencing factors of employee low performance (Laškarić Ažić, 2017). Out of the many factors, low employee performance is found to have a direct and/or indirect relation with managers' behavior. Research finds a pivotal role of managers' behavior in enhancing or diminishing employees' performance in addition to other factors such as financial rewards, and intrinsic and extrinsic motivators (Yoopetch, Nimsai and Kongarchapatara, 2021).

While there remains extensive literature on top management role in the hospitality industry, little work has been conducted in uncertain and unstable environments where organizations are confronted with multiple challenges and obstacles. The tourism sector in Pakistan in the last couple decades, has faced severe challenges attributed to reasons such as terrorism, civil unrest, and political turmoil which has ultimately affected the tourist influx to the country. Managers' behavior affects employee performance differently in different country conditions and contexts (Amarneh et al. 2010; Bryant, 2003). In the context of tourism industry, a strong managers' role is needed to boost employee low morale and performance. A unified theory is needed to further research on leadership roles in tourism and in harsh

economic conditions with practical implications. Extant research is thereby suggested to uncover mechanisms that could bring positive results in frontline employees and also the contextual findings in which TL brings positive performance amongst employees of a specific industry setting (Book, Gatling and Kim, 2019).

In response to the call for further research, the current study is conducted to offer new insights into how specific conditions promote TL and explore the ways as to how it impacts frontline employees. The case of hospitality industry of Pakistan is chosen because it offers a perfect ground for examining varying performance levels under uncertain chaotic conditions. Alvesson and Kaerremann (2001) assert that managers' behavior and their leadership style are the key factors to affect employee performance. This research examines the role of TL in employee performance using insights from social exchange theory. In addition, employee performance is also found to have been affected by SI due to its strong influence on employee behavior and attitude (Bangwal & Timari, 2019; Lacap, 2019). More specifically, it explores a mediating role of Work engagement and a moderating role of SI in the relationship of TL and EP.

Overall, the objective of the current research is to examine the relationship between TL and employee JP by exploring a mediating role of WEN and also moderating role of SI in the relationship of TL and WEN. Moreover, it may also help organizations in the hospitality sector of Pakistan to understand employee behavior and improve work performance. The rest of the article is structured as follows: subsequent section details literature review and derives several hypotheses. This is followed by describing the adopted methodology. Results are presented afterwards which is followed by discussion in light of previous findings. Theoretical and managerial contributions of the study are then outlined. The paper concludes with a note on limitations and future directions.

Theoretical Foundation & Hypothesis Development

1.1 Impact of transformational leadership on employee job performance

Drawing from social exchange theory (SET), this study examines a mediating role of work engagement between TL and employee performance (Cropanzano and Mitchell, 2005). Work engagement is described as a positive state-of-mind (Book, Gatling and Kim, 2019; Yoopecth, Nimsai and Kongarchapatara, 2021) that shows fulfilling attitude and is attributed by three elements of employee engagement i.e. rigor, dedication and absorption. Recent studies have illustrated the need to further examine the role of WEN in the hospitality sector (Ackfeldt and Wong, 2006; Lasisi et al., 2020). This is why, this study explores if TL influences employee performance and facilitate them to perform well by strengthening their level of WEN.

TL is described as an approach that enable leaders to motivate their followers and facilitate them to recognize organizational goals (Scuotto et al. 2022; Cross and Sproull, 2004). TL has an important role in making changes happen, essential for the organizational effective management and administration (Bakker et al., 2008). Kim (2014) suggested that transformational leaders have adequate skills to change organizations through their visionary approach and by clarifying their vision. Such leaders exhibit four kinds of behavior; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Daft, 2000). A recent study by Heimerl et al (2020) concluded that TL is defined as a "style of leadership that facilitate its employees to think beyond their self-interest and alter their morale, interests and encourage them to act better and in the best interest of an organization.

Literature shares consensus on the role of TL in an essentially improving patterns of JP. According to MacKenzie et al (2001), TL is an effective leadership approach that encourages employees to exhibit positive "in-role" and "extra-role" attitude. It is an approach to motivate employees above their self-interest; offer feedback and create high-standards of productivity. It is argued that transformational leaders can enhance employee performance and exhibit positive work attitude. A meta-analysis-based study also affirm positive impact of TL on employee JP (Ghadi, Fernando and Caputi, 2013; Judge and Piccolo, 2004). In the same manner, Karatepe and Olugbade (2016) also concluded that leadership styles have positive impact on employee JP. Nevertheless, there is a genuine need to undertake research in a different work setting to substantiate the theory. This study therefore proposes following hypothesis:

H1: TL has a positive relationship with frontline employees' JP.

TL is explained as a type of interpersonal leadership style in which employees trust and respect their leaders and are encouraged to go beyond what is actually expected so as to achieve organizational goals. It enables followers to achieve organizational vision and enforces them to do more than what they can do or potentially think of making substantial changes in the organizational context (Kopperud, Martinsen and Humborstad, 2014). As per Kim (2014), TL attitude is linked to employee WEN and exhibits JS. It shows that transformational leaders have important role in winning employees' trust and offer them important information that supports and help them to carry out their tasks progressively (Boamah et al., 2018).

Jena et al. (2018) conclude that if there is participatory workplace context and employees are appreciated by their leaders; it exhibits positive impact on the mental well-being of employees and build their confidence on their leaders.

Balwant (2019) also finds that as transformational leaders express positive feelings towards followers; workplace becomes more supportive and interesting for employees in their day-to-day activities and enhances their level of motivation. Scholars (Lee et al., 2019; Chua and Ayoko, 2019) conclude that employees have positive perception towards transformational leaders and find them offering adequate resources at workplace. This, in turn, enhances employee WEN and improve their satisfaction with the workplace. Other studies show that TL has positive impact on employee WEN (Milhem et al., 2019; Buil et al., 2019; Chua and Ayoko, 2019) and also exhibits positive results for employee JS (Kammerhoff et al., 2019; Salau et al., 2018; Braun et al., 2013). Based on these studies, this study proposes the following hypothesis and link TL with employee JS and their workplace engagement.

H2: There is a positive and significant relationship between TL and frontline employees' JS.

1.2 Mediating role of work engagement

In the last couple of decades, employees WEN has earned significant interest in HR research domain (Masa'deh, Obeidat and Tarshini, 2016). WEN is comprised of the following variables; vigor, dedication and absorption. Precisely, vigor is regarded as employees undergoing "an extended level of energy and are provided with mental flexibility at their workplace" (Thisera and Sewwandi, 2018). Dedication is defined as a sense of excitement, inspiration, pride and sense of importance at workplace (Buil Martínez and Matute, 2019). Finally, absorption is attributed as employees' full concentration and captivation with inner feelings in one's work. It often gets to an extent where it becomes difficult for employees to detach themselves from work. In this study, employees' WEN is explored as a mediating role in the relationship of TL and JP.

Empirical research shows that there is a positive relationship between TL and employee WEN. Transformational leaders have the abilities to inspire and knowledgeably encourage their workers, they use their ideals and exhibit their individual consideration and pay attention to their followers' desires. Given that, frontline workers can feel gratified to showcase their high level of engagement with their firm (Shamim, Cang and Yu, 2019; Tims et al., 2011). Moreover, researchers also find that there is positive relationship between variations in TL and workers' daily WEN (Breevaart et al. 2014). Likewise, Tims et al. (2011) and Breevaart et al. (2014) conclude that TL positively affects employees' level of WEN (Singgih et al., 2020), especially in the hospitality sector (Jena, Pradhan and Panigrahy, 2018).

