

Transformational leadership and work performances in resort businesses in Lipa City Batangas

Briones, Niño Lasin ✉

Graduate School, Lyceum of the Philippines University - Batangas, Philippines (escapemeup@gmail.com; briones.ninio@yahoo.com)



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Abstract

This quantitative descriptive-correlational study investigated the relationship between transformational leadership and employee work performance in resort businesses in Lipa City, Batangas. Utilizing a survey questionnaire, the study evaluated perceived levels of transformational leadership dimensions and employee work performance, specifically examining Task, Contextual, and Counterproductive performance. Findings revealed that transformational leadership is consistently practiced at a high level across all its dimensions, with leaders notably serving as strong role models. Similarly, employee work performance was perceived as high across all facets, with a particularly low incidence of undesirable behaviors, indicating a highly effective workforce. Statistical analyses confirmed a highly significant positive relationship ($p < .001$) between all dimensions of transformational leadership and both Task and Contextual performance. Importantly, transformational leadership also showed a highly significant negative relationship ($p < .001$) with Counterproductive performance, suggesting that effective leadership helps minimize detrimental workplace actions. The study concludes that transformational leadership is a vital element contributing to superior work performance in the resort sector, strongly advocating for continued investment in and enhancement of these leadership practices.

Keywords: transformational leadership, work performance, resort business

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1. Introduction

In any thriving organization, especially within the dynamic hospitality sector, leadership stands as a cornerstone, profoundly influencing how employees perform and, ultimately, how successful the business becomes. For resort businesses, where guest experience is paramount and service excellence is a daily goal, the quality of leadership can truly make or break an operation. It's fascinating to consider how leaders inspire, motivate, and guide their teams, shaping not just individual tasks but the very culture and spirit of the workplace. This study delves into that vital connection, exploring how leadership styles directly impact the dedicated individuals who bring these resorts to life.

The transformational leader is noted as one of the best and most effective styles of leadership found in many successful organizations; performance and group satisfaction tend to be higher in transformational leadership (Cherry, 2022). It has also been found that this leadership style, especially in the inspirational motivation factor, has a direct influence on the employee's performance, therefore emphasizing the role of good communication and objectives setting (Top et al., 2020). This method emphasizes how leader establishes mutual vision, develops organizational culture so that it empowers employees, motivates them to adopt single idea and increased their sense of social responsibility (Cherry, 2022). Its four factors are those of: Idealized Influence, for role modelling; Inspirational Motivation, for vision articulating; Intellectual Stimulation, for creativity stimulating and new things thinking; and Individualized Consideration, about personalized support and encouragement for each follower. These leadership behaviors are important for optimizing Work Performance, which; concerns what an individual is actually doing in the job role (Ciner, 2019). As such, in the present study, work performance is considered in terms of Task Performance (i.e core job duties), Contextual Performance (i.e, discretionary behaviors), and the significant absence of Counterproductive Performance (i.e, harmful actions).

This study was conducted in the competitive context of the resort-oriented businesses in Lipa City, Batangas. All the learning presented in this paper were directly drawn from the experiences as well as knowledge of the employees from those resort establishment in Lipa City, both of their experiences are their perception. It provides a rare and precious window to view the ways in which leadership works and does not work in this specific local context. Such ideas as transformational leadership and work performance, which are more global in character, had been intensively analyzed all over the world, but very few studies were conducted that integrated both constructs in a single study and related them to the specific cultural atmosphere and work conditions of resort companies operating in a developing area such as Lipa City, Batangas. It was important to better understand these local dynamics in order to craft situationally appropriate strategies. This study aimed to address this gap by offering empirical insights that informed and underpinned contextually relevant leadership practices in this industry sector and region.

An analysis of the results aimed to provide significant contributions to the understanding of leadership and employee performance in the context of Lipa City resorts. The results provided companies with a solid base for recommendations that ensured a return on investment through an inspired, productive, and harmonious working environment, and delivered a closing action plan for resort management and leaders to use in implementing action points that would prevent a recurrence of the challenges.

