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RESEARCH PAPER

The Role of Transformational Leadership and Intellectual Capital to Improve Service Quality in Tourism Sector

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ABSTRACT

This study examines the relationship between transformational leadership style and intellectual capital in improving service quality within Pakistan's tourism sector, particularly focusing on hotels in Islamabad and Rawalpindi. The research investigates how transformational leadership impacts trust and subsequently affects service quality. The study employs a quantitative approach, using a survey method to collect data from hotels of Rawalpindi and Islamabad. Structural Equation Modeling (SEM) was used to analyze the data and test the hypotheses. Key findings indicate that transformational leadership is significantly associated with both trust and service quality. The results suggest that transformational leaders play a crucial role in developing a trust-based organizational culture, which in turn enhances service quality. This research contributes to the understanding of how leadership styles impact service quality in the tourism sector of developing economies like Pakistan. It provides practical implications for improving service quality in hotels through effective leadership practices.

Introduction

The current study highlights the relationship between transformational leadership style and intellectual capital to improve the service quality provided in the field of tourism, especially in countries like Pakistan. The concept of transformational leaders becomes a motivational source. it acts as a standard for organizational workers to share their learning's and make alterations to be more creative (Ng & Rivera, 2018). It is a global plight that the failure of organizational leadership to sustain their intellectual capital is causing a decrease in their standards of services, which more severely affects the tourism of developing economies (Mccalman et al., 2018).

Meeting the expectations of customers is critical to the growth and sustainability of businesses in today's competitive business environment. How companies can meet or exceed the expectations of their customers is important (Parasuraman, Zeithaml, & Berry, 1988). To increase the standards of organizational services, it is required to analyze the reason and its outcome amongst the intellectual capital and transformational leadership association. Nonetheless, the requirement is to explore how such associations can be utilized to elevate the standards of hotel services by accentuating organizational culture and information technology and by promoting knowledge sharing and trust.

Intellectual capital development is greatly affected by leadership style, as per various studies (Blanco-Alcántara, Díez-Esteban, & Romero-Merino, 2018). Moreover, the literature holds very less factual proof pertaining to the outcome and reasons behind the association between intellectual capital and leadership styles. To make a paradigm shift in an institution (when transferring from old to modern systems), a transformational leadership style is found to be more suitable (Boamah et al., 2018).

In an organization, transformational leadership affects others in forming innovative ideas, which results in an exceptional influence on a person's abilities (Hackett et al., 2018). Likewise, the marked effect of intellectual capital in the corporate world has also been stressed. It is the foremost requirement of any institution in developing as well as developed economies to expand its intellectual capital besides managing it (Mazzotta, 2018). It is found to be the main source that imprints upon a firm's gross yield to add value, even if they are not exhibited in its balance sheet.

Dynamic organizations are more concerned with finding ways that facilitate enhancing intellectual capital to improve their service quality (Teshnizi, Aghamolaei, Kahnouji, Teshnizi, & Ghani, 2018). The success of an organization lies in providing superior service quality to its customers in the competitive corporate world. To increase the Performance of the organization holistically, especially in the hotel industry, service quality remains an important aspect that should be given due importance.

Research suggests that the new generation of customers expect service quality from several aspects, which include the environment of the hotel (Wang, Wang, & Tai, 2016). The results were drawn from evidence from 300 individuals using the services of hotels in Pakistan. Pakistan is generally an under-researched context; especially, it lacks literature support with respect to the service quality of hotels. Therefore, this research tries to fill that deficiency.

Gap analysis and structural equation modeling were employed to test the hypothesis. By reviewing the literature on service quality, intellectual capital, and transformational leadership the following framework was conceptualized and developed several hypotheses. At the end results were presented and discussed in the light of the literature reviewed. Finally, the conclusions were drawn and made implications for theory and practice.

Literature Review

The current section proposes to establish arguments and adequate adequacy in favor of the undertaken subject area in the ongoing research. Leaders lead by demanding compliance or by their personalities, as posited by certain theorists. It is obvious that some leaders lead by sheer power, and some lead by imposing influence to become successful. Also, there is a possibility to transform followers into leaders. The leaders cannot impose decisions based on their authority and position, although they can propose processes and solutions or to put it precisely, the nature of leadership of this style is participative in nature (Bowie & Beauchamp, 1988).

Bass (1985) identified two leadership styles: transactional and transformational. The behavioral aspects and their effects on subordinates and organizations are very critical (Conger, 1989; Conger & Kanungo, 1988).

Normal day-to-day routines and problems are solved easily by transactional leaders where the organizations have closed systems and are not affected by external forces. If the organizations have open systems and the environment is turbulent, then the organizations face a lot of hurdles, and then there is a need to have a transformational leader who solves the problem with their intellectual ability (Bass, 1997; Odumeru & Ifeanyi, 2013).