Extant research shows that employee WEN is the employees' physical, cognitive and affective connection with their work environment (Rich et al., 2010). De Simone et al., (2018) state that if employees are engaged with their workplace, they exhibit more positive behavior as compared to those who are not engaged. Their positive emotions like joy, happiness help them experience better life and good health. Bhatti et al., (2013) also find that when workers are engaged and committed with their firm, they are likely to trust more in their firms and have a better relationship with their workers. Employees therefore may find it valuable to put more efforts and showcase behavior that is exceeding their job description. Summative, given all these arguments, this study proposes that WEN mediates the linkage between TL and employee JP.

H3: WEN has a positive mediating role between TL and frontline employee's JP.

In a similar vein, Kahn (1990) explained WEN that it is the involvement of employees with the firm to an extent such that they are physically, cognitively and emotionally linked with their work roles. It is also described as accrediting values to their workplace and they feel proud and stay engaged with their roles (Kang et al. 2008). Those employees that have high WEN in the form of more workload, communication, justice and societal support are more likely to display JS and lower turnover intention (Meng and Berger, 2019). Such employees show positive feelings towards their workplace (Yeh, 2013). Hence, with employees' positive workplace behavior, organization is most likely to attain positive outputs. Prior research (Yeh, 2013; Orgambidez-Ramos and de Almeida, 2017; De Simone et al., 2018) suggest that employees workplace engagement results in greater employee JS and leads to an increased commitment with the firm. Given that, this study proposes hypothesis that there is a positive relationship between employees' WEN and JS.

H4: WEN bears a positive mediating effect in between the relationship of TL and frontline employee's JS.

In an attempt to enhance HR practices, KM is considered an important ingredient to strengthen employee abilities and skills that further improves learning of new workers and new jobs and customer service (Uddin, Fan and Das, 2017). KM is a procedure that governs individual knowledge and mutual information that facilitates firms to attain competitive advantage and handle dynamic market requirements (De Simone et al., 2018). This study identifies two dimensions of KM; knowledge sharing and knowledge application. Knowledge sharing (KS) is described as the process that helps individuals and groups to offer knowledge and resolves various issues in a short period of time (Shamim, Cang and Yu, 2019). If there is inadequate sharing, knowledge is unlikely to be delivered to people across firms. Knowledge

application (KA) however, is the competitive edge of the firm over others in the same industry because firms' competitive edge depends on the actual use of knowledge as compared to knowledge itself. According to Alavi and Leidner (2001), the key attribute of leaders is the application of "knowledge-based theory" in the firm's environment. One of the most important jobs of transformational leaders is to improve KM and facilitate its smooth execution in the firm (Noruzi, et al., 2013).

Employee JP is a multifaceted concept. Some scholars explain it as a behavioral and measurable phenomenon (Shamim, Cang and Yu, 2019). From a behavioral perspective, JP of employees is determined through individuals' productivity at workplace (Shooshtarian et al., 2013; Zaman et al., 2014). Tims et al., (2011) argue that the vital elements of JP are thus individual skills, efforts and the working conditions; whereas skills include knowledge, aptitude and capabilities of an employee. Moreover, efforts are the degree of work executed in the firm to get the task done and context of work is comprised of those instances in which an employee must follow to enhance his/her performance.

Existing studies show that JP is a multifaceted concept that includes employees' job or task performance and their circumstantial productivity (Bhatti et al., 2013). Task performance is a dimension of workplace behavior that results in an organizational technical productivity; while circumstantial performance refers to social and cognitive aspects of the firm (Bertolino et al., 2013). A large number of studies affirm that TL has a definite impact on employee JP (Bacha, 2014; Chu and Lai, 2011; Liang and Chi, 2011; Masa'deh et al., 2016; Sani and Maharani, 2012; Tse and Chiu, 2014). Similarly, Shahhosseini et al. (2013) conclude that there is a positive relationship between TL and employee JP. While some researchers conclude that TL is one partial aspect of employee task performance (Bacha, 2014), others however don't agree (Uddin et al., 2014). Manaf and Latif (2014) and Zaman et al (2014) also find an indirect relationship that is mediated by several variables.

Another stream of literature shows a strong relationship between TL and KM (Bass and Riggio, 2006; Birasnav et al., 2011; Bryant, 2003; Crawford, 2005; Jansen et al., 2009; Nemanich and Keller, 2007; Schepers et al., 2005). Al-Husseini & Elbeltagi (2018) also find that human resource is positively linked with the firm productivity. Empirical studies have affirmed a positive association between knowledge sharing and employee JP (Azim et al., 2019). According to Al-Husseini, El Beltagi, & Moizer (2019), knowledge sharing influences employee JP and innovativeness.

Organizational performance is usually evaluated using two aspects; efficiency and effectiveness. Organizational efficiency is regarded as organizational financial strength such as its profitability and positive cash flows. Le et al (2018) concede that organizational performance is the adequate use of resources, efficiently and effectively. This shows the extent to which an organization is successful in achieving its aims and objectives. Many scholars have explained organizational performance; however, the subject is still debatable amongst researchers. It is generally evaluated in two aspects; financial and non-financial aspects. The financial aspect of the organization is organizational profitability, return on investment, return on equity and return on sales, its share price, growth of sales. On the other side, non-financial aspects of organizational performance is evaluated in terms of employee JS, WEN, customer satisfaction, innovativeness and creativity of employees, and resource utilization (Kaplan and Norton, 2001). It is thus conjectured that:

H5: TL and frontline employee JP are positively mediated by KM.

H6: TL and frontline employee JS are positively mediated by KM.

1.3 Moderating effect of Social Interaction

This study uses SI as a process through which employees interact with each other based on trust, communication and coordination. Previous studies show the importance of facilitating interpersonal SI amongst employees as it enables KM amongst organizational members (Bartol and Srivastava, 2002; Hoegl et al., 2003; Koskinen, Pihlanto, and Vanharanta, 2003). Le et al., (2018) concluded that team members have different roles and background knowledge and they are like to get pertinent knowledge from their colleagues who are more trustworthy and capable. According to Al-Amin (2017), if there is mutual trust between employees, information will flow more efficiently and effectively. The amount in which firm members interact with each other and communicate, trust and collaborate together is a phenomenon called as SI (Singgih et al., 2020). As per Qabool and Jalees (2017). Social interaction (SI) has three dimensions; trust, communication and coordination. Trust is explained by scholars as mutual understanding between organizational leaders and followers for allocating knowledge and using it in the firm. If there is common understanding and trust between organizational individuals and groups, it will allow enterprises to enhance knowledge sharing and application. Shamim, Cang and Yu (2019) explained that communication is the process to transfer information and knowledge amongst organizational members. This highlights a harmony and a pertinent role of SI in TL, KM and employee WEN. This leads us to develop the following hypotheses:

H7. SI moderates the relationship between TL and KM of frontline employees.