Objectives of the Study - The study designed to inspect the transformational leadership and its effect to work performances of employees in selected resort businesses in Lipa City, Batangas. Specifically, this study evaluated the transformational leadership in resort businesses in terms of individual considerations Inspirational motivations, Intellectual stimulation and Idealized influence; described the employee work performance in terms of task performances, contextual performances and counterproductive performances; tested the significant relationship between transformational leadership and work performance and to come up with an action plan to

improve leadership and work performance based on the results of the study.

2. Methods

Research Design - A descriptive research design is used when a researcher aims to identify different attributes such as characteristics, frequencies, trends, correlation, and categories. In contrast to experimental research, the investigator observes and measures variables of interest but does not manipulate or control them. This study aims to identify the characteristics of a transformational leader and its effect to the work performances of the local employees of resort business in Lipa City, Batangas. In addition, the descriptive research method will help the researcher to verify and validate existing conditions of work performance of the respondents.

Participants of the Study - A total of 300 employees from locally licensed resort businesses in Lipa City, Batangas served as the respondents of this study. The criteria for selecting the respondents included that their respective businesses had been operating within Lipa City for no less than one year.

Data Gathering Instruments - The instrument used was an adapted survey questionnaire. Assessing the Effects of Leadership Styles on Employees' Outcomes in International Luxury Hotels (Aguiar-Quintana et al., 2014). The first part of the questionnaires deals with the demographic profile of the respondents that the researcher believe would be helpful in finding the relationship of the variables used in this study. Second part of the survey questionnaire deals with dimensions of the variables pertaining the dimensions of work performances which will help the researcher to answer his objective of the study. The respondents were encouraged to put remarks as strongly agree-4, agree-3, disagree-2, and strongly disagree-1 depending on their responses to the questions.

Table 1

Summary of Reliability Test

Constructs	Items	Alpha (α)	Internal Consistency
Idealized Influence	7	.876	Good
Intellectual Simulation	4	.913	Excellent
Individual Consideration	11	.938	Excellent
Inspirational Motivation	9	.929	Excellent
Task Performance	7	.916	Excellent
Contextual Performance	9	.941	Excellent
Counter-Productive Performance	9	.991	Excellent
Overall	56	.961	Excellent

Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. The reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

Data Gathering Procedure - The researcher prepared letter of intent to process physical interview with the owner of the business through sent mails, over- the - counter or using electronic mails and social media messaging platforms. After seeking the approval, the questionnaires were being distributed to the respondents and given enough time to answer all of the questions. The researcher help most of the respondents to answer the questionnaire through face to face interview in order to mitigate some factors that could lead to research bias. On the other hand, the researcher immediately responded to the messages of the other respondents saying that their response has already made and done and ready for pick up. Afterwards, the results were being tallied, analyzed, and interpreted through different charts and tables.

Ethical Considerations - The researcher considered ethical factors when conducting the study such as letter of intent to survey and presentation of documents pertaining to data privacy act or information disclosure. The

researcher reassured the willingness of respondents before answering the survey questionnaires by having their permission to do so. The participants have been fully oriented on the process such as refusal to answer some parts which is uncomfortable on their part. Thus, names or any personal information was leave optional on both ends. No any form of recording or taking video or images from the start up to the end of survey process to reserved their rights to privacy. This study was conducted with due adherence to ethical considerations, making sure that all of the data collected has been only utilized for research purposes hence maintaining the quality and integrity of this study. The researcher also requested few letters and communication to the owners or managers of the business enterprises to make sure that those are willing for better clarifications and prepare themselves to answer relevant questions to be included with the main questionnaire based on their experiences as well. It also preserved the privacy and identity of the survey respondents by not asking for their names in completing the questionnaires. Also, the researcher was certain that each participant had voluntarily responded as to what he/she wanted to annotate in the questionnaire. Finally, guaranteeing that no individuals responding to the study were injured or harmed and their personal safety and security remain the most important.