Transformational Leadership

Transformational leaders emphasize what they can do for your nation and uplift the morals and morale of their followers as well as motivate them. A great deal of empirical research, supporting the distinction utility has been done since then, suggesting the transformational style of management is more effective than the transactional one. It is the quality of the leaders to motivate their followers to become high-involvement teams and individuals focused on the quantity of output of production, cost-effectiveness, service, and quality (Bass, 1999).

Most of the studies identified the fact that the transformational leader is central to the firm in enhancing organizational Performance (Boamah, Laschinger, Wong, & Clarke, 2018; Avolio & Yammarino, 2013). The transformational leader increases and inspires followers' intellectual ability, motivation, maturity, and sense of self-worth. Transactional leaders are normally present in every type of organization dealing with daily day-to-day routines, but transformational leaders are rare as they play a vital role in the firm's efficiency (Graen and Uhl-Bien, 1991, Bass & Avolio, 1990).

Transformational leaders motivate followers to think critically by involving them in decision-making, using novel mechanisms while appreciating and evaluating various desires of each follower, inspiring loyalty and developing their personal potential. This way, the leaders influence the organizational commitment of the followers (Koh & Bhatia, 2004). Transformational leaders are to inspire their followers by identifying with their followers' needs and encouraging them to find new approaches to meet challenges and face problems. The followers, in this way, get more engaged in their responsibility and therefore, service quality is enhanced (Walumbwa & Lawler, 2003; Bontis, Ciambotti, Palazzi, & Sgro, 2018).

Researchers and scholars have identified prominent attributes of transformational Leaders, and these are charisma, inspiration, vision, Intellectual stimulation and individualized consideration (Sashkin, 1988; Westley & Mintzberg, 1989; Conger, 1989; Bryman, 1992). These characteristics are recognized based on the findings of numerous empirical research and clinical shreds of evidence.

Individualized Consideration (IC) given by the leader during the hiring and recruitment procedure attracts the knowledgeable workers (1985); when the knowledgeable workers feel that they are given IC, then they want to prove themselves and try to do some challenging task for the betterment of the organization. Knowledgeable workers feel proud to work with such leaders as their individual Performance, and the organizational Performance is enhanced. Bass (1985) acknowledged that most fitting staff must be nourished, developed, trained and appreciated, enhancing creation and innovation at all organizational levels (Bass & Avolio, 1990; Bass, 1999).

In transformational leadership, the second factor is the Intellectual Stimulation (IS) of employees. Leaders who are intellectually stimulated guide their followers and

subordinates towards new patterns of observing old issues, emphasize rational solutions and educate them to view issues to be resolved. They are provided with new opportunities to scrutinize and analyze the issues and find solutions under transformational leadership (Bass & Avolio, 1990; Bass, 1999; Avolio, Waldman, & Yammarino, 1991; Eisenbach, Watson & Pillai, 1999).

Transformational leader however, feel more concerned about their subordinates' desires and feel good about yourself if the superior is considerate to you. Some of the stimulating processes and new ideas would be shifted by you towards your subordinates. Furthermore, you are likely to encourage your subordinates to think of new ways to resolve old issues if you had been instructed in the same domain by your leaders. It was again assumed that the existence a positive association between management level and above-management level (Bass, Waldman, Avolio & Bebb, 1987).

The third factor is Inspirational leaders impart disseminate their attainable future goals with confidence and fluency, enhance enthusiasm and optimism, and give pep talks. Their established vision helps boost the energy to fulfil higher levels of development and Performance (Bass & Avolio, 1990; Bass, 1999).

Inspirational leadership is something, according to management writers, that cannot be investigated, and the observation was that it is a leader's personal charisma that demonstrates inspirational motivation (IM). On the other hand, charisma, as per dictionary definition, is something God-gifted, which some have, and some don't. In either scenario, there cannot be any shift or change in an individual's capability of being inspirational, therefore the more appealing concern was to touch more tangible features in a leader while neglecting how leaders motivate others, such as participative leadership (Avolio, Waldman, & Yammarino, 1991). Followers create self-motivation in them rather than merely depending upon others for inspiration (i.e. from the leader).

The fourth factor is Idealized impact that takes into consideration an influence over ideals influence over ideology (Bass, 1999). This characteristic can be observed among those who have a sense of mission and a vision, who achieve confidence, Trust, and respect, and to whom followers attach individual identification (Bass & Avolio, 1990; Bass, 1999). The leaders are trusted, respected and praised, and serve as ideals for those around them.

Transformational leaders, by establishing trust and confidence in overall process and displaying respect for others, can make up much referent influence and authority over followers. The followers are more likely to emulate the leader when they watch those achieving desired objectives, i.e., to totally follow the leader in respect of values, attitudes, and behaviors. When followers achieve what was seemingly impossible for them to achieve, the leaders are more empowered to set up impact on future objectives and missions (Avolio, Waldman, & Yammarino, 1991; Bass, 1999).