H8. SI moderates the relationship between TL and WEN of frontline employees.

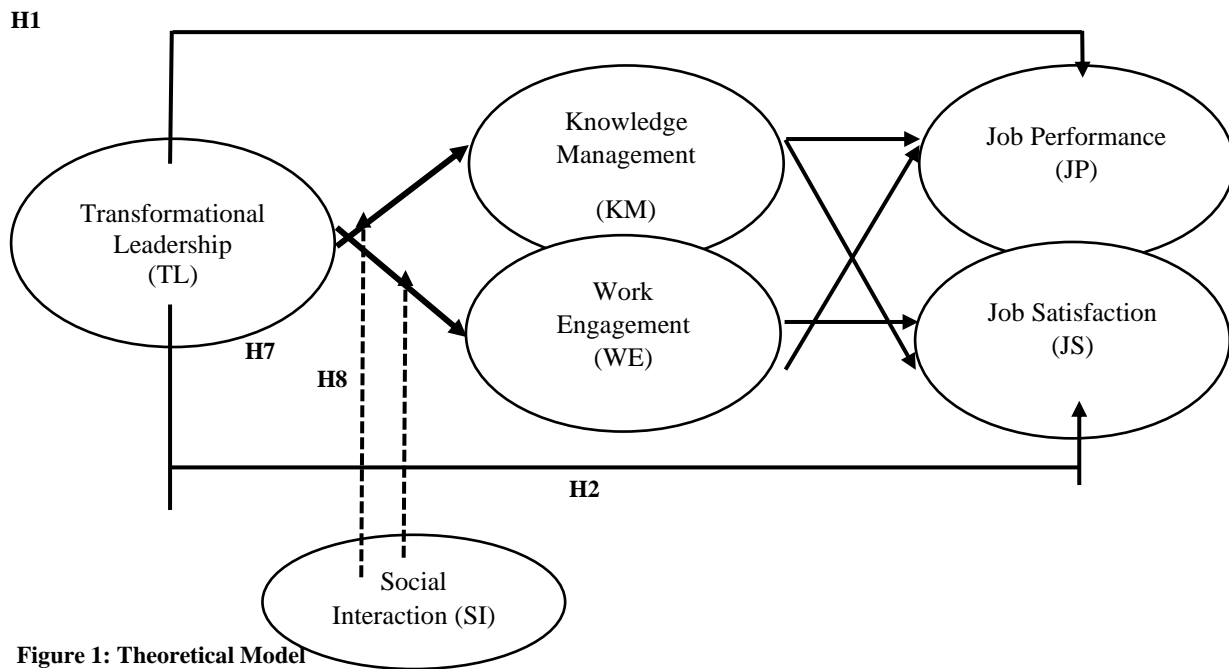


Figure 1: Theoretical Model

3. Methodology

3.1. Sample and data collection

This study undertook an empirical investigation on the frontline employees of hotel industry of Pakistan. The population included 24 three, four and five-star hotels. Data were collected from frontline employees working in these hotels in two ways; first, through the Pakistan Hotel Association and second with the help of questionnaires. A physically administered questionnaire-based survey was carried out. Frontline employees were chosen as the sample of the data as these people work in the hotel reception desks and have direct interaction with their hotel managers and their behavior can directly affect their relationship with customers. Under ethical guidelines, hotel employees were explained the purpose of the study and they were asked to respond to questions. They were ensured about confidentiality of data and anonymity.

This study followed simple random sampling method, based on researchers' own convenience. A list of hotels was shared by the Hotels Association of Pakistan. Several front-desk employees were invited to take part in the study; hence, data was collected from single respondents from several hotels in a single-time survey. Resultantly, a total of 230 respondents were selected from 24 hotels. The response rate was 77.4% for male respondents and 22.6% for female respondents. A total of 44% respondents were from the age range of 25 to 30 years. Out of total sample, 52.2% were three-star hotels, 29.1% were four-star hotels and 18.7% were five-star hotels. 82.2% were national hotels and 17.8% were international hotels.

3.2. Measures

This study used well-organized scales drawn from previous studies which was used to measure the survey items. Participants of the study evaluated items using 5-point Likert scales with 1 for strongly agree and 5 for strongly disagree. Carless et al (2000) was used to assess TL style across hotels in Pakistan. This study also uses two aspects of KM and they are selected from the studies conducted by Gold et al (2001) and Lin and Lee (2005). The given two aspects are; knowledge sharing and knowledge used in the practical life and their relevant scales were used. Karatepe (2013) and Babin and Boles (1998) were used to measure JS of employees. A scale proposed by Schaudeli et al (2006) was used to measure employees' workplace engagement called Utrecht workplace engagement scale. For JS, a six-item scale was adapted drawn from Ackfeldt and Wong (2006). SI was also measured using scale items from Sivadas and Dwyer (2000) which involved sub-scales such as communication process, trust, and teamwork.

4. Results

Pearson Correlation was used to measure the correlation between two variables. The given table 01 shows Pearson Correlation analysis that helps to measure the linkage between independent and dependent variable. Findings show that the statistical values of all variables are positive and indicate positive relationship with each other. In addition, reliability analysis is done using Cronbach alpha, which is 0.826 and is greater than 0.7 (a standard value to determine reliability of scale items). This value shows that all the scale items used in this study are reliable and valid. Table 1 presents values for mean and standard deviation using descriptive statistics of SPSS.

Table 01: Descriptive Statistics

Variables	Mean	SD	Cronbach's Alpha	TL	SI	KM	WE	JP	JS
TL	4.33	.452	.826	1					
SI	4.10	.532		.504**	1				
KM	3.18	.617		.496**	.679**	1			
WE	4.32	.505		.385**	.387**	.511**	1		
JP	4.22	.626		.322**	.352**	.578**	.540**	1	
JS	4.48	.450		.391**	.270**	.342**	.526**	.367**	1

Table 02 shows an association between TL, employee JP and satisfaction of employees. The coefficient is measured to determine the beta values, which are used to showcase how well the data support hypothesis of this study (Halbesleben and Wheeler, 2008). In addition, beta coefficients show the extent of change observed in the dependent variables for each of its relevant independent variable. In table 2, it is visibly shown that the path coefficients for each relationship is statistically significant at $p < 0.05$.

The findings for hypothesis 1 reveals that: $\beta = 0.322$, $t = 5.130$, $p < 0.05$, which shows a positive linkage between the variables; TL and employees JP. This supports hypothesis 1 of this study. In the same manner, the positive relationship identified between TL and employee JS is statistically significant i.e. $\beta = 0.391$, $t = 6.416$, $p < 0.05$. This supports hypothesis 2 of this study.