Data Analysis - Weighted Mean. This was to describe the services offered by the respondents as perceived by the owners or proprietors. Lastly, T – Test was used to identify and compare the means of two groups which are the employees and the managers to determine the relationship of transformational leadership and employee work performances. Weighted mean and rank were used to evaluate the transformational leadership in resort businesses in terms of individual considerations Inspirational motivations, Intellectual stimulation and Idealized influence; describe the employee work performance in terms of task performances, adaptive performance and contextual performances; The result of Shapiro-Wilk Test showed that p-values of all variables are less than 0.05 which means that the data set is not normally distributed. Spearman rho was used to test the significant relationship. All analyzes were performed using SPSS version 26.

3. Results and discussions

Table 2

Summary Table on Transformational Leadership in Resort Businesses

Key Result Area	Composite Mean	VI	Rank
Idealized Influenced	3.34	Agree	1
Intellectual Stimulation	3.32	Agree	2
Individual Consideration	3.28	Agree	4
Inspirational Motivation	3.30	Agree	3
Grand Composite Mean	3.31	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 2 shows the Summary Table on Transformational Leadership in Resort Businesses, which states that the overall assessment of transformational leadership, with a Grand Composite Mean of 3.31, which is verbally interpreted as Agree. The research implies that transformational leadership, as a whole, is consistently practiced and positively perceived among leaders in resort businesses in Lipa City, Batangas, indicating that they generally exhibit behaviors that inspire, intellectualize, provide individualized support, and act as role models. This highlights the importance of leaders embodying the organization's values and vision to foster a strong sense of purpose and direction among their teams (Marasigan et al., 2020). This approach enables leaders to transform individual desires into shared, common interests by emphasizing shared values, a clear vision, collective decision-making, and empowerment, ultimately fostering an environment where followers are inspired and motivated to work independently toward a collective purpose (Shahzad et al., 2022).

The dimension of Idealized Influence garnered the highest composite mean of 3.34, with a verbal interpretation of “Agree,” ranking first among the four transformational leadership dimensions. This suggests that employees most strongly perceived their leaders as exemplary role models—individuals who inspire trust, demonstrate ethical conduct, and embody the core values and goals of the organization. Such leaders are not only

respected but are also seen as deeply committed to the vision and mission of the resort companies. This finding reinforces the earlier detailed analysis presented in Table 2, where the indicator “Provides insight and awareness of the vision and mission” ranked highest among all items under this dimension. The convergence of these results underscores the central role of Idealized Influence in shaping employee attitudes, morale, and alignment with organizational objectives.

In the context of the hospitality industry, particularly in the culturally rooted and service-oriented environment of Lipa City resorts, the ability of leaders to project integrity and purpose is crucial. It forms the psychological foundation upon which other leadership behaviors—such as motivational inspiration, intellectual stimulation, and individualized consideration—can take root and be fully effective. Employees are more likely to engage, perform, and commit to their roles when they see their leaders not only directing the path but walking it themselves with conviction. Furthermore, transformational leaders are instrumental in cultivating workplace environments that enhance employee confidence, autonomy, and engagement—factors that significantly contribute to professional growth and improved organizational outcomes. According to Sarong (2023), such leadership practices empower staff to take initiative and responsibility, thereby fostering a culture of continuous learning and professional development. This style of leadership inspires employees not only to meet expectations but to exceed their perceived limitations, aligning personal aspirations with broader organizational goals (Mir et al., 2020).

In addition, transformational leaders play a crucial role in establishing a culture of mutual respect, where management beliefs are closely aligned with the core values of the organization. This alignment fosters trust and shared purpose, which are essential for promoting innovation and adaptability in rapidly evolving work environments (Edralin, 2020). By motivating individuals to transcend their self-interests for the collective good, transformational leaders build unity and a deep sense of organizational belonging (Sasan et al., 2023). Moreover, strategic practices such as investing in employee relationships and implementing recruitment policies that prioritize both technical competence and cultural fit further reinforce this culture of excellence and sustained improvement (Edralin, 2020). These actions ensure that leadership values are consistently reflected across all levels of the organization.

