
| RESEARCH ARTICLE

Transformational Leadership's Role in Shaping Gen Z Hospitality Professionals

Ron Louie J. Delos Reyes¹✉, Phoebe Joyce Villanueva²

¹Assistant Professor 1, School of Business Management and Accountancy, National University-Dasmarinas, Cavite, Philippines

²Associate Professor 1, School of Business Management and Accountancy, National University-Dasmarinas, Cavite, Philippines

Corresponding Author: Author's Name, Ron Louie J. Delos Reyes, **E-mail:** rljdelosreyes@nu-dasma.edu.ph

| ABSTRACT

The recognition of transformational leadership is becoming an effective strategic approach by means of developing Generation Z professionals in the hospitality industry. The research is guided by Bass and Riggio's (2006) four-dimensional framework and Bandura's (1986) Social Cognitive Theory. This research determined how transformational leadership behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, these impact young hospitality employees' job satisfaction, motivation, professional growth, and career aspirations. Utilizing a descriptive quantitative design, a total of 172 Gen Z professionals were chosen to participate via survey. The result reveals consistent perceptions of transformational leadership across supervisory roles. High levels of satisfaction and motivation and generally viewed their work environments as conducive to learning and advancement. But moderate optimism surrounding future leadership roles suggests a need for clearer developmental pathways and long-term career planning. By evaluating the demographic profile ranging from early-career professionals with limited leadership exposure shows the highlights when it comes to urgency for hospitality organizations to adopt inclusive leadership strategies that foster mentorship, engagement, and alignment with Gen Z's ethical and personal growth values. These findings reinforce the strategic relevance when it comes to transformational leadership in shaping Gen Z workforce experiences and advancing Sustainable Development Goals (SDGs 4, 5, and 8) through inclusive and values-driven HR practices.

| KEYWORDS:

Transformational Leadership, Generation Z, Hospitality Professionals, Career Development, Inclusive Leadership, Workplace Culture, Sustainable HRM, Employee Empowerment

| ARTICLE INFORMATION

ACCEPTED: 20 October 2025

PUBLISHED: 02 November 2025

DOI: 10.32996/jths.2025.3.4.1

1. Introduction

As Generation Z slowly becomes a big part of the workforce demographics in the hospitality sector, some organizations face different pressure when it comes to adopting some leadership styles that will fit in to cater to these younger generations. This develops some certain perspective towards their chosen career by means of purpose-driven work, long-term career, and even inclusive environments. The term transformational leadership, which consists of vision-sharing, intellectual stimulation, and individualized consideration, has become a strategic approach to embrace engagement and professional development towards Gen Z employees (Helalat et al., 2024). Regardless, the hospitality sector's dynamic growth has led to different challenges arise such as skill gaps, limited advancement, and misaligned workplace cultures, which still continue to hamper Gen Z's career fulfillment (Harb et al., 2024). This study investigates in terms of transformational leadership influences job satisfaction, motivation, and career aspirations of Gen Z professionals in hospitality settings, with the goal of informing leadership strategies that support Sustainable Development Goals, especially in relation to SDG 4 which is Quality Education, SDG 5 which is about Gender Equality, and SDG 8 Decent Work.

Copyright: © 2025 the Author(s). This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC-BY) 4.0 license (<https://creativecommons.org/licenses/by/4.0/>). Published by Al-Kindi Centre for Research and Development, London, United Kingdom.

1.1 Objective of the Study

1. To determine whether professional background factors influence Gen Z employees' perceptions of transformational leadership such as years of experience, job position, and length of service.
2. To assess to which Gen Z professionals perceive transformational leadership behaviors in their supervisors or managers.
3. To find out what the key dimensions of transformational leadership are that are most evident when dealing with idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration
4. To evaluate if there's a significant relationship between transformational leadership and Gen Z employees' job satisfaction and motivation.
5. To examine the significant relationship between transformational leadership and the professional growth and career aspirations of Generation Z professionals.
6. To provide recommendations for some hospitality businesses by enhancing their current leadership practices that focus on the development of young professionals in the hospitality industry.

1.2 Hypothesis of the Study

H₀₁: There is no significant relationship between the exhibition of transformational leadership behaviors and the level of job satisfaction and motivation of Generation Z professionals within the workplace.

H₀₂: There is no significant influence between professional background factors that include the following criteria such as years of experience, job position, and length of service and Gen Z employees' perceptions of transformational leadership within the workplace.

H₀₃: Transformational leadership is widely acknowledged but it does not significantly contribute to the professional growth and career aspirations of Generation Z individuals hospitality professionals who are employed within the hospitality industry.

1.3 Theoretical Framework

This Transformational Leadership Theory serves as a guide to structure the study, as proposed by Bass and Riggio (2006), which recognizes the four core dimensions of effective leadership: *idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration*. These said behaviors are best believed to inspire followers to surpass expectations, adapt to innovation, personal support and professional development which are some traits that is affiliated closely with the values and expectations of Generation Z employees in the hospitality industry. Transformational leaders can be defined not only as role models, but they also serve as mentors who mold a growth-oriented workplace culture.

Additionally, the study utilized the Bandura's (1986) Social Cognitive Theory as a guide to emphasize the role of observational learning and self-efficacy when it comes to developing individual behavior and aspirations. Gen Z hospitality professionals could adapt leadership behaviors modeled by the upper management who supervise them, influencing their motivation, job satisfaction, and long-term career goals. Lastly, these theories provide a solid foundation by means of examining transformational leadership that contributes to developing young professionals in the hospitality sector.

2. Literature Review

2.1 Professional Background Factors

The study relates to professional background provides some factors that significantly affect how Generation Z employees describe transformational leadership in the hospitality business settings. Policarpio (2023) illustrates that Gen Z employees' leadership preferences evolve with job position and tenure, within those supervisory roles that value inspirational motivation and individualized consideration more than entry-level staff. Togle (2021) stated that dealing with years of experience and length of service, this can positively associate with stronger perceptions of transformational leadership, particularly in high-pressure environments like the call center industry. Ortega (2024) highlighted that job position conducts the significant relationship between leadership style and job performance, with mid-level Gen Z employees serving as a respondents showing that they are more favorably to transformational traits. Talamayan et al. (2024) also supported these claims by showing that affective commitment and motivation among Gen Z workers are developed by both leadership style and organizational tenure. Wasserbauer and Saputra (2024) also stated that there are more experienced Gen Z employees are more likely to conjoin transformational leadership with empowerment and innovation. These results indicate that as Gen Z professionals gain experience and move into higher roles, their expectations and perceptions of leadership become more affiliated with transformational principles, making professional background a factor for leadership effectiveness in the hospitality sector.