Trust

Trust is the most influential factor in all disciplines of management and social sciences. It is regarded as how individuals believe and allow others to hurt them (Frost, Stimpson, & Maughan, 1978; Tschannen-Moran & Hoy, 2000).

Mayer, Davis, and Schoorman (1995) presented trust as exposing oneself to get hurt by someone (Rousseau et al., 1998).   Mayer et al. (1995) defined it as the interpersonal relationship between the one who trusts and the other who holds it (Mayer, & Davis, 1999). Trust is universally acknowledged as vital factor if not mandatory in building successful relationships (Fletcher, Simpson, & Thomas, 2000). The main essence of promoting collaboration between syndicate members, maintaining a good social environment and allows long term positive relation between members of society which otherwise is not possible, is all because of "Trust" (Simpson, 2007, p. 1). Leaders are considered to play a vital and a key role to set up and maintain trust with in teams and different institutions (Creed, Miles, Kramer, & Tyler, 1996; McAllister, 1995).

The primary element of leadership is specified as "Trust" by different leadership scholarly articles in literature (Shamir & Lapidot, 2003). In fact, Solomon (1996) declare that "Leadership is an emotional relationship of Trust" (p.80). Also, the basis of flourishing social relationships is based on "Trust" (Holmes & Rempel, 1989). The Authors, Writers and researcher are of the view that it only the leader who can play with the mind of people, he can change their basic norms, principles, and attitude towards life which ultimately transform them working more than just the minimal or threshold level for an organization (Bass & Avolio, 1990; Bass, 1985; Bass, Avolio, & Goodheim, 1987; Bass, Waldman, Avolio, & Bebb, 1987; Bennis & Nanus, 1985; Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

Therefore, there is need for those behaviours which are likely to establish trust between dyadic partners. Whitener, Brodt and Korsgaard (1998) proposed a model trustworthy behaviour which is one of the most promising models of trust-building and provides a strong theoretical foundation but has yet to be completely evaluated empirically (Burke, Sims, Lazzara, & Salas, (2007). More importantly, it is significant to not only search for those features which stand liable for trust-building but also figure out the underlying mechanism whereby these features increase follower-leader trust. For achieving this purpose, it is important take account of those trust models which are explicitly developmental in nature.

Mayer et al., in 1995 presented the Integrative Model of Organizational Trust which is, in literature, one of the appealing models of trust and what makes this attractive is the theoretical strength of the consideration of trust growth within the model and its conceptualization. The relationship between two trusting partners, as Mayer et al., (1995) identified, is described by trust, that are, risk taking behaviours as outcomes and trustworthiness perceptions (i.e., ability, integrity and benevolence),

Interpersonal trust is defined by Rotter (1967) as an expectation retained by a group or an individual that the written or verbal statement, the word, or the promise of another group or individual can be depended upon. Trust and confidence in leader's abilities is viewed as pivotal for work-unit productivity and leadership efficiency (Kouzes & Posner, 1987). Furthermore, to estimate and assess the degree of interpersonal trust in a work-unit, the key determining factor is the behaviour of the supervisor. Included in the supervisor behaviours are the behaviours which are normally applied to portray higher-quality exchanges, i.e. not abusing the vulnerability of others, allowing mutuality of influence, and sharing appropriate information (Zand, 1972). These characteristics are likely to command reasonable investigative attention given the scope of supervisor trust building activity. Still, the extent of research which delineates those supervisor characteristics that sustain and establish subordinate's confidence in their supervisors is very low (Butler, 1991).

It can be said that, as such, the less motivation and urgency can there be for the employees to concentrate on recommending modifications and recognizing sources of dissatisfaction, the more trustworthy leaders are perceived to be as they perceive that their leaders are doing a good work and possess handsome leadership skills in sustaining a praiseworthy work culture. However, employees might develop the tendency to follow their leader doubtlessly and conform to status quo by developing high levels of trust.

Organizational Cultures

The expression organizational culture was initially presented by Jaques in 1951. Conferring to Jaques the organizational culture is its usual and conventional mode of rational and expected conducts that share less or more with their organizational members, those new appointed members shall acquire, moderately agree to take as to be acknowledged.

Charles Handy's (1993) way of viewing at culture provoked scholars to practice it and create a relationship between organizational structure to organizational culture. Handy acknowledged four categories of culture, explicitly Role Culture, Power Culture, Person Culture and Task Culture. In 1998, Jaques demonstrated the idea of the obligatory organization. Conferring to Jaques, the word obligatory organization stands for undertaking corporate through effectiveness and competitiveness, and the statement of human thoughts, belief, and gratification in work.