Aside from Idealized Influence, other core dimensions of transformational leadership also received high levels of agreement from respondents. Intellectual Stimulation, with a composite mean of 3.32 (“Agree”), indicates that leaders were perceived as encouraging creative thinking, innovation, and problem-solving among employees. This dimension reflects a workplace environment where employees feel safe to challenge assumptions and explore new approaches without fear of criticism. Similarly, Inspirational Motivation, with a composite mean of 3.30 (“Agree”), shows that leaders are viewed as visionary communicators who instill enthusiasm, optimism, and a shared sense of purpose. This ability to articulate meaningful goals and foster team spirit further contributes to higher levels of engagement and job satisfaction. Overall, the strong scores in these transformational leadership dimensions reveal a leadership culture that is not only visionary and values-driven but also supportive of innovation, motivation, and professional development—all of which are critical to the success and sustainability of resort businesses in Lipa City.

Lastly, Individual Consideration received the lowest composite mean of 3.28, although still interpreted as Agree, ranking fourth. While leaders are generally seen as attending to individual employee needs, this dimension received slightly less agreement compared to others. This aligns with the specific indicators identified as lowest in the detailed Table 4 for Individual Consideration, such as less emphasis on explicitly reminding employees to recheck evaluations for shortcomings. This suggests that while individual support is present, there might be a marginal gap in how consistently leaders are perceived in providing highly personalized coaching or follow-up compared to their role-modeling or inspirational aspects.

Tefera (2018) reiterated to his research the four components of transformational leadership which includes intellectual stimulation in which transformational leaders not only challenge the status quo, they also encourage

creativity among followers and encourages followers to explore new ways of doing things and new opportunities to learn; individualized consideration wherein transformational leadership involves offering support and encouragement to individual followers. For establishing good-natured relationships, transformational leaders maintain a very healthy and open-door kind communication for followers to share their thoughts and in return such leaders provide individualized consideration for each follower so that the leader can give credit when you deserve it; inspirational motivation is mere idea of transformational leaders having a singular clear and vivid image that can be easily presented down to its minute details. Transpiration Leaders are also able to resonate this passion and motivation shared by the transformational followers to achieve these goals who demonstrate idealized Influence; wherein Transpiration leaders act as be role model for their followers.

Table 3

Summary Table on Employee Work Performance

Key Result Area	Composite Mean	VI	Rank
Task performance	3.25	Agree	1
Contextual performance	3.24	Agree	2
Counterproductive performance	1.69	Disagree	3
Composite Mean	2.73	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 presents the summary of employee work performance, indicating an overall Composite Mean of 2.73, verbally interpreted as Agree. This finding suggests that employees in resort businesses within Lipa City, Batangas, generally exhibited a commendable level of job performance. They effectively demonstrated proficiency in their assigned tasks, contributed positively to the organizational environment, and showed minimal engagement in counterproductive behaviors. Collectively, this performance profile points to a positive and well-managed work environment, where clear expectations, supportive leadership, and sound human resource practices likely contributed to favorable employee conduct.

Such outcomes are consistent with the idea that effective organizational practices encourage employees to commit to their roles, demonstrate initiative, and maintain professional conduct. Iskandar et. al.,(2023) emphasized that tapping into employees' internal motivation and strength fosters a positive work climate conducive to enhanced performance. Employee performance, as noted by Oplot et. al.,(2020), reflects the degree to which individuals achieve organizational goals through their assigned duties. Subpar performance, in contrast, can affect an organization's competitive standing (Setyawati et al., 2022). Therefore, the favorable employee performance seen here signals a strategic advantage for resort businesses in Lipa City.