Table 02: Results of Hypotheses 1 and 2

Hypotheses	β	t-value	Sig	Decision
H1: TL → JP	.322	5.130	.000	Accepted
H2: TL → JS	.391	6.416	.000	Accepted

Next, table 03 shows an indirect influence and the mediating role of KM, WEN between the given variables i.e. TL, JP and JS of employees working in the hotel market illustrating hypothesis 3, hypothesis 4, hypothesis 5 and hypothesis 6. In this table, authors have used the approach provided by Preacher and Hayes (2004, 2008) to test the hypotheses. The findings of this study whilst using bootstrapping method in hypothesis 3 exhibited $\beta = 0.3815$ with a significant t-value ($t = 0.7409$, $p < 0.05$), 95% Boot CI: [LL = 0.2334, UL = 0.5389]. This shows that the relationship between TL and JP works through KM and it supports hypothesis 3 of this study. In hypothesis 4, findings are $\beta = 0.0972$ with a significant t-value ($t = 4.2425$, $p < 0.05$), 95% Boot CI: [LL = 0.0279, UL = 0.1740], which shows the relationship between TL and JS works through KM and it also supports hypothesis 4 of this study. In hypothesis 5, the values are; $\beta = 0.2600$ with a significant t-value ($t = 2.2364$, $p < 0.05$), 95% Boot CI: [LL = 0.1624, UL = 0.3711]. This also shows positive linkage between TL and JP through WEN that also supports hypothesis 5 of this study. In hypothesis 6, the values are; $\beta = 0.1688$ with a significant t-value ($t = 3.7297$, $p < 0.05$), 95% Boot CI: [LL = 0.1095, UL = 0.2342]. This shows that there is positive relationship between TL and JS through WEN and it supports hypothesis 6 of this study.

Table 03: Hypothesis testing and results: the moderating role of SI

Hypotheses	β Indirect effect	t-value	Confidence interval (5–95%)	Decision
H3: TL → KM → JP	.3815	.7409	(0.2334; 0.5389)	Accepted
H4: TL → KM → JS	.0972	4.2425	(0.0279; 0.1740)	Accepted
H5: TL → WEN → JP	.2600	2.2364	(0.1624; 0.3711)	Accepted
H6: TL → WEN → JS	.1688	3.7297	(0.1095; 0.2342)	Accepted

In order to test the moderating influence of variables, this study has used interaction approach in table 04 and calculated the moderating role of the variable. In this approach, interaction is created by making use of the product of two variables that are part of moderating effects. In order to evaluate moderation hypothesis, this study has used bootstrapping technique through "PROCESS" on SPSS. In order to test the mediation influence, 95% bias adjusted confidence

interval was used with 5000 re-sampling process. Table 4 shows the findings of such interaction estimations, and shows that the interaction influence of the TL and SI on KM shows $\beta=0.0657$; t value= 0.7568 and WEN shows $\beta=0.0989$; t-value=1.1123. The results show positive and significant pathways. In specific, the findings of show that the impact of the transformational leaders and SI on WEN is greater when frontline employees show higher SI. Hence, such results reveal that hypothesis 7 and 8 are accepted.

Table 4: Estimation of the moderating effect of SI.

Hypotheses	B	t-value	Decision
H7: TL * SI → KM	0.0657	0.7568	Accepted
H8: TL * SI → WEN	0.0989	1.1123	Accepted

Note 1: * p < 0.05; (one-tailed Student’s t-test).

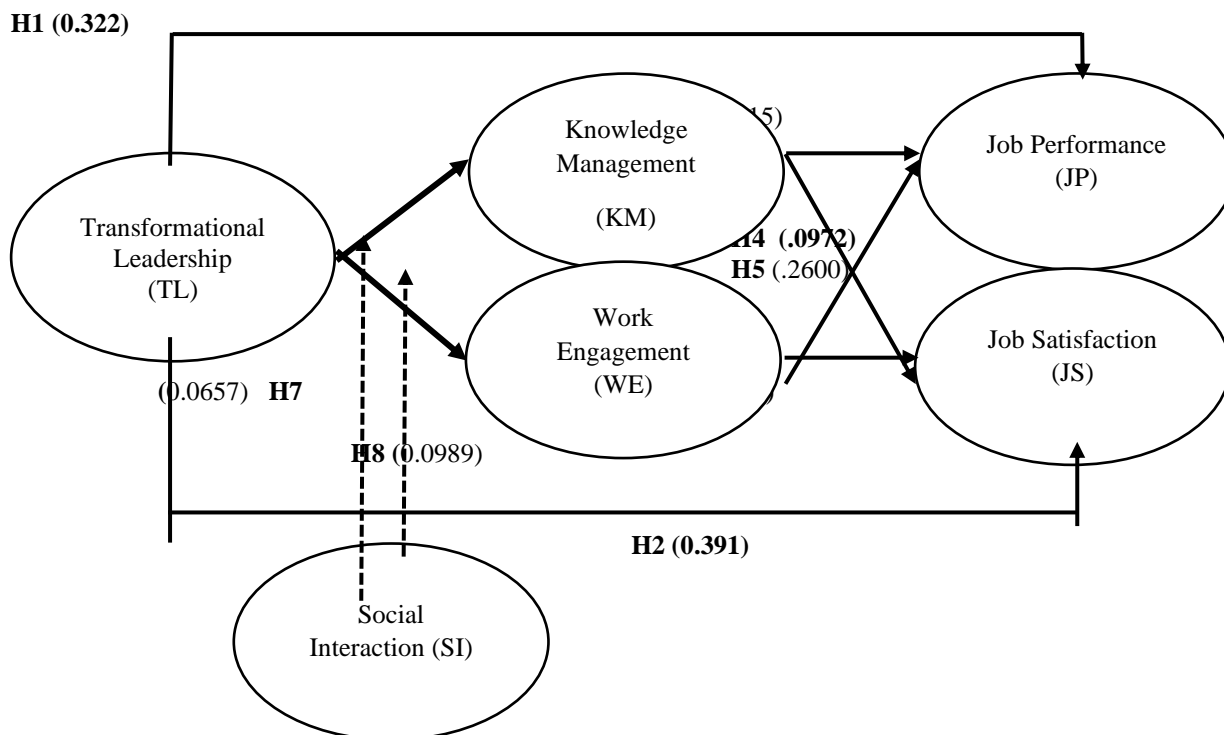


Figure 2. Hypothesized Results of the Theoretical Model of TL, JP, and JS.

5. Discussion

This research attempted to highlight the process and boundary contexts of why and in which conditions TL is related to JP of employees and results in their JS in hospitality sector of Pakistan. In particular, this study shows one of the preliminary contexts to answer the following questions; i) to examine the mediating role of KM and WEN between TL, employee JP and JS in the hospitality market; ii) find a moderating impact of SI in the linkage between TL, KM and employee WEN. The findings of this study show that TL bears direct relationship with employee JP and satisfaction. It also affirms that KM and employee WEN partially mediate the association between TL, employee JP and JS. This is in line with prior research (Bacha, 2014; Uddin et al., 2014).

This study emphasizes that TL has a key role in enhancing KM and employee WEN. Therefore, transformational leaders are regarded more effective and helpful in facilitating frontline employees’ JP and JS in the hospitality market. This is because they encourage their followers to realize organizational goals and increases their engagement level and KM. Lastly, this study also reveals that there is an interaction influence of TL and SI on KM and employee WEN in such a way that when SI of employees is higher, the relationship between TL, KM and employee WEN become robust. These findings have widespread theoretical and managerial implications, discussed in the next section.

5.1 Theoretical implications

This study has major contribution to the literature in several ways. First, this study offers additional insight into the theory of TL that is in response to call for further research (Holten et al., 2018; Pan and Lin, 2015; Patiar and Wang,

2016) and explores a fundamental underlying association that relates TL with KM in the hospitality market. Existing research shows that TL estimates organizational productivity, employee JP through several mediating variables such as KM (Lashari and Rana, 2018).