Deal and Kennedy (2000) evaluate organizations regarding risk and feedback, and they applied these components with the purpose of recommending four categories of culture namely the work hard/play Hard Culture, the tough-guy macho culture, the process culture and the bet your company culture

The tough-guy is a macho culture where workforces frequently assumes high risks and get quick response about their activities. The work hard/play hard culture characterizes sales organizations, whoever utilize their maximum effort for achieving high quality customer service and workers assumes few risks nonetheless take quick response. In a bet-your-company organizational culture "big stakes" decisions are adopted and later when years passes the decisions was recognized as either correct or incorrect. The process culture considers organizations that accepts no risks, very little response is there, and the major concern of the workers are how job is to be done instead of what is the outcome (Deal and Kennedy, 2000).

Flamholts (2001) recognized and confirmed the framework for organizational culture factors that determine financial results. The framework comprises of five recognized proportions of corporate culture: actions of customers, behavior of people, performance criteria and responsibility, invention and modification, and procedure positioning.

Geert Hofstede (2003) is undoubtedly the most significant and important character in organizational culture recognized the existence of cultural groups of local and national that impacts the behavior of organization. In his research study Hofstede as well acknowledged and identified five attributes of culture, specifically Uncertainty Avoidance, Individualism versus Collectivism, Masculinity versus Femininity, Long versus Short-term Orientation and Power Distance. These attributes propose understandings of the numerous cultures consequently to have a better thoughtful insight of these (Hofstede, 1984; 1991)

Culture affects the Leader and Leader affects the culture (Bass, 1998). While the culture of an organization can impact the growth of organization's leadership, organization's culture develops in large part from its leadership. Transactional leaders, for instance, work within the cultures of their organizations following current norms, procedures, and rules; transformational leader however so affect their culture as to change it by first developing its understanding and structure and then manipulating it with new vision and a revision of its common norms, values, and assumptions (Bass, 1985).

For a procedure to enhance organizational culture, best management must eloquent the vital changes. The message might be a dream that must be partaken in the style of leadership, the association is resolved to stretch. So, to utilize the experience of its individuals at most, it can enhance their management style. Driving examples sought begin at the top and are urged to each progressive level beneath. The conduct of leaders of the association has gotten to be images of another culture. Occasions are made leader and have created systems to enhance correspondence.

Leaders who need to do with the reestablishment of the organization tries to advance inviting and steady organizational culture for inventiveness, critical thinking, risk taking and experimentation. To start with, they communicate to verbalize the wanted changes. For bringing vital structural fluctuations, procedures and practices are generally spread by the group Stites-Doe, Pillai and Meindl (1994) concentrated on the improvement of a culture of leadership change and once the organization has been embraced by group which demonstrates care of individual leaders have more cultural assimilation practices that don't. Numerous different parts of how firm's culture can impact and be influenced by management ought to likewise be explored (Bass & Avolio, 1992).

There are four separate qualities or parts that describe transformational leaders and these variables are spoken to as the 4 Is of transformational leadership (Avolio, Waldman, and Yammarino (1991). These four parts include individualized thought, scholarly incitement, uplifting inspiration, and admired impact. Transformational leader create ventures, incorporate affectability, instinct, vitality, constancy, and innovative knowledge. Transactional leaders are differentiated and described by management-by-exception and contingent reward styles of leadership and basically, transactional leaders, out what the followers get if they do well or wrong, create trades or concurrences with their followers. Transactional leaders, framing their decisions and action, work within the existing culture based on the operative procedures and norms characterizing their respective enterprises (Bass & Avolio, 1993).

We are likely to see transformational leaders is a highly satisfying and innovative organizational culture and such leaders build on assumptions such as: complex problems are handled at the lowest level possible; everyone has a unique contribution to make; and people are purposeful and trustworthy. Those leaders exhibit a sense of purpose and vision that set up such cultures and elaborate them to followers. They engage others to assume more prominent liability and adjust others around the vision for accomplishing the vision. The leaders of this sort instruct and encourage followers and cultivate a development and culture of imaginative change rather than one which maintains existing conditions. Their followers work under the generalization that every hierarchical part should be developed to their full limit and they assume individual liability for the development of their followers (Bass & Avolio, 1993; Hackett, Wang, Chen, Cheng, & Farh, 2018).

There is a consistent interplay between leadership and culture and leaders generate techniques for the reinforcement of behaviours and norms and for cultural development expressed within cultural boundaries. Cultural norms emerge and change because of whom they attract to their organizations, the behaviours of their role model, how they react to crises, and what leaders focus their attention on. Organization's leadership teaches the qualities and characteristics of an organization's culture and eventually opted by its followers. A leader, at one extraordinary, acknowledges no deviation overseeing by special case from standard working techniques while at another leader the other outrageous prizes followers on the off chance that they break them when the general mission of the association is best served or when they apply administers in inventive ways. How leaders compensate and rebuff followers, resolve emergencies, and respond to issues and in addition how the leader is seen both remotely by customers/clients and inside by followers are all significant to an association's way of life (Ng and Rivera, 2018)

Leaders are required to pay attention to the conservativeness present in ceremonies, rites, assumptions, values, and beliefs embedded in the culture which is likely to disturb the efforts affecting the organization positively. When it is viable to do so, they would want to modify basic aspects of culture to suit new domains and shifts demanded by the membership and leadership in the organization (Bass & Avolio, 1994).