The Task Performance dimension obtained the highest composite mean of 3.25 (Agree), indicating that employees were perceived to be highly effective in carrying out their core job responsibilities. This includes efficiently completing daily tasks, meeting operational goals, and maintaining service quality—key drivers of success in the resort and hospitality industry, where customer satisfaction is directly tied to front-line performance. High task performance suggests that employees were capable, reliable, and aligned with organizational expectations.

Close behind, Contextual Performance yielded a composite mean of 3.24 (Agree). This reflects employees' willingness to go beyond their formal job descriptions by engaging in discretionary behaviors such as helping colleagues, being cooperative, and supporting the organization's social climate. These behaviors are essential in service-oriented industries where teamwork, adaptability, and proactive customer service enhance overall service quality and organizational resilience.

The Counterproductive Performance dimension, on the other hand, had a significantly lower composite mean of 1.69 (Disagree). This is a favorable result, as it indicates a strong disagreement with the presence of negative behaviors such as rule-breaking, dishonesty, absenteeism, or interpersonal conflict. In this context, a low mean suggests that such behaviors were uncommon among employees, contributing to a healthy workplace

culture. A low prevalence of counterproductive behavior enhances organizational efficiency and employee morale, particularly in service settings where professionalism and customer-facing behavior are paramount.

These findings are aligned with the insights of Lahap (2022), who argued that employee happiness and a stress-free work environment are fundamental to achieving superior job performance, especially in labor-intensive sectors like hospitality. Furthermore, Edralin (2020) and Phan et. al.,(2023) highlighted the critical role of human resource management practices in fostering innovation and increasing employee engagement, both of which are essential for sustained organizational success. Loyalty, for instance, reflects the employee's commitment to defending and supporting the organization, while work quality captures the thoroughness and skillfulness in completing responsibilities. Collectively, these attributes reinforce the idea that performance is not only about what is produced but also how it is achieved.

Finally, performance also determines the perceived value of an employee to the organization. As noted by Ciner (2019), employee performance represents the effectiveness, efficiency, and impact of their output and behavior. In this study, performance was understood across three key dimensions—task, contextual, and counterproductive—each of which provides valuable insights into how employees contribute to, or detract from, organizational success.

In conclusion, the results from Table 3 suggest that employees in resort businesses in Lipa City displayed generally high levels of task and contextual performance, with minimal counterproductive behavior. These outcomes point to a strong, positive organizational culture, effective leadership, and strategic human resource practices that support sustainable growth and service excellence in the hospitality industry.

Table 4

Relationship between transformational leadership and work performance

Paired Variables	rho-value	p-value	Interpretation
Idealized Influenced			
Task performance	.491**	0.000	Highly Significant
Contextual performance	.448**	0.000	Highly Significant
Counterproductive performance	-.371**	0.000	Highly Significant
Intellectual Stimulation			
Task performance	.513**	0.000	Highly Significant
Contextual performance	.481**	0.000	Highly Significant
Counterproductive performance	-.249**	0.000	Highly Significant
Individual Consideration			
Task performance	.553**	0.000	Highly Significant
Contextual performance	.595**	0.000	Highly Significant
Counterproductive performance	-.375**	0.000	Highly Significant
Inspirational Motivation			
Task performance	.656**	0.000	Highly Significant
Contextual performance	.608**	0.000	Highly Significant
Counterproductive performance	-.353**	0.000	Highly Significant

** Correlation is significant at the 0.01 level

Table 4 shows the relationship between transformational leadership and work performance, presents the correlation coefficients (rho-values) and p-values, indicating the strength and significance of the relationships between the various dimensions of transformational leadership and employee work performance. This table directly addresses the core objective of the study, examining how different aspects of leadership influence employee output and behavior.