Second, this study shows mediating impact of underlying mechanisms of TL and employee JP (De Simone et al., 2018). Shamim, Cang and Yu (2019) concluded that there are limited prior research about mediation impacts of the variables between TL and employee JS; hence, this study fills this void in extant literature. Although, previous studies have found a linkage between KM and WEN of employees and empirical evidence (e.g. He et al., 2014; Karanika-Murray et al., 2015, Lashari and Rana, 2018); yet, no research examined it holistically and explain the relationship between TL and frontline employees through a moderating variable, SI. This study confirms that there is an existence of mediating influence in the hospitality market and adds in the literature that KM and employee WEN could facilitate the relationship between TL and employee WEN.

Third, it also highlights a new role between TL and frontline employees' JP and satisfaction. Previous scholars did not explore any moderating impact of SI on the linkage between TL and other variables. This study fills this gap and demonstrates that SI has an important role and TL can be more effective when frontline workers have higher SI amongst each other.

5.2. Managerial implications

This study bears managerial implications and provide managers a comprehensive framework that may help to strengthen HR strategies about frontline employees. First, this study is likely to help hospitality market to recruit those leaders who have a greater focus on TL. It implies that hotels must reflect on this type of leadership when they recruit, promote or train their supervisors. It is evident that managers must follow TL activities and adapt those behaviors, amongst others that help them to excel their employees like improved communication that reinforce vision, mission and goals and objectives of hotels. It can offer supportive and friendly environmental culture, foster mentorship and help employees by offering them support and actively listen to their needs. Notably, it is found that WEN and KM have an important mediating role between TL and frontline employee's performance. This also shows that TL style has the capacity to create an enabling environment that motivate employees and reflect discretionary attitude even in the most unfavorable conditions. As a result, it is important for hospitality managers to be aware of their abilities as TL who can explain firm's climate and define its culture that results in a positive achievement of organizational goals. Furthermore, Viglia et al. (2014) argued that customer' viewpoints and ideas have important role in the hospitality sector. Thus, it is important for hospitality market organizations to establish their environment that encourage employees' WEN and facilitate KM with firms. This is relevant to the hospitality sector, where several workers have inadequate working conditions like low salaries and compensations and non-social working hours that can decrease their level of energy, excitement and engagement with their tasks. This is why, hotel managers are encouraged to periodically evaluate their firm's KM and workers' engagement level as it may help them improve overall performance. Lastly, this study identifies interactive findings about the moderating role of variable, "SI" and have practical implications for firms. Human Resource Managers must choose their frontline employees who display social interactive behavior as it would help them to assess the SI of job candidates at the time of selection and promotional process. For instance, those firms that want to enhance the KM and employees' WEN can progress in the market if they find the right leader with TL abilities and their increased number of followers.

5.3. Limitations and suggestions for future research

Like any other management research, this study is not immune from limitations. First, it is empirically analyzed using cross-sectional research time frame; however, the use of longitudinal study could have provided more insights in the relationship and enhance better understanding of the variables under study. Second, this study also used frontline employees as the sample of the study, but future studies could be carried out by following dyadic standpoint that involves both managers and mid-level employees of the firm. This will offer extended review and provide evidence on wider population as compared to only focusing on one level of employees. Third, this study examined the frontline employees with regard to one country context i.e., Pakistan; whereas, future studies should focus other contexts to substantiate theory so as to offer a broader perspective into the concept of TL and employee performance.

Data Availability Statement

The datasets generated during and/or analysed during the current study are available from the corresponding author on reasonable request.

Compliance with Ethical Standards

- The authors declare that there is no conflict of interest.
- There are no animals involved during the study. All the human participants were undertaken an informed consent during the course of the research survey.

References

1. Ackfeldt, A.L., and Wong, V., (2006), "The antecedents of prosocial service behaviors: an empirical investigation", *Serv. Ind. J.*, Vol. 26 No. 7, pp. 727–745.
2. Al-Amin, M. (2017), "Transformational leadership and employee performance mediating effect of employee engagement", *North South Business Review*, Vol. 7 No. 2, pp. 28-40.
3. Alavi, M., and Leidner, D. E. (2001), "Review: Knowledge management and knowledge management systems: conceptual foundations and research issues", *MIS Quarterly*, Vol. 25. No. 1, pp. 107–136.
4. Al-Husseini, S., and Elbeltagi, I. (2018), "Evaluating the effect of transformational leadership on knowledge sharing using structural equation modelling: the case of Iraqi higher education", *International Journal of Leadership in Education*, Vol. 21 No. 4, pp. 506-517.
5. Al-Husseini, S., El Beltagi, I., and Moizer, J. (2019), "Transformational leadership and innovation: the mediating role of knowledge sharing amongst higher education faculty", *International Journal of Leadership in Education*, Vol. 24 No. 5, pp. 670-693.
6. Alvesson, M., and Kaerremann, D. (2001), "Odd couple: Making sense of the curious concept of knowledge management", *The Journal of Management Studies*, Vol. 38 No. 7, pp. 995–1018.
7. Amarnah B, et al. (2010), "Co-workers support and job performance among nurses in Jordanian hospitals", *Journal of Research in Nursing*, Vol. 15 No. 5, pp. 391–401.
8. Aragon-Correa JA, Garcia-Morales VG and Cordon-Pozo E (2007), "Leadership and organizational learning's role on innovation and performance: Lessons from Spain", *Industrial Marketing Management* Vol. 36 pp. 349–359.
9. Avci, U., and Turunc, O. (2012), "Donuşumcu Liderlik ve Orgute Guvenin Kariyer Memnuniyetine Etkisi: Lider-Uye Etkileşiminin Aracılık Rolü", *Journal of Alanya Faculty of Business/Alanya İşletme Fakültesi Dergisi*, Vol. 4 No. 2.
10. Avolio, B.J., Gardner, W.L., Walumbwa, F.O., Luthans, F., and May, D.R., (2004), "Unlocking the mask: a look at the process by which authentic leaders impact follower attitudes and behaviors", *Leadership Quarterly*, Vol. 15 No. 6, pp. 801–823.
11. Azim, M. T., Fan, L., Uddin, M. A., Jilani, M. M. A. K., and Begum, S. (2019), "Linking transformational leadership with employees' engagement in the creative process", *Management Research Review*, Vol. 42 No. 7, pp. 837-858
12. Babin, B.J., and Boles, J.S., (1998), "Employee behavior in a service environment: a model and test of potential differences between men and women", *Journal of Marketing*, Vol. 62 No. 2, pp. 77–91.
13. Bacha, E (2014), "The relationship between transformational leadership, task performance and job characteristics", *Journal of Management Development* Vol. 33 No. 4, pp. 410–420.
14. Bakker, A.B., and Demerouti, E., (2008), "Towards a model of work engagement", *Career Development International*, Vol. 13 No. 3, pp. 209–223.
15. Bakker, A.B., Schaufeli, W.B., Leiter, M.P., and Taris, T.W., (2008), "Work engagement: an emerging concept in occupational health psychology", *Work Stress*, Vol. 22, No. 3, pp. 187–200.
16. Bakker, A.B., Tims, M., and Derks, D., (2012), "Proactive personality and job performance: the role of job crafting and work engagement", *Human Relations*, Vol. 65 No. 10, pp. 1359–1378.
17. Balwant, P. (2019), "Stay close! The role of leader distance in the relationship between transformational leadership, work engagement, and performance in undergraduate project teams", *Journal of Education for Business*, Vol. 94 No. 6, pp. 369-380.
18. Bangwal, D., and Tiwari, P. (2019), "Workplace environment, employee satisfaction and intent to stay", *International Journal of Contemporary Hospitality Management*, Vol. 31 No. 1, pp. 268-284.
19. Bartol, K. M., and Srivastava, A. (2002), "Encouraging knowledge sharing: The role of organizational reward systems", *Journal of Leadership and Organizational Studies*, Vol. 9 No. 1, pp. 64–76.
20. Bass BM and Riggio RE (2006), "Transformational Leadership", Mahwah, NJ: Lawrence Erlbaum.
21. Bertolino M, et al. (2013), "Age effects on perceived personality and job performance", *Journal of Managerial Psychology*, Vol. 28 No. 7/8, pp. 867–885.
22. Bhatti MA, et al. (2013) Expatriates adjustment and job performance. *International Journal of Productivity and Performance Management* 62(7): 694–717.