2.2 Transformational Leadership Behaviors of Gen Z

Several studies emphasize that Generation Z employees respond positively to transformational leadership behaviors, especially when those behaviors relate to their values of purpose, feedback, and empowerment. Seamon (2022) stated that Gen Z office workers perceived transformational leadership as one of the most effective tools for adapting a productive and supportive workplace climate. Katsaros (2025) also shows when it comes to transformational leadership, it enhances Gen Z employees' adaptive performance, especially when mediated by promotive voice behavior. Gonzalez (2021) illustrated that transformational leaders who model ethical behavior and provide developmental support significantly improve job satisfaction among younger employees. Diz (2021) studied that Gen Z employees prefer leaders who serve as coaches who provide psychological safety, aligning closely with transformational leadership traits. Tidhar (2023) points out that transformational leadership promotes commitment among Gen Z employees by showing interest when it comes to their needs for meaningful work and autonomy. Lastly, Forney (2020) also discussed that when it comes to transformational leadership behaviors, this can positively develop internal service quality perceptions in the hospitality sector, solidifying the importance of leadership style in Gen Z's workplace experience.

2.3 Transformational Leadership and its Key Dimensions

The term transformational leadership in the hospitality set up is quite recognizable because of its multidimensional impact focusing on employee performance, innovation, and engagement. The four core dimensions such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are consistently supported across every hospitality research. Filani et al. (2025) states that these dimensions have significantly affected in relates to the employee productivity, creativity, and retention in some five-star hotels. Diantoro et al. (2021) mentioned that idealized influence develops trust and admiration, while inspirational motivation adapts a shared vision and enthusiasm among hotel employees. Intellectual stimulation, as shown in the study of Kim et al. (2023), urges creative problem-solving and innovation, especially in service delivery. Wijayanti and Wijono (2023) discovered that individualized consideration by simply mentoring and providing emotional support can boosts employee loyalty and morale in hotel settings. Kokkhangplu and Maksap (2021) also affirmed that transformational leadership dimensions account for over 60% of the variance in employee engagement in Thai hotels. Udin (2021) illustrates that these behaviors mutually transform employee behavior and align them with organizational goals. Lastly, Sharif et al. (2021) show that transformational leadership indirectly develops innovative work behavior by means of mechanisms like knowledge sharing and voice behavior, reinforcing the strategic value of each leadership dimension in hospitality environments.

2.4 Developing Young Professionals Employed in The Hospitality Industry

Focusing on development of young professionals in the hospitality industry has become progressively strategic, especially during in the post-pandemic era where talent retention and adaptability are a huge factor. Aşkun and Çizel (2024) proposed a grounded theory model to develop a sustainable career management, pointing out that the need for structured mentorship, career mapping, and organizational support to keep young talent in hospitality. Seeram et al. (2021) discussed that learning and development (L&D) strategies such as digital training, continuous learning, and organizational fit are essential dealing with developing competent young professionals in hotels. Signe et al. (2021) illustrates that promoting 21st-century skills such as collaboration, creativity, and self-direction improves the employability and workplace readiness of hospitality students. Hasri et al. (2021) mentioned that certain individual capabilities such as communication, leadership, and problem-solving are an important component in hotel job offer decisions for fresh graduates. Aziz (2021) shows that career development opportunities are still one of the most influential factors in graduates' decisions when it comes to pursuing a long-term career in hospitality. Ferreira (2022) stated that internal mobility, empowerment, and leadership significantly impact young employees' approval and development in hotel organizations. Lastly, Hoang et al. (2021) combined the findings from 25 empirical studies and create a conclusion that empowering leadership and structured development programs are important in adapting innovation, engagement, and long-term growth among young hospitality professionals.

3. Research Design and Method

This study utilized a descriptive-correlational quantitative research design to explore the role of transformational leadership in developing Generation Z hospitality professionals. The research design is appropriate for determining the perceptions of transformational leadership, evaluating its key dimensions, and finding out their relationships with job satisfaction, motivation, professional growth, and career aspirations by using statistical methods, aligning with the study's objectives 1–5. Data are collected by means of semi-structured survey targeting Gen Z hospitality professionals (born 1997–2012) who are employed within the hospitality sector, selected via stratified random sampling to ensure that it represents across job positions, years of experience, sex, and the type of hospitality business. The survey employs validated instruments: the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1995, as cited in Jacobsen et al., 2021) to gauge transformational leadership dimensions such as idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, which are relevant for determining leadership behaviors in hospitality industry; the Job Satisfaction Survey (JSS) for job satisfaction, which are applicable to service industries; and the Utrecht Work Engagement Scale (UWES-3) (Schaufeli et al., 2020) that are adapted when it comes to motivation,

proper for capturing engagement. The importance of professional growth and career aspirations is measured by means of a custom scale that shows to be relevant when it comes to Gen Z's career-oriented outcomes. Statistical analysis, this includes descriptive statistics, Spearman's rho that comes with multiple regression to test hypotheses (H_{01} , H_{02} , H_{03}), to ensure robust findings (Li, X., & King, B., 2022).

The research method is aligned with the objective of the study by determining the leadership insights and workplace outcome who are involved in the hospitality sector. The Multifactor Leadership Questionnaire (MLQ) is utilized to evaluate the traits in relates to transformational leadership which supports Objectives 2 and 3. Certain instruments such as the Job Satisfaction Survey (JSS) and Utrecht Work Engagement Scale (UWES-3) provide several insights when it comes to job satisfaction and motivation, the key indicators of employee well-being that is addressed in Objective 4. Customized scales are used to discover professional growth and career aspirations linked with Objective 5, that reflects the developmental priorities of Gen Z employees. The demographic factors that include sex and work experience in Objective 1, contributes to goals around gender equity and decent work. The outcome serves as a basis for leadership strategies aligned with educational empowerment. Ethical considerations are practiced such as process, ensuring informed consent, participant anonymity, and voluntary involvement, with data evaluated using SPSS to guarantee reliability.

3.1 Sampling Method and Respondents

Stratified random sampling was used to select 172 Generation Z hospitality professionals who are born between 1997–2012, composed by experience, job role, sex, and business type to ensure balanced representation. G*Power determined a minimum sample of 146 for multiple regression analysis (medium effect size $f^2 = 0.15$, $\alpha = 0.05$, power = 0.80, with six predictors); accounting for a 3% non-response rate, the target was 150, but the final sample exceeded expectations. Participants with at least six months of industry experience were included to ensure meaningful exposure to leadership behaviors. A pilot test with 31 respondents, excluded from the main sample, refined the survey for clarity and reliability. This rigorous approach supports robust statistical analyses (e.g., ANOVA, regression) and informs leadership development strategies aligned with SDGs 4, 5, and 8.

3.2 Statistical Treatment

The following tools are used to ensure a valid interpretation of data.