Strong organizational culture hinders top hierarchy from enhancing its personal potential at the cost of middle level administration because it likely exerts stress with internal guides and values for more autonomy at lower levels. The culture can impact, on a more specific level, how decisions are taken in respect of such aspects as placement, selection, and recruitment within the organization.

Service Quality

"Quality is never an accident it is always the result of intelligent effort"

John Ruskin (1819-1900)

A thoughtful nature of quality comes to mind while reading this quote, but it well-established that quality, in definition and concept, is complicated and elusive, in management and measurement as well as in delivery and production.

The debate has moved, according to Harrington (1987) towards 'quality generates money' from 'quality costs money'. It is important to take account of realization, in considering quality, that profit and quality despite being elusive also have become the basic determinant factor to retain its existence in the expanding marketplace of competition (Mizuno, 1992).

What a consumer looks for, according to Parasuraman, Zeithaml, & Berry (1985), is seen to be one of the critical component factors in the determination of service quality and this component evaluates what a consumer seeks to expect from the service provider based on service provider's communications, word-of-mouth, experience, and their personal needs. However, we are proceeding with this definition based on the literature of service quality, but when we perceive through the consumer satisfaction literature, the definition varies as in expectation is referred to as the guess or an estimate by the consumer about a future certain event likely to take place during a

certain transaction. The perceptions of consumers however depend upon what they experience as to the quality and its provider (Parasuraman et al., 1988).

One of the first quality service wave which ranges from 1960s to 1990s to figure out that there is a distinction (in nature) between service operations and product manufacturing was introduced by Regan (1963). To him, there were three cornerstone features in describing the services, namely heterogeneity, perish-ability, and intangibility and what makes the overall service comprehension was ubiquity (Regan, 1963; Parasuraman, Zeithaml, & Malhotra, 2005).

The providers of services must make efforts of develop the understanding of customer's perspective regarding the expectations and the degree of intangibility of the services (Beamish & Ashford, 2007) Heterogeneity implies that the human behaviour of providing services and the customer embody the difference that exists at all stages of service delivery. When a salesman, for instance, makes an offer of one service at a counter to one person, he would not provide the assistance in the same service to another customer because there lies a difference between human behaviours and therefore, the level of service and the quality is difficult to assess because the providers of services and the customers have different perceptions; there can be a difference in interaction by the same customer when encountering once more with service supplier.

Researchers and scholars have proposed many models for the evaluation of good service quality and these models include either disconfirmation models or attitude-based measures. Since the service quality helps ease the comparisons after and before changes, it is, as (Shahin & Samea, 2010) identifies, of great significance to assess the quality of the service, in this way, the quality-related issues become visible and improves the standards for service quality. The performance approach method is used in Cronin and Taylor's (1992) model namely, (Service Performance) SERVPERF which evaluates, using consumer's overall perceptions as to the service, quality of the service. The measure of such type is reasonable but not when it comes to figure out the consumer preference over service to make it easier for the providers to improve service quality. Another mechanism named as the 'Evaluated Performance' was designed by (Teas, (1993), to evaluate the gaps among the standard volume of the delivery of the service quality & perceived Performance instead of considering what a customer expects. The purpose of this model was to rectify some of the shortcomings of the recent models in this area (Gronroos, 1984).

After establishing an empirical study on four of the service aspects, Parasuraman et al., (1985) devised a mechanism relating to service quality and that those four features include: repair and sustaining of electric instruments, distant telephone facilities, retail banking, and credit card services. According to Parasuraman et al., (1985), the discrepancy between the perceived requirement of the customer of the provided service and his expectations about how a service should be is described by the model named as (Service Quality) SERVQUAL. The service quality which exceeds or satisfies the expectation and needs of the customer is reasonable (Parasuraman et al., 1985). Parasuraman et al (1985) have determined the formula for evaluating service quality

Service Quality = Customer's expectations – Customer's perception

It was observed that service quality gap occurs if the expectations are superior to perceptions. Consequently, the organizations are trying to fill this gap by undertaking diverse procedures as to guarantee service quality (McCalman et al., 2018).

In the initial arrangement of the SERVQUAL model, there were proposed ten service quality dimensions: access, customer's understanding, courtesy, competence, security, credibility, communication, responsiveness, reliability, and tangibility, but due to the overlapping of some of the dimensions (access, customer's understanding, courtesy, competence, security, credibility, and communication), the number was reduced to just five. These five dimensions help in determining customer perceptions and can be used to track quality trends over time (Parasuraman et al., 1988; Teshnizi et al., 2018). The five dimensions are Reliability, Responsiveness, Empathy, Assurance, Tangibles.