23. Birasnav M (2014), “Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership”, *Journal of Business Research* Vol. 67 pp. 1622–1629.
24. Birasnav M, Rangnekar S and Dalpati A (2011), “Transformational leadership and human capital benefits: The role of knowledge management”, *Leadership and Organization Development Journal*, Vol. 32, pp. 106–168.
25. Birasnav M, Rangnekar S and Dalpati A (2011), “Transformational leadership and human capital benefits: The role of knowledge management”, *Leadership and Organization Development Journal*, Vol. 32, pp. 106–168.
26. Boamah, S. A., Laschinger, H. K. S., Wong, C., and Clarke, S. (2018), “Effect of transformational leadership on job satisfaction and patient safety outcomes”, *Nursing outlook*, Vol. 66 No. 2, pp. 180-189.
27. Book, L., Gatling, A., and Kim, J. (2019), “The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry”, *Journal of Human Resources in Hospitality and Tourism*, Vol. 18 No. 3, pp. 368-393.
28. Braun, S., Peus, C., Weisweiler, S., and Frey, D. (2013), “Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust”, *The Leadership Quarterly*, Vol. 24 No. 1, pp. 270-283.
29. Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O.K., Espevik, R., (2014), “Daily transactional and transformational leadership and daily employee engagement”, *Journal of Occupational Organizational Psychology*, Vol. 87 No. 1, pp. 138–157.
30. Bryant SE (2003), “The role of transformational and transactional leadership in creating, sharing and exploiting organizational knowledge”, *Leadership and Organizational Studies* Vol. 9 pp. 32–44.
31. Buil, I., Martínez, E., and Matute, J. (2019), “Transformational leadership and employee performance: The role of identification, engagement and proactive personality”, *International Journal of Hospitality Management*, Vol. 77, pp. 64-75.
32. Buil, I., Martínez, E., and Matute, J. (2019), “Transformational leadership and employee performance: The role of identification, engagement and proactive personality”, *International Journal of Hospitality Management*, Vol. 77, pp. 64-75.
33. Burns, J. M. (1978), *Leadership*, New York: Harper and Row.
34. Carlsson, S. A. (2003), “Knowledge managing and knowledge management systems in inter-organizational networks”, *Knowledge and Process Management*, Vol. 10 No. 3, pp. 194–206.
35. Chen, C. J., and Huang J. W. (2007), “How organizational climate and structure affect knowledge management—the social interaction perspective”, *International Journal of Information management*, Vol. 27, pp. 104–118.
36. Chu LC and Lai CC (2011), “A research on the influence of leadership style and job characteristics on job performance among accountants of county and city government in Twain”, *Public Personnel Management*, Vol. 40 No. 2, pp.101–118.
37. Chua, J., and Ayoko, O. B. (2019), “Employees’ self-determined motivation, transformational leadership and work engagement”, *Journal of Management and Organization*, Vol. 27 No. 3, pp. 523-543.
38. Crawford CB (2005), “Effects of transformational leadership and organizational position on knowledge position on knowledge management”, *Journal of Knowledge Management*, Vol. 9 No. 6, 6–16.
39. Cropanzano, R., Mitchell, M.S., (2005), “Social exchange theory: an interdisciplinary review”, *Journal of Management*, Vol. 31 No. 6, pp. 874–900.
40. Cross, R., and Sproull, L. (2004), “More than an answer: Information relationships for actionable knowledge”, *Organization Science*, Vol. 15 No. 4, pp. 446–462.
41. Daft, R. L. (2000), *Organization theory and design*. (7th ed.). United States of America: South-Western College Publishing, Thomson Learning.
42. De Simone, S., Planta, A., and Cicotto, G. (2018), “The role of job satisfaction, work engagement, self-efficacy and agentic capacities on nurses’ turnover intention and patient satisfaction”, *Applied Nursing Research*, Vol. 39, pp. 130-140.
43. Garcia-Morales VJ, Ijorens-Montes FJ and Verdu-Jover AJ (2008), “The effects of transformational leadership on organizational performance through knowledge and innovation”, *British Journal of Management*, Vol. 19 No. 4, pp. 299–319.
44. Gelard, P., Boroumand, Z., and Mohammadi, A. (2014), “Relationship between transformational leadership and knowledge management”, *International Journal of Information Science and Management*, Vol. 12 No. 2, pp. 67–82.
45. Ghadi, M.Y., Fernando, M., Caputi, P., (2013), “Transformational leadership and work engagement: the mediating effect of meaning in work”, *Leadership Organizational Development Journal*, Vol. 34 No. 6, pp. 532–550.
46. Gold, A. H., Malhotra, A., and Segars, A. H. (2001), “Knowledge management: An organizational capabilities perspective”, *Journal of Management Information System*, Vol. 18 No. 1, pp. 185–214.