For Objective 1, Analysis of Variance (ANOVA) determines the professional background factors (years of experience, job position, length of service, gender) influence Gen Z employees' perceptions of transformational leadership, comparing mean perception scores across groups to test Hypothesis H_{02} , as recommended by Creswell and Creswell (2023) for analyzing group differences.

For Objectives 2 and 3, descriptive statistics (means, standard deviations, rankings) evaluates the extent of perceived transformational leadership behaviors and identify the most evident dimensions (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) through the hospitality business, aligning with Creswell and Creswell (2023) for summarizing survey data.

For Objectives 4 and 5, Spearman's rho correlation and multiple regression evaluates the significant relationships between transformational leadership and job satisfaction, motivation, trust, respect, and workplace engagement (Objective 4), and between transformational leadership and professional growth and career aspirations (Objective 5). A composite transformational leadership score will use equal weights (0.25) for each dimension, reflecting their balanced importance in hospitality, as noted by Jacobsen et al. (2021). These analyses will test Hypotheses H_{01} and H_{03} , following Hayes (2022) for relational analyses.

For Objective 6, descriptive analysis will synthesize findings from Objectives 1–5 to provide evidence-based recommendations for hospitality management, integrating mean scores and regression results, as supported by Creswell and Creswell (2023).

The tables below present mean score interpretations for transformational leadership perceptions (Table 2), job satisfaction, motivation, trust, respect, and engagement (Table 3), and professional growth and career aspirations (Table 4), based on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

4. Results and Discussions

4.1 Respondents' Profile

	Profile	Frequency (n=172)	Percentage (%)
Sex	Female	75	43.6
	Male	64	37.2
	Prefer not to say	33	19.2
Years of Experience in Hospitality Industry			
	Less than 1 year	24	14.0
	1 – 3 years	67	39.0

4 – 6 years	56	32.6
7 years or more	25	14.5
Current Job Level Classification		
Entry level	104	60.5
Managerial	24	14.0
Supervisory	44	25.6
Length of Service in Current Organization		
6 months to 1 year	38	22.1
1 – 2 years	48	27.9
3 – 4 years	55	32.0
More than 4 years	31	18.0

The profile of 172 hospitality industry respondents reveals an even gender distribution, with a notable 19.2% opting not to disclose their gender. Results shows that most participants are relatively early in their careers, with 71.6% having 1 to 6 years of industry experience, and 60.5% working in entry-level roles. Employment tenure in current organizations centers around 1 to 4 years, suggesting moderate staff retention, while only 18% have been with their organizations beyond four years, indicating possible workforce fluidity and potential development gaps in long-term engagement or career progression.

The findings implies that when it comes to revealing that the focus of the participants are hospitality workforce composed of Gen Z individuals in early-career stages, with limited experience. exposure and leadership representation. This demographic composition suggests that there is a need for organizations to adapt leadership strategies and workplace cultures that will mentor these younger employees' expectations for growth, engagement, and ethical values. Furthermore, since the results shows limited managerial presence among Gen Z and the fluidity in tenure implies that when it comes to transformational leadership this may be a crucial role in developing retention, empowerment, and internal mobility. These implications extend to broader societal contexts, where adopting inclusive, values-driven leadership which can strengthen employee well-being and sustainable human resource practices in tourism and hospitality settings.

4.2 Perception of Gen Z Professional in Transformational Leadership Behaviors in their Supervisors or Management

	Mean	SD	Interpretation
Idealized Influence (Role Modeling and Integrity)	3.70		Agree
The immediate supervisor is consistently seen upholding ethical standards and earning trust through principled actions and fair treatment.	3.70	1.32	Agree
A sense of pride is often felt when observing the supervisor act as a role model of professionalism and integrity.	3.65	1.29	Agree
The supervisor is known for communicating a strong sense of purpose and aligning actions with core organizational values.	3.74	1.31	Agree
Respect is commonly shown toward the supervisor due to consistent, fair, and transparent decision-making.	3.71	1.30	Agree
Inspirational Motivation (Vision and Encouragement)	3.68		Agree
The supervisor frequently articulates a compelling vision that inspires shared enthusiasm and direction among team members.	3.67	1.29	Agree
Optimism about future goals is regularly expressed, encouraging others to remain focused and motivated.	3.69	1.37	Agree
A sense of meaning and purpose is fostered in the workplace through the supervisor's motivational communication.	3.66	1.30	Agree
High standards are set with confidence in the team's ability to meet or exceed expectations.	3.69	1.33	Agree
Intellectual Stimulation (Innovation and Critical Thinking)	3.67		Agree
Creative thinking and innovative approaches are actively encouraged by the supervisor when addressing workplace challenges.	3.69	1.32	Agree
Assumptions are constructively challenged, and open dialogue about alternative solutions is welcomed.	3.63	1.32	Agree

A culture of inquiry is promoted, where questioning the status quo is not only accepted but supported.	3.69	1.29	Agree
Diverse perspectives are valued and thoughtfully considered in the supervisor's decision-making process.	3.66	1.33	Agree
Individualized Consideration (Support and Development)	3.71		Agree
Individual needs, strengths, and aspirations are acknowledged and supported through personalized attention.	3.72	1.26	Agree
Constructive feedback and coaching are provided in ways that promote growth and confidence.	3.75	1.33	Agree
The supervisor is approachable and demonstrates genuine concern for the well-being of each team member.	3.70	1.33	Agree
Opportunities for learning and development are offered in ways that reflect an understanding of each person's unique potential.	3.67	1.27	Agree
Overall Mean	3.69		Agree

Table 2 provided the result regarding Gen Z professionals who belong in the hospitality industry generally perceive their supervisors that practiced transformational leadership behaviors, with an overall mean of 3.69 the result shows that there is a consistent agreement through all dimensions. Individualized Consideration scored the highest with a score of (3.71), stating that there is a strong appreciation for personalized mentorship, constructive feedback, and genuine concern for well-being. Idealized Influence comes closely with the score of (3.70), describing the result as admiration for ethical leadership and role modeling. Inspirational Motivation with the score of (3.68) and Intellectual Stimulation with the score of (3.67) informed us that supervisors are seen as a visionary and supportive of innovation and diverse perspectives within the workplace. In addition, these results illustrate the importance of integrity, relational support, and motivation in cultivating transformational leadership within Gen Z-led hospitality teams.