Service Quality in Pakistan

The biggest and fastest growing sector in the world economy today is the service sector, accounting employment and the biggest share in overall production in most advanced regions of the world. In low-income countries, the total share of the service sector is 47 % in total GDP, 73% in high income countries, and 53% in mid income regions. It contributes significantly in foreign direct investment and cross-border trade and gives lower costs for imported services and more export opportunities for service providers.

Over the period, there has a constant increase in the values of shares of the services in the economy of Pakistan and seemingly thee can be seen more growth in the services sector than in the industrial and agricultural sector. Service sector accounts for little over $1/3^{rd}$ of overall employment and forms 54% of the GDP and this sector is closely related to many other economic sectors thereby supplying substantial pushing to the manufacturing as well as agricultural sector (Ahmed & Ahsan, 2011).

Service Quality in Tourism Sector

Hotel industry falls into the tourism sector so in the case of tourism sector quality issue, there is lack of mutual understanding to construing who will evaluate and identify its quality. The argument in one way goes as the area of focus in employees should focus on customers satisfaction as their existence is typical for the functioning of the hotel industry (Owusu-Frimpong, Nwankwo, & Dason, 2010; Meesala & Paul, 2018). Customers' perceptions were described as "something depicting the m

Service is the degree to which customers' expectations are fulfilled is known as quality, and it has a significant impact on customer satisfaction, loyalty, and economic performance, particularly in the hospitality industry (Wang et al., 2007). According to Wang et al. (2007), service quality is the extent to which customer's perceptions are fulfilled, and it has a significant influence on customer satisfaction, loyalty, and economic success, particularly in the hotel industry. In order to comprehend it, one must take into account the opinions of tourists and use information from evaluations (Babu et al., 2018; Situmeang et al., 2020). Because it is consistent with the expectancy-disconfirmation paradigm, the relationship between service quality and Tourism sector is fundamental. However, when examining the ways in which service quality benefits the tourism industry, it is fairer to focus on particular transactions. Numerous empirical investigations (Ali & Raza, 2017; Alreahi et al., 2022; Nunkoo et al., 2017) consistently support the beneficial effects of service quality on tourism sector (Gazi et al., 2024)

The Role of Service Quality in enhancing Performance

As (Magi & Julander, 1996) identified, all the focus put on the issue of service quality is meant to bring reform and improvement in the organizational Performance. There are several experts (Heskett & Schlesinger, 1994) who propose to distinguish quality and productivity as two differing concepts. Arguments advanced by (Grönroos 2001) hold that it is not possible to deal with productivity and quality separately – particularly when referring to services. As an outcome of this, there is a dire need for establishing a robust study on understanding the relationship of quality aspect of productivity.

Different scholars, researchers and practitioners, including consultants, have identified different success factors in enhancing service quality through transformational leadership. However, the foregoing analysis and subsequent discussion on different success factors proposed by previous studies suggest that in spite of different views, the most common and agreed-upon factors are transformational leadership, service quality, organizational culture, trust, knowledge sharing, intellectual capital, and technology. To develop a conceptual framework and hypothesis in line with the research objectives, the next part will explore and discuss dimensions and aspects of these factors in much detail.

H1: Transformational leaders are associated with the quality of services in hotels of Islamabad and Rawalpindi, Pakistan

H2: Trust is playing a mediating role in between transformational leadership and service quality in hotels of Islamabad and Rawalpindi, Pakistan

As various variables acknowledged by numerous researchers and scholars might not be included and investigated in present study, the overhead mentioned variables were picked out and investigated established on literature review and rigorous debates and negotiations with academicians and practitioners. Consequently, the below mentioned model is neither adopted nor selected the model of any prior study. Although the proposed theoretical model of the study does not differ from the central subject that was earlier investigated and acknowledged variables in the literature review. It varies in the logic that it has variables with diverse aspects that have also underlying different sub-variables.
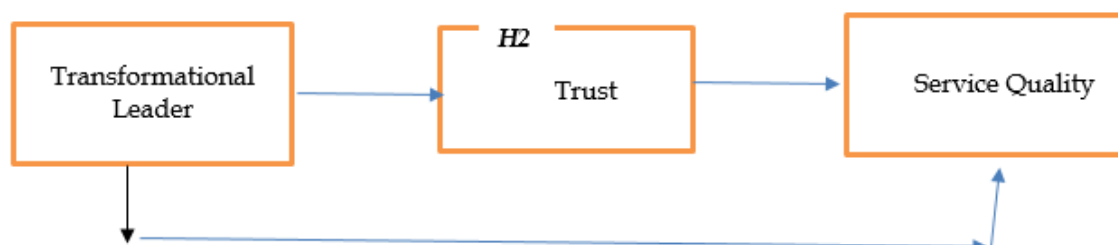

Figure 1

Material and Methods

The chosen research methodology is described in this chapter and empirically testifies the proposed model set out in the previous chapter through data collection. The necessary elements for this purpose are both a substantial body of data and an appropriate research methodology which further investigates "The Contribution of the

Transforming Leader in enhancing Service Quality of hotels of Rawalpindi and Islamabad". The quantitative method has been used to empirically test the research hypothesis as mentioned in the preceding chapter. The ways to find the reality and truth are mentioned in this chapter.