47. Green C and Heywood J (2008), "Does performance pay increase job performance?", *Journal of Economics* Vol. 75 No. 3, pp. 710–728.
48. Halbesleben, J.R., Wheeler, A.R., (2008), "The relative roles of engagement and embeddedness in predicting job performance and intention to leave", *Work Stress*, Vol. 22 No. 3, pp. 242–256.
49. He, H., Zhu, W., Zheng, X., (2014), "Procedural justice and employee engagement: roles of organizational identification and moral identity centrality", *Journal of Business Ethics*, Vol. 122 No. 4, pp. 681–695.
50. Heimerl, P., Haid, M., Benedikt, L., and Scholl-Grissemann, U. (2020), *Factors Influencing Job Satisfaction in Hospitality Industry*. *SAGE Open*, 10(4), 2158244020982998.
51. Holten, A.L., Bøllingtoft, A., Carneiro, I.G., and Borg, V., (2018), "A within-country study of leadership perceptions and outcomes across native and immigrant employees: questioning the universality of transformational leadership", *Journal of Management & Organization*, Vol. 24 No. 1, pp. 145–162.
52. Jena, L. K., Pradhan, S., and Panigrahy, N. P. (2018), "Pursuit of organizational trust: Role of employee engagement, psychological well-being and transformational leadership", *Asia Pacific Management Review*, Vol. 23 No. 3, pp. 227-234.
53. Jena, L. K., Pradhan, S., and Panigrahy, N. P. (2018), "Pursuit of organizational trust: Role of employee engagement, psychological well-being and transformational leadership", *Asia Pacific Management Review*, Vol. 23 No. 3, pp. 227-234.
54. Kahn, W. A. (1990), "Psychological conditions of personal engagement and disengagement at work", *Academy of Management Journal*, Vol. 33 No. 4, pp. 692-724.
55. Kammerhoff, J., Lauenstein, O., and Schutz, A. (2019), "Leading toward harmony– Different types of conflict mediate how followers' perceptions of transformational leadership are related to job satisfaction and performance", *European Management Journal*, Vol. 37 No. 2, pp. 210-221.
56. Kang YJ, et al. (2008), "The impact of knowledge sharing on work performance: An empirical analysis of the public employee's perceptions in South Korea", *International Journal of Public Administration*, Vol. 31 No. 4, pp. 1548–1568.
57. Kaplan, R. S., and Norton, D. P. (2001), *The strategy-focused organization: how balanced scorecard companies thrive in the new business environment*. Boston, MA: Harvard Business School Press.
58. Karanika-Murray, M., Duncan, N., Pontes, H.M., Griffiths, M.D., (2015), "Organizational identification, work engagement, and job satisfaction", *Journal of Managerial Psychology*, Vol. 30 No. 8, pp. 1019–1033.
59. Karatepe, O.M., (2013), "High-performance work practices and hotel employee performance: the mediation of work engagement", *International Journal of Hospitality Management*, Vol. 32, pp. 132–140.
60. Karatepe, O.M., Beirami, E., Bouzari, M., and Safavi, H.P., (2014), "Does work engagement mediate the effects of challenge stressors on job outcomes? evidence from the hotel industry", *International Journal of Hospitality Management*, Vol. 36, pp. 14–22.
61. Karatepe, O.M., Karadas, G., (2015), "Do Psychological capital and work engagement foster frontline employees' satisfaction? A study in the hotel industry", *International Journal of Contemporary Hospitality Management*, Vol. 27 No. 6, pp. 1254–1278.
62. Karatepe, O.M., Olugbade, O.A., (2016), "The mediating role of work engagement in the relationship between high-performance work practices and job outcomes of employees in Nigeria", *International Journal of Contemporary Hospital Management*, Vol. 28 No. 10, 2350–2371.
63. Kim, H., (2014), "Transformational leadership, organizational clan culture, organizational affective commitment, and organizational citizenship behavior: a case of South Korea's public sector", *Public Organization Review*, Vol. 14 No. 3, pp. 397–417.
64. Kopperud, K.H., Martinsen, Ø., and Humborstad, S.I.W., (2014), "Engaging leaders in the eyes of the beholder: on the relationship between transformational leadership, work engagement, service climate, and self–other agreement", *Journal of Leadership & Organization Studies*, Vol. 21 No. 1, pp. 29–42.
65. Lacap, J. P. G. (2019), "The mediating effect of employee engagement on the relationship of transformational leadership and intention to quit: Evidence from local colleges in Pampanga, Philippines", *Asia-Pacific Social Science Review*, Vol. 19 No. 1, pp. 33-48.
66. Lashari, R., and Rana, A. H. (2018), "The impact of transformational leadership and social interaction on organizational performance in the viewpoint of knowledge management: an empirical study in banking sector of Pakistan", *International Journal of Organizational Leadership*, Vol. 7, pp. 383–397.
67. Lasisi, T. T., Ozturen, A., Eluwole, K. K., and Avci, T. (2020), "Explicating innovation-based human resource management's influence on employee satisfaction and performance", *Employee Relations: The International Journal*, Vol. 42 No. 6, pp. 1181-1203.
68. Laškarin Ažić, M. (2017), "The impact of hotel employee satisfaction on hospitality performance", *Tourism and hospitality management*, Vol. 23 No. 1, pp. 105-117.

69. Le, B. P., Lei, H., Phouvang, S., Than, T. S., Nguyen, T. M. A., and Gong, J. (2018), "Self-efficacy and optimism mediate the relationship between transformational leadership and knowledge sharing", *Social Behavior and Personality: an international journal*, Vol. 46 No. 11, pp. 1833-1846.
70. Lee, J., Ok, C.M., (2016), "Hotel employee work engagement and its consequences", *Journal of Hospitality Marketing Management*, Vol. 25 No. 2, pp. 133-166.
71. Lee, M. C. C., Idris, M. A., and Tuckey, M. (2019), "Supervisory coaching and performance feedback as mediators of the relationships between leadership styles, work engagement, and turnover intention", *Human Resource Development International*, Vol. 22 No. 3, pp. 257-282.
72. Liang S and Chi S (2011), "Follower affects linking transformational leadership to job performance: A cross-level analysis", *Academy of Management Proceedings*, January (Meeting Abstract Supplement): 1-6.
73. MacKenzie, S.B., Podsakoff, P.M., Rich, G.A., (2001), "Transformational and transactional leadership and salesperson performance", *Journal of the Academy of Marketing Science*, Vol. 29 No. 2, pp. 115-134.
74. Madera, J.M., Dawson, M., Guchait, P., and Belarmino, A.M., (2017), "Strategic human resources management research in hospitality and tourism: a review of current literature and suggestions for the future", *International Journal of Contemporary Hospital Management*, Vol. 29 No. 1, pp. 48-67.
75. Manaf AHA and Latif LA (2014), "Transformational leadership and job performance of SMEs technical personnel: The adaptability cultural approach as mediator", *Mediterranean Journal of Social Sciences*, Vol. 5 No. 20, pp. 648-655.
76. Masa'deh R, Obeidat BY and Tarshini A (2016), "A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modeling approach", *Journal of Management*, Vol. 3 No. 15, pp. 681-705.
77. McCallaghan, S., Jackson, L. T., and Heyns, M. M. (2019), "Transformational leadership, diversity climate, and job satisfaction in selected South African companies", *Journal of Psychology in Africa*, Vol. 29 No. 3, pp. 195-202.
78. Meng, J., and Berger, B. K. (2019), "The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust" *Public Relations Review*, Vol. 45 No. 1, pp. 64-75.
79. Milhem, M., Muda, H., and Ahmed, K. (2019), "The Effect of Perceived Transformational Leadership Style on Employee Engagement: The Mediating Effect of Leader's Emotional Intelligence", *Foundations of Management*, Vol. 11 No. 1, pp. 33-42.
80. Navajas-Romero, V., Díaz-Carrión, R., and Casas-Rosal, J. C. (2020), "Comparing working conditions and job satisfaction in hospitality workers across Europe", *International journal of hospitality management*, Vol. 90, Sep 2020, 102631.
81. Nemanich LA and Keller RT (2007), "Transformational leadership in an acquisition: A field study of employees", *Leadership Quarterly* Vol. 18 pp. 49-68.
82. Nemanich, L. A., & Vera, D. (2009), "Transformational leadership and ambidexterity in the context of an acquisition", *The Leadership Quarterly*, Vol. 20 No. 1, pp. 19-33.
83. Noruzi, A., Majazi Dalfard, V. Azhdari, B., Nazari-Shirkouhi, S., and Rezazadeh, A. (2013), "Relations between transformational leadership, organizational learning, knowledge management, organizational innovation, and organizational performance: An empirical investigation of manufacturing firms", *The International Journal of Advanced Manufacturing Technology*, Vol. 64 No. 5-8, pp. 1073-1085.
84. Orgambidez-Ramos, A., and de Almeida, H. (2017), "Work engagement, social support, and job satisfaction in Portuguese nursing staff: A winning combination", *Applied Nursing Research*, Vol. 36, pp. 37-41.
85. Pan, S.Y., Lin, K.J., (2015), "Behavioral mechanism and boundary conditions of transformational process", *Journal of Managerial Psychology*, Vol. 30 No. 8, pp. 970-985.
86. Patiar, A., Wang, Y., (2016), "The effects of transformational leadership and organizational commitment on hotel departmental performance", *International journal of hospitality management*, Vol. 28 No. 3, pp. 586-608.
87. Politis JD (2002), "Transformational and transactional leadership enabling (disabling) knowledge acquisition of self-managed teams: The consequences for performance", *Leadership and Organization Development Journal*, Vol. 23 No. 4, pp. 186-197.
88. Qabool, S., and Jalees, T. (2017), "Transformational leadership and employee attributes", *Market Forces*, Vol. 12 No. 2, pp. 21-43
89. Quink, U. (2008), "An exploration of knowledge management and intellectual capital in a nonprofit organization context (Unpublished master's thesis)", Queensland University of Technology (QUT), Queensland.
90. Roman-Velazquez, J. A. (2004), "An empirical study of knowledge management processes at individual, group and organizational levels", *Decision Sciences*, Vol. 34 No. 2, pp. 255-261.