For idealized influence, the analysis shows a highly significant positive relationship with task performance ($\rho=0.491$, $p=0.000$) and contextual performance ($\rho=0.448$, $p=0.000$). This implies that as leaders increasingly serve as role models, earning trust and respect, employees tend to perform their core tasks more effectively and exhibit more positive discretionary behaviors that support the organization. Furthermore, idealized influence shows a highly significant negative relationship with counterproductive performance ($\rho =$

-0.371, $p=0.000$). This means that when leaders exemplify strong idealized influence, employees are significantly less likely to engage in behaviors that harm the organization. Overall, leaders who act as inspiring role models contribute substantially to both the positive and the reduction of negative aspects of employee performance.

Regarding intellectual stimulation, there is a highly significant positive relationship with task performance ($\rho = 0.513$, $p=0.000$) and contextual performance ($\rho = 0.481$, $p=0.000$). This indicates that as leaders encourage innovation, creativity, and new ways of thinking, employees tend to perform their tasks better and contribute more proactively to the work environment. Additionally, intellectual stimulation has a highly significant negative relationship with counterproductive performance ($\rho = -0.249$, $p=0.000$). This suggests that fostering an environment of intellectual growth and challenge also significantly reduces the likelihood of counterproductive behaviors among employees.

For individual consideration, the results show a highly significant positive relationship with task performance ($\rho = 0.553$, $p=0.000$) and a particularly strong highly significant positive relationship with contextual performance ($\rho = 0.595$, $p=0.000$). This implies that when leaders provide personalized attention, coaching, and support to individual employees, it significantly enhances both their ability to execute core tasks and their willingness to engage in helpful, discretionary behaviors. Moreover, individual consideration exhibits a highly significant negative relationship with counterproductive performance ($\rho = -0.375$, $p=0.000$). This indicates that when employees feel individually cared for and supported by their leaders, they are substantially less prone to engaging in detrimental behaviors.

Finally, for inspirational motivation, the analysis reveals a highly significant positive relationship with task performance ($\rho = 0.656$, $p=0.000$) and an even stronger highly significant positive relationship with contextual performance ($\rho = 0.608$, $p=0.000$). These are the strongest positive correlations observed in the table. This signifies that when leaders inspire enthusiasm, communicate a compelling vision, and challenge employees to achieve high standards, it leads to a very substantial increase in both their task effectiveness and their positive contributions beyond their direct duties. Furthermore, inspirational motivation has a highly significant negative relationship with counterproductive performance ($\rho = -0.353$, $p=0.000$). This demonstrates that inspiring and motivating employees significantly reduces the occurrence of counterproductive behaviors.

Overall, the research implies that all four dimensions of transformational leadership are highly significantly related to employee work performance in resort businesses. They positively correlate with task and contextual performance and negatively correlate with counterproductive performance, underscoring the vital role of transformational leadership in fostering high-performing and positive work environments within the resort industry in Lipa City, Batangas.

Transformational leaders emphasize morality and integrity, lead by example, and inspire their colleagues to perform better, which has a positive effect on employee motivation and, consequently, performance (Teoh et al., (2022), Sari et al., (2023)). Specifically, transformational leadership enhances team members' focus on shared objectives by promoting greater responsibility, autonomy, and dedication (Jaroliya et al., 2021) (Alessa, 2021). This approach involves leaders inspiring their teams to pursue common goals and display a dedication that improves job satisfaction and performance (Martinez et al., 2023) (Balasubramaniam et al., 2021). Moreover, they foster creativity and innovation by encouraging employees to approach challenges in novel ways (Susanto, 2021) (Gull et al., 2022).

Furthermore, these leaders motivate employees to align with the organization's goals and reduce negative behaviors, highlighting the comprehensive impact of transformational leadership on cultivating a thriving organizational environment (Alessa, 2021) (Zhang et al., 2022).