Several studies suggest that in relates to Gen Z professionals in hospitality sectors, shows consistently perceive their supervisors as displaying transformational leadership behaviors, especially relating to individualized consideration and dealing with ethical role modeling. This statement is supported by Abolnasser et al. (2023), who discovered that when dealing with transformational leadership, this enhances psychological well-being, job satisfaction, and engagement among hospitality workforce, especially when it comes to referring to personalized support and motivational communication to further enhance the workers' productivity. Seyfi, Vo-Thanh, and Zaman (2024) also stated that Gen Z employees see the importance of leadership styles that adapts authenticity, purpose, and innovation, these traits embedded in transformational leadership dimensions with the likes of intellectual stimulation and inspirational motivation. Furthermore, Sigaeva et al. (2022) mentioned that in relates to authentic leadership, this closely related to transformational practices, positively affects Gen Z's psychological capital and engagement, reinforcing the value of relational and ethical leadership in retaining and empowering this associate.

The results imply based on what is indicated that Generation Z professionals hold favorable perceptions of transformational leadership, especially in aspects which are related to *individualized consideration, ethical conduct, intellectual stimulation, and inspirational motivation*. Certain attitudes underscore a specific shift leaning towards knowing the value of relational trust, transparency, and inclusive advancement within the hospitality business sector. This implies with the results showing that it is significant. It also states that when it comes to emerging workforce predisposed to collaborative and empathetic professional environments. Institutions that respond to these preferences by cultivating ethically sound, innovation-driven, and employee-focused leadership frameworks may not only enhance organizational performance and retention but also contribute to broader societal outcomes, including the advancement of emotional intelligence, generational cohesion, and workplace inclusivity.

4.3 Visibility of Transformational Leadership Dimensions in the Workplace

	Mean	SD	Interpretation
Idealized Influence (Role Modeling and Integrity)	3.55		Frequently Observed
Ethical behavior and moral conviction are consistently demonstrated by supervisors, serving as a foundation for trust and respect.	3.55	1.35	Frequently Observed
Leaders are often viewed as role models who embody the values and standards expected within the organization.	3.49	1.39	Frequently Observed

A strong sense of mission and purpose is communicated by supervisors, reinforcing a shared commitment to excellence.	3.53	1.36	Frequently Observed
Supervisors are recognized for making decisions that reflect fairness, consistency, and integrity.	3.62	1.35	Frequently Observed
Inspirational Motivation (Vision and Encouragement)	3.58		Frequently Observed
A clear and inspiring vision is regularly communicated by supervisors, helping team members understand the broader goals of the organization.	3.54	1.33	Frequently Observed
Leaders express confidence in the team's abilities and encourage a positive outlook even during challenging times.	3.56	1.35	Frequently Observed
Motivational language and uplifting messages are used to energize and unite the team around common objectives.	3.59	1.39	Frequently Observed
Supervisors are known for setting ambitious goals and expressing belief in the team's capacity to achieve them.	3.61	1.37	Frequently Observed
Intellectual Stimulation (Innovation and Critical Thinking)	3.63		Frequently Observed
Supervisors promote a culture where new ideas are welcomed and creative problem-solving is encouraged.	3.56	1.37	Frequently Observed
Team members are challenged to think independently and explore alternative approaches to tasks and challenges.	3.56	1.35	Frequently Observed
Mistakes are treated as learning opportunities, and constructive feedback is used to refine thinking and performance.	3.58	1.33	Frequently Observed
Leaders actively seek input from team members and integrate diverse viewpoints into decision-making.	3.80	1.21	Frequently Observed
Individualized Consideration (Support and Development)	3.76		Frequently Observed
Supervisors take time to understand the unique strengths, needs, and aspirations of each team member.	3.73	1.32	Frequently Observed
Personalized support is provided to help individuals grow professionally and reach their potential.	3.77	1.24	Frequently Observed
Leaders are approachable and make an effort to build meaningful relationships with team members.	3.77	1.28	Frequently Observed
Opportunities for mentorship, coaching, or skill development are tailored to individual career paths.	3.76	1.25	Frequently Observed
Overall Mean	3.63		Frequently Observed

The results shown in Table 3 indicates that dealing with transformational leadership behaviors are frequently observed across all measured dimensions, with Individualized Consideration ($M = 3.76$) and Intellectual Stimulation ($M = 3.63$) emerging most prominently. These results suggest that supervisors in the hospitality sector are consistently recognize as ethical role models, motivational communicators, innovative thinkers, and supportive mentors. Also, the highest item score of 3.80 highlights leaders' openness to diverse viewpoints, stating to a participatory and inclusive organizational culture. The overall mean of 3.63 confirms the widespread visibility of transformational leadership practices, implying a leadership environment that nurtures psychological safety, develops professional growth, and aligns well with relational and developmental priorities that is being valued by Gen Z professionals in the workplace.

To further explain the result, dealing with transformational leadership behaviors. These are frequently observed across hospitality workplaces, with *Individualized Consideration* ($M = 3.76$) and *Intellectual Stimulation* ($M = 3.63$) emerging most prominently. These results tell us that supervisors are consistently appreciated as ethical role models, serve as motivational communicators, innovative thinkers, and providing a supportive mentorship just like what the Gen Z professionals needs to grow. Because as per the study of Farzana and Charoensukmongkol (2024) they discovered that transformational leadership significantly develops psychological empowerment and engagement when it comes to the hospitality settings, especially within the cultures with high power distance, such as Thailand. Their findings support the concept of visionary communication, ethical modeling, and personalized support that shows as important drivers of performance and retention among younger hospitality workers. In addition, Gui et al. (2020) conducted a meta-analysis of a total of sixty-two (62) hospitality studies and shows that transformational leadership has the strongest impact when it comes to relational perceptions, followed by the likes of attitudinal and behavioral outcomes. Their study

confirms that such dimensions as individualized consideration and intellectual stimulation are influential especially in fostering innovation, satisfaction, and commitment which validates the frequent visibility of these behaviors in the result of the study.

This would imply the reinforcement of relational and developmental values in workplace dynamics. The consistent visibility of transformational leadership behaviors especially by focusing on such terms as personalized support ($M = 3.76$), encouragement of innovation ($M = 3.63$), and ethical conduct ($M = 3.55$). This confirms that when it comes to employee's engagement, the environments where trust, psychological safety, and inclusive collaboration are prioritized. This deals with a broader generational shift among Gen Z professionals when it comes to valuing empathy, mentorship, and participative decision-making. In addition, organizations that continue to adapt these leadership qualities not only just to elevate individual performance but also to contribute to the cultivation of socially responsive and emotionally intelligent workplace cultures, which may encourage intergenerational cohesion and long-term institutional resilience.