In the present study six-layer research presented by Saunders et al., (2011) were adopted. ***Positivism research philosophy*** was adopted because follows the view point that only fact based knowledge, truth or reality obtained by the means of observation comprises of measurement. In positivist research studies the research findings are generally quantifiable and observable. So the Quantitative research utilizes deductive approach and centers on the existence of a hypothesis that is recognized prior to research initiates. Current study has developed the hypothesis as the phenomena for investigating is already known. The unit of analysis is the hotels *(Ahmed, & Ahsan, 2011).* The data collected by way of 'structured research instrument' was delivered to respond to the research questions posed at the onset. The data is collected from hotels of Rawalpindi and Islamabad One detailed and a comprehensive questionnaire was designed to collect information for the study. Service quality is measured from employee's perspective that what they are thinking that what types of service quality they are delivering to their valued customers.

For the purpose of data analysis, various type of tools and methods e.g. data preparation, codebook development, demographic analysis, content validity and reliability of scales and hypothesis testing are applied. The self-administered survey method was used for data collection. The response rate was 60% the response rate is adequate, because of length of questionnaire and busy schedule. Out of 310 responses, 300 were found relevant and correct for inclusion in research. 61.3 percent was males and 38.7 percent were female.

As the normal distribution of the variable is the essential for inferential statistics so it is checked by descriptive analysis of data (Sekaran, 2003). The result of Minimum and maximum indicates that all items are in suitable range. Value of mean indicates that data is reasonable. The values of skewness are in the range of +/-1 which shows the normal distribution of variables. The values of kurtosis are +2/-2 (George & Mallery, 2010). The maximum data is within range. The frequency of data also indicates the normality of distribution as most of the value is in middle range. It means their value is neither high nor low. Consistency and stability of the instrument was checked for making the data reliable. All constructs were included in the analysis as most factors have cut-off Cronbach alpha (α) value greater than (0.75).

Pearson Correlation was utilized to measure the correlation amongst the variables. The results demonstrated that transformational leadership is significantly associated with trust. Transformational leader develops a trust based organizational culture where employee feels free to share their knowledge. Transformational leader is significantly associated with service quality which illustrates that because of transformational leader, service quality of the hotels is enhancing.

The hypothetical framework was constructed basing on the literature review, The Structure Equation Modeling (SEM) method was brought into play to examine the conceptual model of the present study. The reason for using SEM was the conceptual model of the current study was difficult and complex relationship between the variables, the qualitative assumptions and numerical data is used in an amalgamation to examine and find the complex relationship by Structural Equation Modeling which

basically is a numerical method (Hoe, 2008).   SEM is similarly known as casual modeling as it examines the casual relationships that was proposed.

Amos 16 was used to verify the assumptive causal relations. (Teo & Khine, 2009; Hooper et al., 2008; Stephenson et al., 2006; Zaheer et al., 2010). Items related to separate factors were exposed using SEM which overlaps in the ordinate.   SEM examines mistaken words, providing extra information and increases control. Moreover, SEM depicts different indices, which can be further used to select the variable required (Suhr, 2006; Teo & Khine, 2009; Jackson et al., 2005; Hooper et al., 2008; Hoe, 2008; Stephenson et al., 2006).

The analysis of the related potential or the dependent relations between dormant construct of model is done by the confirmatory analysis procedure which is the second step of Structural modeling. Direct and indirect effects between constructs are analyzed side by side via Structural equation techniques (Hair et al, 2006). The associations of the latent construct are defined through path coefficient of structural model as per review (Jöreskog & Sörbom, 1993). Hypothetically, the power of the association between predictor and dependent variable is represented using path coefficient values (Marjoribanks, 1998).

The estimation of chi-square is 1012 and the degree of freedom is 585. The estimation of p is noteworthy claiming it is under 0.05. Seven fit indices which are normally utilized as a part of the writing (x^2/d.f, GFI, AGFI, NNFI, CFI, RMSR and RMSEA) were utilized to test the model fit index. As per Usluel et al. (2008), the best fit was gained when all the seven fit indices met the cutoff esteems that were recognized in the writing, yet it is not necessarily that all the fit indices ought to meet. Acquire major data model fit with a CFI more than 0.90 phase depicted through last measurement model (Bentler, 1992). AGFI>0.90 and GFI>0.90 or RMSEA≤0.05) and CFI>=0.90. Due to large sample size the value of chi- square is large as 1012, while freedom degree is 585, the (p ≤0.05) indicates the model strength.