91. Salanova, M., Lorente, L., Chambel, M.J., and Martínez, I.M., (2011), "Linking transformational leadership to nurses' extra-role performance: the mediating role of self-efficacy and work engagement, *Journal of Advanced Nursing*, Vol. 67 No. 10, pp. 2256–2266.
92. Salau, O., Oludayo, O., Falola, H., Olokundun, M., Ibidunni, S., and Atolagbe, T. (2018), "Integrated datasets on transformational leadership attributes and employee engagement: The moderating role of job satisfaction in the Fast-Moving Consumer Goods (FMCG) industry", *Data in brief*, Vol. 19, pp. 2329-2335.
93. Sani A and Maharani V (2012), "The impacts of transformational leadership and organizational commitment on job performance among lecturers of faculty in the Islamic Maulana Malik Ibrahim Malang University: The mediating effects of organizational citizenship behavior.", *International Journal of Academic Research*, Vol. 4 No. 4, pp. 102–106.
94. Schaufeli, W. B., and Bakker, A. B. (2004), "Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study", *Journal of Organizational Behavior*, Vol. 25, pp. 293–315.
95. Scuotto, V., Nespoli, C., Tran, P.T., and Capiello, G., (2022), "An alternative way to predict knowledge hiding: The lens of transformational leadership", *Journal of Business Research*, Vol. 140, pp. 76-84.
96. Schepers J, Wetzels M and De Ruyter K (2005), "Leadership styles in technology acceptance: Do followers practice what the leaders preach?", *Managing Service Quarterly* Vol. 15, pp. 496–508.
97. Shahhosseini M, et al. (2013), "Relationship between transactional transformational leadership styles, emotional intelligence, and job performance", *Journal of Arts, Sciences and Commerce*, Vol. 5 No. 1, pp. 15–22.
98. Shamim, S., Cang, S., and Yu, H. (2019), "Impact of knowledge-oriented leadership on knowledge management behaviour through employee work attitudes", *The International Journal of Human Resource Management*, Vol. 30 No. 16, pp. 2387-2417.
99. Shooshtarian Z, et al. (2013), "The effect of labor's emotional intelligence on their job satisfaction, job performance, and job commitment", *Iranian Journal of Management Studies*, Vol. 6 No. 1, pp. 29–45.
100. Singgih, E., Iskandar, J., Goestjahjanti, F. S., Fahlevi, M., Nadeak, M., Fahmi, K., and Purwanto, A. (2020), "The Role of Job Satisfaction in the Relationship between Transformational Leadership, Knowledge Management, Work Environment and Performance", *Solid State Technology*, Vol. 63 No. 2s.
101. Terglav, K., Ruzzier, M.K., and Kaše, R., (2016), "Internal branding process: exploring the role of mediators in top management's leadership–commitment relationship", *International Journal of Hospitality Management*, Vol. 54, pp. 1–11.
102. Thisera, T. J. R., and Sewwandi, E. P. I. (2018), "Transformational Leadership and Employee Engagement in Hospitality Sector in Sri Lanka", *Global Journal of Management and Business Research*, Vol. 18, No. 12, pp. 26-33
103. Tse H and Chiu W (2014), "Transformational leadership and job performance: A social identity perspective", *Journal of Business Research*, Vol. 67 No. 1, pp. 2827–2835.
104. Tseng SM and Huang JS (2011), "The correlation between Wikipedia and knowledge sharing on job performance", *Expert Systems with Applications* Vol. 38 No. 5, pp. 6118–6124.
105. Uddin A, et al. (2014), "Exploring the relationships among transformational leadership, deviant workplace behavior, and job performance: An empirical study", *ABC Journal* Vol. 34 No. 1, pp. 1–12.
106. Uddin, M. A., Fan, L., and Das, A. K. (2017), "A study of the impact of transformational leadership, organizational learning, and knowledge management on organizational innovation. *Management Dynamics*, Vol. 16 No. 2, pp. 42-54.
107. Viglia, G., Furlan, R., and Ladron-de-Guevara, A., (2014), "Please, talk about it! When hotel popularity boosts preferences", *International Journal of Hospitality Management*, Vol. 42, pp. 155–164.
108. Wallace, E., de Chernatony, L., and Buil, I., (2013), "Building bank brands: how leadership behavior influences employee commitment", *Journal of Business Research*, Vol. 66 No. 2, pp. 165–171.
109. Yang CL and Hwang M (2014), "Personality traits and simultaneous reciprocal influences between job performance and job satisfaction", *Chinese Management Studies*, Vol. 8 No. 1, pp. 6–26.
110. Yeh, C. M. (2013), "Tourism involvement, work engagement and job satisfaction among frontline hotel employees", *Annals of Tourism Research*, Vol. 42, pp. 214-239.
111. Yoopetch, C., Nimsai, S., and Kongarchapatara, B. (2021), "The Effects of Employee Learning, Knowledge, Benefits, and Satisfaction on Employee Performance and Career Growth in the Hospitality Industry", *Sustainability*, Vol. 13 No 8, pp. 4101.
112. Zaman, S., Anis-ul-Haque, M., and Nawaz, S. (2014), "Work–family interface and its relationship with job performance: the moderating role of conscientiousness and agreeableness", *South African Journal of Psychology*, Vol. 44 No. 4, pp. 528-538.