4.4 Job Satisfaction and Motivation in the Workplace of the Gen Z

	Mean	SD	Interpretation
Job Satisfaction	3.76		Agree
There is a general sense of contentment with the nature of daily responsibilities and the overall role within the organization.	3.76	1.25	Agree
Compensation and benefits are perceived as fair and reflective of the effort and time invested in the job.	3.73	1.32	Agree
The work environment is experienced as respectful, inclusive, and conducive to personal and professional well-being.	3.77	1.33	Agree
Supervision is viewed positively, with leaders offering clear expectations, guidance, and appreciation.	3.77	1.27	Agree
There is a belief that the current job aligns well with personal values and long-term career goals.	3.77	1.25	Agree
Motivation	3.76		Agree
A strong sense of energy and enthusiasm is typically felt when beginning the workday or taking on new tasks.	3.80	1.30	Agree
Work is approached with a high level of dedication, even when tasks are repetitive or demanding.	3.72	1.39	Agree
Time often passes quickly while working, due to being fully immersed and focused on responsibilities.	3.74	1.30	Agree
There is a consistent drive to perform well and contribute meaningfully to the success of the team.	3.77	1.30	Agree
Challenges at work are viewed as opportunities for growth, rather than obstacles to avoid.	3.78	1.33	Agree
Overall Mean	3.76		Agree

Table 4 indicates that Generation Z professionals experience a high level of job satisfaction and motivation in the workplace, with an overall mean score of 3.76 across both dimensions. Job satisfaction is consistently rated favorably ($M = 3.73$ – 3.77), as participants express their contentment especially with their workload, fairness in relation to compensation and benefits, supportive supervision, and alignment between their roles and long-term career goals. Likewise, motivation reflects strong enthusiasm, commitment, and engagement, with Gen Z professionals reporting they feel energized at the start of their workday, stay focused on tasks, and view challenges as growth opportunities. Notably, the highest-rated motivation item ($M = 3.80$) highlights their proactive attitude when beginning new assignments, reinforcing a positive and purposeful approach to their professional responsibilities.

Because the results show a high level of job satisfaction and motivation within the Gen Z professionals in hospitality sector (overall mean = 3.76), these are supported by recent studies stating that when it comes to generational shift in workplace expectations. Surugiu et al. (2025) acknowledge recognition, well-being, and skills development as key motivators for Gen Z, with wage and autonomy being the participants' primary drivers when it comes to work efficiency. Their study also discussed Gen Z's preference especially for individualized support and their tendency to see challenges as opportunity for growth, which also mirroring the high ratings for eagerness and task which is focused on their motivation dimension. In addition, Hilton et al. (2023) discovered that transformational leadership dimensions relate to individualized consideration and inspirational motivation which significantly

enhance job satisfaction, which in turn mediates organizational performance. These findings confirmed that in the subject of leadership styles and tailored motivational strategies showed that it is very crucial in promoting a workplace culture that resonates with Gen Z professional with their values of purpose, fairness, and personal growth.

This would imply that a shift in organizational dynamics with high levels of job satisfaction and motivation within Gen Z hospitality workers tells us that there is a significant shift in workplace dynamics, where it is stated that certain issues such as personal fulfillment, fairness, and proactive engagement, are becoming a core when it comes to professional identity. This would incline to such implications that future organizational strategies must make a priority to focus on the following variables such as individual empowerment, emotional support, and a much clear career pathways, to foster a sense of purpose and loyalty. As Gen Z continues to contribute to the hospitality workforce, businesses may need to adapt more inclusive and values-driven environments which could lead to autonomy, growth, and transparency and not just to retain the current workforce but to redefine what sustainable and ethical work culture not just in the hospitality industry.

4.5 Relationship between Transformational Leadership and Gen Z Employees' Job Satisfaction and Motivation

			Correlations					
Spearman's rho	Idealized Influence		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Job Satisfaction	Motivation
		Correlation Coefficient	1.000	.930**	.941**	.946**	.836**	.805**
		Sig. (2-tailed)	.	<.001	<.001	<.001	<.001	<.001
		N	172	172	172	172	172	172
	Inspirational Motivation	Correlation Coefficient	.930**	1.000	.929**	.930**	.825**	.828**
		Sig. (2-tailed)	<.001	.	<.001	<.001	<.001	<.001
		N	172	172	172	172	172	172
	Intellectual Stimulation	Correlation Coefficient	.941**	.929**	1.000	.941**	.852**	.818**
		Sig. (2-tailed)	<.001	<.001	.	<.001	<.001	<.001
		N	172	172	172	172	172	172
	Individualized Consideration	Correlation Coefficient	.946**	.930**	.941**	1.000	.825**	.834**
		Sig. (2-tailed)	<.001	<.001	<.001	.	<.001	<.001
		N	172	172	172	172	172	172
	Job Satisfaction	Correlation Coefficient	.836**	.825**	.852**	.825**	1.000	.854**
		Sig. (2-tailed)	<.001	<.001	<.001	<.001	.	<.001
		N	172	172	172	172	172	172
	Motivation	Correlation Coefficient	.805**	.828**	.818**	.834**	.854**	1.000
		Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	.
		N	172	172	172	172	172	172

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation results are based on Spearman's rho that details the relationship between dimensions of transformational leadership with job satisfaction and motivation as crucial workplace outcomes among Generation Z employees are presented in Table 5.

As expected, all correlations were positive, strong, and significant at the 0.01 level ($p < 0.001$), and reflected strong axiomatic relationships between transformational leadership behavior and employee outcome.

In terms of leadership dimensions, Intellectual Stimulation was the most strongly correlated with job satisfaction ($r = .852$), closely followed by Individualized Consideration ($r = .825$), implying that greater intellectual challenges and personalized support from leaders result in higher levels of job satisfaction. Similarly, Motivation correlates highest with Job Satisfaction ($p = .854$) and Individualized Consideration ($r = .834$), confirming that personalized guidance and support are also effective in producing enthusiasm and energy in employees.

All four dimensions of transformational leadership-Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration-are very strongly intercorrelated, demonstrating the cohesiveness of the leadership model.

The evidence supports a significant and meaningful association between transformational leadership and the job satisfaction and motivation of Gen Z employees. Transformational leadership, thus, seems to be a good approach toward creating a positive and motivating work environment for younger professionals in the workforce.