After fitting the observed data in hypothetical structural model, the relevant values of t scores (at 0.05 level the value of 1.96 or more is enough) for standard or substandard pathway coefficient were used and analyzed to evaluate the conclusion about specific model association, for example (correlations and direct influences). For the reason of identification of hypothesized association among variable Standard path coefficient depicts the validity of latent factor's relation. The Structural model's outcome variable is affected through the number of integrated key factors. One of the large sample methods is SEM i.e., Structural Equation modeling (Bentler, 1993; Kelloway, 1998). The hypothetical values of large samples form the basis of Estimation techniques and model fit test. At least the smallest sample size consists of 200 observations which is considered as optimum value. In 1987 Bentler and Chou proposed the proportion of sample size (n) to the quantity of free parameters can be as minimum as 5 is to 1 for elliptical and normal distribution of the data. For the 90 free parameters, a sample size including medical staff, helpers, health professionals, and 300 doctors are included in the current study.

The latent factor's relation validity is depicted through path standard coefficients as described through the results shown in Table.10. The influence of the causal factor on the dependent value relies on the path coefficient value, the higher the value the stronger would be the effect.

The results show that the hypothesis H1 is accepted as the transformational leader had a path coefficient of .0.58 on service quality with the t value (13.69) and (p <0.05). To achieve the quality service of the members of any organization, it is concluded from the result that the leader pursue the basic attitude and thinking capability of the institutional members.

The most essential parameter in provision of quality services to its valued customer is management support (Ng, Goh, & Eze, 2010). Any institutions quality can be improved with the dedication and participation of transformational leaders. Leadership is a noticeable feature of flourishing quality management (QM) (Bass & Avolio, 1994). The excellent quality service can be provided to patients through quality leader enforcement (Khan, 2010, Alharbi & Yusoff, 2012)

The results illustrate that the hypothesis H2 is accepted as the transformational leader had a path coefficient of (0.77) on trust with the t value (31.62) and (p <0.05). The results depict that transformational leader influences have high potency to give inspiration to the group of followers for devotion, obligation, and more energy to attain the high goal of the institution and offering it to evolutionary and organic process, followed the ecological transformations. It relies on the recruitment of employees in association with trust. (Rego & Cunha, 2007).

Trust is a mind state, which is dependent on one's attitude and others hope. Hence belief is described because of disposition to trust (including the individuality and larger level), the qualities of an individual whom you can rely on and circumstances (Freire, 2008; Mayer et al., 1995).

In any institution, all working staff have different objectives or different goals, so for the organization success, it must make it sure that the people should work cooperatively, although constant power is essential in working of any institution. For any institution to work optimally and efficiently it is necessary for the leaders to develop a cooperative environment, it can be developed by accepting the individuality of the employees. The power is exercised and accepted by those whose collaboration is required (Keating, Silva & Veloso, 2010; Rua, & Araújo, 2013: 2015)

Discussions

This research thus sets out to compare indigenous knowledge systems of Central Africa with scientific research in a bid to weaving a comprehensive understanding of links between deforestation, agriculture, and carbon emissions. These expected impacts will help Central Africa to take appropriate steps towards sustainable agriculture and land management, as well as to contribute to global environmental protection. These findings will also help the policymakers contemplating problems relating to environmental degradation, and socio-economic effects of deforestation and simultaneous necessity of development, and sustaining the bio-diversity.

Transformational Leadership and Service Quality: The cross sectional quantitative survey establishes a positive correlation between transformational leadership and service quality in hotels of Pakistan. This goes a long way in supporting the arguments made herein that leadership is a key determinant of the quality of health care service delivery. The study also identifies trust as the moderating variable between transformational leadership and service quality. From the above findings, it becomes clear that transformational leaders create a positive organizational culture that entails trust that enhances service quality.

Importance in hotels: The study is specifically important to the hotels in Pakistan due to various problems that they face in terms of service delivery. It might be suggested to use the practices of the transformational leadership as one of the most efficient ways to deal with these problems. Although there is no express assertion of the same in the results, the theoretical framework of the analysis indicates that utilizing transformational leadership can promote the effective utilization of an organization's intellectual capital to enhance service quality.

Practical Implications: The given study contributes to the development of strategies for healthcare managers and policy makers in Pakistan. Creating new skills for leadership transformation of hotels administrators is presumably an effective step toward increasing the quality of the public healthcare services.   Theoretical Contribution: Thus, this study fills the gap in the existing literature by exploring the relationship between transformational leadership, trust, and service quality within the Pakistani healthcare organizations.

Future Research: Considering this study was conducted on hotels in Pakistan, the research in the future might extend these relationships into other sectors or embrace other nations but particularly in the developing economies that share the same issues of the healthcare realm.

Conclusions

In conclusion, present research examines how the transformational leadership enhances service quality in the hotels particularly focusing health care sector of Pakistan in mediate by trust. Consequently, the results of this study have useful implications for practice and policy in healthcare management.

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