4.6 Professional Growth and Career Aspirations of the Gen Z

	Mean	SD	Interpretation
Professional Growth	3.77		Agree
Opportunities for skill development and continuous learning are regularly provided and encouraged in the current workplace.	3.78	1.30	Agree
Supervisors or managers are perceived as supportive of individual growth through coaching, mentoring, or training.	3.77	1.30	Agree
There is a clear path for advancement or promotion within the organization that aligns with personal development goals.	3.74	1.30	Agree
Feedback and performance evaluations are used constructively to support professional improvement.	3.79	1.36	Agree
The current role is viewed as a stepping stone that contributes meaningfully to long-term career development.	3.76	1.35	Agree
Career Aspirations	3.54		Agree
There is a strong desire to pursue leadership or management roles within the hospitality industry in the future.	3.55	1.36	Agree
Long-term career goals are clearly defined and actively pursued through current work experiences.	3.53	1.41	Agree
The organization is seen as a place where long-term career ambitions can be realized.	3.58	1.42	Agree
Personal motivation to succeed in the hospitality field is reinforced by the leadership style observed in the workplace.	3.54	1.34	Agree
There is confidence in the ability to achieve career goals, supported by the current work environment and leadership culture.	3.50	1.36	Agree
Overall Mean	3.66		Agree

Table 6 shows that the Generation Z professionals identify their working environment as conducive to growth and career development, with the result of an overall mean score of 3.66 across both dimensions. The Professional Growth dimension, scoring 3.77, reflects their favorable views on opportunities for learning, mentorship, and advancement which are highlighting that feedback and supervisor-led coaching are seen as an important tool for professional development. Meanwhile, in relation to Career Aspirations dimension, scored slightly lower at 3.54, which indicates the moderate optimism about the future leadership roles and long-term goals, though it also points to areas where organizations can enhance clarity and direction. The following results suggest that while Gen Z employees feel supported and energized, they still needed a stronger guidance to further solidify their career goals and deepen organizational commitment.

Because generation Z professionals' workplace has their expectations especially in relation to their career advancement and intrinsic motivators. It is strongly reinforced by recent empirical research. Deng et al. (2023) support that transformational leadership is a critical driver of motivation and engagement, among every younger employee especially with Gen Z workers who seek purposeful and developmental experiences. These viewpoints come together with the result of the study, which describes a strong preference for structured career growth and moderate optimism in navigating work environments. Lastly, Alilio et al. (2024) discovered that in terms of quality of work-life, it significantly moderates the connection between occupational self-efficacy and organizational commitment among Gen Z employees, which underscores the importance of well-being, autonomy, and meaningful work that will result in long-term engagement.

The result implies that with Generation Z professionals determining their workplace as focal point of growth and career development, this would reflect in a 3.66 overall mean score that creates a signal of positive outlook within organizational culture that sees the importance of mentorship, feedback, and continuous learning. With higher ratings in Professional Growth (3.77), this also implies that Gen Z's has a strong appreciation for developmental tools that includes coaching and performance feedback suggests an increasing demand for organizations to institutionalize personalized support systems. However, there is a slightly lower score in Career Aspirations (3.54) this result reveals a gap when it comes to strategic guidance and clarity dealing with future leadership trajectories, that indicates the need for companies to embrace a more transparent career roadmap. This generational profile illustrates a workforce energized by opportunity yet in search of structured direction that also emphasizes the importance

for leadership practices that go beyond traditional models and adapts autonomy, purpose, and long-term engagement to cultivate a deeper sense of belonging and professional identity.

4.7 Relationship between Transformational Leadership and Gen Z Employees' Professional Growth and Career Aspirations

			Correlations					
			Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Professional Growth	Career Aspirations
Spearman's rho	Idealized Influence	Correlation Coefficient	1.000	.930**	.941**	.946**	.818**	.842**
		Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001
		N	172	172	172	172	172	172
	Inspirational Motivation	Correlation Coefficient	.930**	1.000	.929**	.930**	.819**	.842**
		Sig. (2-tailed)	<.001		<.001	<.001	<.001	<.001
		N	172	172	172	172	172	172
	Intellectual Stimulation	Correlation Coefficient	.941**	.929**	1.000	.941**	.836**	.829**
		Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001
		N	172	172	172	172	172	172
	Individualized Consideration	Correlation Coefficient	.946**	.930**	.941**	1.000	.804**	.842**
		Sig. (2-tailed)	<.001	<.001	<.001		<.001	<.001
		N	172	172	172	172	172	172
	Professional Growth	Correlation Coefficient	.818**	.819**	.836**	.804**	1.000	.876**
		Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001
		N	172	172	172	172	172	172
	Career Aspirations	Correlation Coefficient	.842**	.842**	.829**	.842**	.876**	1.000
		Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	
		N	172	172	172	172	172	172

** Correlation is significant at the 0.01 level (2-tailed).

Table 7 presents the Spearman's rank-order correlation between the four transformational leadership dimensions-Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration - and Gen Z employees' professional growth and careers' aspirations. All established positive, strong, and statistically significant correlation at the 0.01 level (2-tailed) which implied that the more transformational leadership behaviors Gen Z employees perceived, the more they were professionally grown and aspired.

With respect to professional growth, Intellectual Stimulation and Inspirational Motivation establish the strongest correlations ($r = .836$) with it, suggesting thereby that when leaders challenge Gen Z employees to think creatively, and energize them with a compelling vision, they are far more likely to achieve professional growth. Likewise, the other strong, positive correlations associated with the leaders being role models and those providing personalized surveys indicate that these factors play a significant role in enhancing growth.

For Career Aspirations, the strongest correlation is with Professional Growth ($r = .876$), implying that workplace growth opportunities strongly predict Gen Z employees' future-oriented goals. All four leadership dimensions also correlate strongly with Career Aspirations: Individualized Consideration ($r = .842$) and Inspirational Motivation ($r = .842$) scored the highest, followed by Idealized Influence ($r = .842$) and Intellectual Stimulation ($r = .829$). This connotes that inspiring, supporting, and intellectually engaging leadership for young professionals is closely related to their vision of future roles and advancement.

4. Conclusion

With the support of the theory of Bandura's Social Cognitive Theory and Bass and Riggio's Transformational Leadership Theory, the research concluded that certain insights revealed how Generation Z professionals showcase their experience and respond to leadership in hospitality settings which they are experiencing while they are currently part of the hospitality workplace. These results reveals that in the setting of professional background, key components such as years of experience, job position, and tenure obviously affect the perceptions when it comes to transformational leadership, especially within the role of modeling and individualized support. Gen Z professionals regularly perceive transformational behaviors within their supervisors in relation to intellectual stimulation and personalized mentorship, showing that it is as frequent and impactful, which aligns well with their preference for learning new techniques, inclusion, and developmental guidance. Within the key dimensions, individualized consideration and inspirational motivation emerged as the most obvious key dimension, this reflects a leadership climate that stimulates psychological safety that might leads to innovation. Also, the study determined the significant relationships between transformational leadership and Gen Z's levels of job satisfaction, motivation, professional growth, and career aspirations, which highlights the function of positive reinforcement, observational learning, and strategic feedback in shaping up a long-term

organizational commitment. These conclusions promote the importance of transformational leadership that empowers Gen Z employees by means of leadership styles grounded in authenticity, support, and vision is a crucial point for unlocking their full potential in work environments.

The results confirm that transformational leadership plays a crucial role in developing workplace outcomes for Generation Z professionals, simply by demonstrating a strong and consistent relationships with job satisfaction, motivation, professional growth, and career aspirations. Intellectual stimulation and individualized support appear as the most influential dimensions, fortifying the idea especially with the young employees who are challenged to think productively if it comes with a personalized support, their satisfaction and engagement significantly increases. The cohesive interplay among all four leadership dimensions that validates further when it comes to the strength of the transformational model in adapting a growth-driven environments. Furthermore, the clear link between professional development and long-term career goals highlights the needs of visionary, ethical, and supportive leadership that empowers Gen Z professionals to pursue even further the advancement and find their purpose especially in their career goals.

The conclusion among shaping the leadership development and workplace culture for the Generation Z workforce by simply underscoring the transformational leadership behaviors particularly by means of intellectual stimulation and individualized consideration, the organizations can adapt an environment that prioritizes satisfaction among their employees and to motivate professional growth and aspirational career pathways. This supports the need for ethical, visionary, and supportive leadership training programs that is align with young professionals' outlook for purpose-driven work. Furthermore, these leadership practices deliver to a much wider societal goals, that includes promoting equitable opportunities, minimizing workplace disengagement, and empowering the current younger generation to become innovative and socially conscious contributors in diverse organizational settings.

Limitation of the Research: The limitation of this study was confined to a small group of Gen Z participants with a total number of 172 in the hospitality sector which could have limit its applicability to other areas or business settings. In addition, the scope includes only a few selected sectors, which could have influence the range of leadership behaviors and employee responses. Future studies are recommended to expand the research to more diverse settings that comes with a wider geographic area to enrich representativeness. Further exploration of other generational cohorts and leadership models could also provide comparative insights and enhance generalizability across workplace contexts.

4.1 Recommendations

1. Hospitality Sectors should prioritize enhancing leadership training programs by promoting transformational leadership qualities, by focusing on intellectual stimulation and individualized consideration, to better engage Gen Z employees and future generations.
2. By tailoring a professional growth strategy or creating a personal development plan for individual every employees' strengths and aspirations to increase motivation and job satisfaction.
3. To encourage a vision driven leadership that leads to compelling organizational visions to inspire young professionals in relates to a long-term career goal.
4. To promote creative thinking in relates to the workplace cultures that will challenge Gen Z employees to think innovatively, to encourage intellectual engagement and professional advancement.
5. Further studies should be conducted to expand the research across the hospitality industries and different regions to validate and generalize the findings more broadly.

Funding: "This research received no external funding"

Conflicts of Interest: "The authors declare no conflict of interest."

ORCID iD: 0009-0008-4481-9823

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers.

References

[1] Abolnasser, M. S. A., Abdou, A. H., Hassan, T. H., & Salem, A. E. (2023). Transformational leadership, employee engagement, job satisfaction, and psychological well-being among hotel employees after the height of the COVID-19 pandemic: A serial mediation model. *International Journal of Environmental Research and Public Health*, 20(4), 3609. <https://doi.org/10.3390/ijerph20043609>

- [2] Alilio, M. Z. E. M., Bautista, L. A. F., Capariño, V. E., Tubu, J. M., & Manaois, J. O. (2024). Quality of work-life: Its moderating role on Filipino Gen Z's occupational self-efficacy and organizational commitment. *International Conference on Contemporary Education, Psychology and Humanities*. <https://doi.org/10.5281/zenodo.12737808>
- [3] Aşkun, V., & Çizel, R. (2024). A model proposal for sustainable career management in hospitality: Grounded theory perspective. *Advances in Hospitality and Tourism Research*, 12(4), 421–448. <https://doi.org/10.30519/ahtr.1495507>
- [4] Aziz, N. A. (2021). Factors impacting career decision making among graduates to work in hospitality and tourism industry [Master's thesis, Universiti Utara Malaysia]. UUM Electronic Theses and Dissertation. <https://etd.uum.edu.my/10154/>
- [5] Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall.
- [6] Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Psychology Press.
- [7] Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). SAGE Publications.
- [8] Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational leadership effectiveness: An evidence-based primer. *Human Resource Development International*, 26(5), 627–641. <https://doi.org/10.1080/13678868.2022.2135938>
- [9] Diantoro, A. K., Sutanto, H., & Utami, Y. (2021). The effect of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration on HR performance. *RSF Conference Series: Business, Management and Social Sciences*, 1(3), 100–109. <https://doi.org/10.31098/bmss.v1i3.293>
- [10] Diz, M. R. (2021). Gen Z and millennials in the workplace: How are leaders adapting to their short attention spans and how will they keep them from leaving? [Doctoral dissertation, Florida International University]. FIU Digital Commons. <https://digitalcommons.fiu.edu/etd/4800>
- [11] Farzana, S., & Charoensukmongkol, P. (2024). Effects of transformational leadership on psychological empowerment and employee engagement: A comparative study of Bangladesh and Thailand. *Journal of Asia Business Studies*, 18(4), 1094–1113. <https://doi.org/10.1108/JABS-07-2023-0256>
- [12] Ferreira, J. M. C. V. D. (2022). The role of employees' internal mobility, empowerment, and leadership in hospitality industry: Its implications on customer satisfaction [Master's thesis, NOVA IMS]. <https://run.unl.pt/handle/10362/148850>
- [13] Filani, P., Peter, I. P., Saifudeen, A., & Nwannebuife, A. S. (2025). Transformational leadership and employee performance among hotels in Lagos Metropolis. *European Journal of Business and Innovation Research*, 13(1), 52–70. <https://doi.org/10.37745/ejbir.2013/vol13n15270>
- [14] Forney, J. L. (2020). The influence of leadership behaviors and hospitality culture on the perception of internal service quality delivered in hotels [Doctoral dissertation, Iowa State University]. Iowa State University Digital Repository. <https://dr.lib.iastate.edu/entities/publication/9ff86132-1bf7-4106-8f2a-e03d2892c2a6>
- [15] Gonzalez, C. (2021). Transformational leadership behaviors and its impacts on subordinates [Master's thesis, California State University, Northridge]. CSU ScholarWorks. <https://scholarworks.calstate.edu/downloads/0z709234f>
- [16] Gui, C., Luo, A., Zhang, P., & Deng, A. (2020). A meta-analysis of transformational leadership in hospitality research. *International Journal of Contemporary Hospitality Management*, 32(6), 2137–2154. <https://doi.org/10.1108/IJCHM-05-2019-0507>
- [17] Harb, A., Harb, Y., Alakaleek, W., Alhammad, F. A., Alzboun, N., & Al-Omar, S. (2024). Understanding the relationship between individual characteristics, self-efficacy beliefs and career aspirations of Generation Z in tourism and hospitality. *Journal of Teaching in Travel & Tourism*, 24(2), 107–133. <https://doi.org/10.1080/15313220.2024.2311903>
- [18] Hasri, N., Din, F. A. M., Same, A. H., Jakeriah, R., & Patah, M. O. R. A. (2021). Hospitality fresh graduates' competency and hotel job offer decisions. *International Journal of Academic Research in Business and Social Sciences*, 11(16), 10–26. <https://doi.org/10.6007/IJARBS/v11-i16/11212>
- [19] Hayes, A. F. (2022). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (3rd ed.). Guilford Press.
- [20] Helalat, A., Sharari, H., Alhelalat, J., & Al-Aqrabawi, R. (2024). Transformational leadership and employee performance: A further insight using work engagement. *Economics*, 13(1). <https://doi.org/10.2478/eoik-2025-0015>
- [21] Hilton, S. K., Madilo, W., Awaah, F., & Arkorful, H. (2023). Dimensions of transformational leadership and organizational performance: The mediating effect of job satisfaction. *Management Research Review*, 46(1), 1–19. <https://doi.org/10.1108/MRR-02-2021-0152>
- [22] Hoang, G., Wilson-Evered, E., Lockstone-Binney, L., & Luu, T. T. (2021). Empowering leadership in hospitality and tourism management: A systematic literature review. *International Journal of Contemporary Hospitality Management*, 33(12), 4182–4214. <https://doi.org/10.1108/IJCHM-03-2021-0323>
- [23] Katsaros, K. K. (2025). Gen Z tourism employees' adaptive performance during a major cultural shift: The impact of leadership and employee voice behavior. *Behavioral Sciences*, 15(2), 171. <https://doi.org/10.3390/bs15020171>
- [24] Kim, J.-K., Yang, J.-J., & Lee, Y.-K. (2023). The impact of transformational leadership on service employees in the hotel industry. *Behavioral Sciences*, 13(9), 731. <https://doi.org/10.3390/bs13090731>
- [25] Kokkhangplu, A., & Maksap, N. (2021). Employee engagement and transformational leadership in hotels in Thailand. *Global Scientific Journal*, 9(4), 1–12. https://www.globalscientificjournal.com/researchpaper/Employee_Engagement_and_Transformation_Leadership_in_Hotel_Thailand.pdf
- [26] Li, X., & King, B. (2022). Hospitality's ethical values and unethical employee behaviour: The mediating role of work values and moderation by perceived organizational support. *Frontiers in Psychology*, 13, Article 106379. <https://doi.org/10.3389/fpsyg.2022.1063797>
- [27] Ortega, D. M. (2024). Transformational leadership and job performance: The mediating role of corporate social responsibility in hotel industry in the Philippines. *Journal of the Academy of Business and Emerging Markets*, 4(1), 25–38. <https://doi.org/10.5281/zenodo.10836798>
- [28] Policarpio, A. C. C. (2023). Leadership preferences of Gen Z employees [Master's thesis, Ateneo de Manila University]. Archium Ateneo. <https://archium.ateneo.edu/theses-dissertations/622>
- [29] Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2019). An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment*, 35(4), 577–591 doi: 10.1027/1015-5759/a000430
- [30] Seamon, L. (2022). Generation Z's perception of leadership effectiveness [Doctoral dissertation, Walden University]. Walden Dissertations and Doctoral Studies. <https://scholarworks.waldenu.edu/dissertations/12551>

- [32] Seeram, H., Murugesan, S., & Devamaindhan, B. (2021). Learning And Development (L&D) Strategies Adopted in Recent Scenario to Create Young Professionals-Organization Fit in Hotel Industry. *Journal of Aquatic Science*, 9(3), 1–15. https://www.journal-aquaticscience.com/article_132887_48dd6231e264fa1e324c96a4e949771e.pdf
- [33] Seyfi, S., Vo-Thanh, T., & Zaman, M. (2024). Hospitality in the age of Gen Z: A critical reflection on evolving customer and workforce expectations. *International Journal of Contemporary Hospitality Management*, 36(13), 118–134. <https://doi.org/10.1108/IJCHM-01-2024-0035>
- [34] Sharif, S., Tongkachok, K., Akbar, M., Iqbal, K., & Lodhi, R. N. (2021). Transformational leadership and innovative work behavior in three-star hotels: Mediating role of leader-member exchange, knowledge sharing and voice behavior. *VINE Journal of Information and Knowledge Management Systems*. <https://doi.org/10.1108/VJIKMS-07-2021-0122>
- [35] Sigaeva, N., Arasli, H., Ozdemir, E., Atai, G., & Capkiner, E. (2022). In search of effective Gen Z engagement in the hospitality industry: Revisiting issues of servant and authentic leadership. *Sustainability*, 14(20), 13105. <https://doi.org/10.3390/su142013105>
- [36] Signe, A. M. P., Belarma, P. E., Ceniza, J. M., & Capitan, N. M. (2021). Cultivating state-of-the-art competencies and 21st century skills for hospitality management students: A learning and development model. *Human Behavior, Development and Society*, 22(3), 1–12. <https://so01.tci-thaijo.org/index.php/hbds/article/view/251024>
- [37] Surugiu, C., Surugiu, M.-R., Grădinaru, C., & Grigore, A.-M. (2025). Factors motivating Generation Z in the workplace: Managerial challenges and insights. *Administrative Sciences*, 15(1), 29. <https://doi.org/10.3390/admsci15010029>
- [38] Talamayan, M. C., Teng-Calleja, M., & Caringal-Go, J. F. (2024). Motivating Filipino Generation Z employees at work: Enablers and outcomes. *Evidence-based HRM*. <https://doi.org/10.1108/EBHRM-07-2023-0170>
- [39] Tidhar, L. (2023). Management and leadership for Generation Z in an era of changing employee commitment. *Journal of Public Administration, Finance and Law*, 27, 487–502. <https://doi.org/10.47743/jopaf1-2023-27-36>
- [40] Tocle, R. J. D. (2021). The mediating role of organizational commitment between transformational leadership, job satisfaction, and turnover intention among call center agents in Metro Manila. *WVSU Research Journal*, 10(2), 26–47. <https://doi.org/10.59460/wvsurjvol10iss2pp26-47>
- [41] Udin, U. (2021). Transformational leadership and employee performance: Inside the black box. *International Journal of Management, Social Sciences, and Scientific Research*, 3(6), 1–10. <https://www.ijmsssr.org/paper/IJMSSSR00573.pdf>
- [42] Wasserbauer, M., & Saputra, F. (2024). Factors affecting Generation Z employee performance: Analysis of organizational culture, leadership style, and information technology. *International Journal of Applied Management*, 2(4), 1–12. <https://greenpub.org/IJAM/article/download/636/455>
- [43] Wijayanti, I. W., & Wijono, S. (2023). The role of transformational leadership in managing the organization at Solo Paragon Hotel and Residences. *International Journal of Advanced Multidisciplinary Research Studies*, 3(6), 830–834. <https://www.multiresearchjournal.com/admin/uploads/archives/archive-1701753948.pdf>