Table 5

Proposed Action Plan: Enhancing Transformational Leadership and Work Performance in Lipa City Batangas Resort Businesses

Key Result Area (KRA)	Specific Objectives	Action Steps/Activities	Responsible Party	Timeline	Expected Output/ Outcome
I. Strengthen Transformational Leadership Effectiveness					
Enhance Individualized Support & Development	Increase leaders' perceived ability to provide personalized attention, coaching, and career development	implement mandatory training programs for all leaders focused on advanced coaching techniques, empathetic listening, and structured development planning for individuals. Establish a formalized system for regular (e.g., quarterly) one-on-one performance and development discussions between leaders and their team members	HR Department, Resort Management, Leaders/ Supervisors	Short-term (3-6mos for initial training), Ongoing (regular meetings)	Increased employee satisfaction with personal growth opportunities; improved skill set and talent retention; higher perception of individualized consideration.
Foster Creativity & Intellectual Engagement	Cultivate a work environment that actively stimulates new ideas, innovative thinking, and continuous learning	Establish regular forums (e.g. "innovation challenges", cross-functional brainstorming sessions) where employees are encouraged to propose and discuss new solutions or processes. Provide accessible resources (e.g., internal workshops, online courses) that promote critical thinking and problem-solving skills relevant to resort operations.	Leaders/ Supervisors, HR Department	Mid-term (6mos for new programs) Ongoing (resource access)	Increased employee participation in idea generation; higher number of innovative solutions implemented; improved intellectual stimulation scores.
Reinforce Inspirational Motivation & Idealized Influence	Maintain and leverage leaders' strong ability to inspire and act as positive role models.	Top management to regularly communicate and visibly embody the resort's vision, mission and core values. Encourage leaders to frequently recognize achievements and share positive success stories to inspire enthusiasm and commitment across teams.	Resort Management, Leaders/ Supervisors	Ongoing	Sustained high levels of employee optimism and enthusiasm; strengthened organizational culture and shared purpose.
II. Optimize Key Aspects of Employee Work Performance					
Improve Task Timeliness & Efficiency	Enhance employees' ability to effectively plan and complete their core job responsibilities on schedule	Provide targeted training sessions on practical time management techniques, effective prioritization and workflow optimization specific to resort operations. Team leaders to regularly review task pipelines and help employees identify and mitigate potential bottlenecks to timely completion	HR Department, Team Leaders/ Supervisors, Employees	Short term (initial training) Ongoing (monitoring & support)	Consistent on-time task completion; improved operational efficiency; reduction in work-related stress due to deadlines
Encourage Proactive Engagement & Embracing Challenges	Motivate employees to actively seek out and thrive in new more demanding work assignments.	Implement a structured "stretch assignment" program, clearly defining pathways for employees to volunteer for or be assigned to challenging projects. Leaders to provide explicit encouragement and necessary support (e.g. resources, mentorship) for employees taking on advanced responsibilities	Team Leaders/ Supervisors, HR Department	Mid-term (6-12mos for program roll-out)	Increased Employee initiative and autonomy; higher skill development from new challenges; enhanced adaptability of the workforce.

III. Foster a consistently positive workplace culture.

Uphold High Professional Standards	Maintain the current low incidence of counterproductive behaviors across the organization.	Continuously reinforce the resort's code of conduct, ethical guidelines, and professional standards through regular communication and new employee on-boarding. Ensure fair, transparent and consistent application of company policies and disciplinary procedures when required. Promote open channels for employee feedback and grievances to address issues proactively before they escalate into negative behaviors.	Resort Management, HR Department, Leaders/ Supervisors, All Employees	Ongoing	Sustained low levels of counterproductive behaviors; strong organizational morale; enhanced internal and external reputation
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4. Conclusions and recommendation

Transformational leadership is generally well-practiced by leaders in Lipa City resorts, with employees consistently perceiving all its dimensions—especially Idealized Influence—at a high level of agreement. Employee work performance is also generally high, demonstrating strong Task Performance and positive Contextual Performance. Significantly, counterproductive behaviors are perceived as notably low, indicating a healthy and productive workforce. A highly significant and positive relationship exists between transformational leadership and work performance. All four dimensions of transformational leadership are strongly associated with increased task performance and contextual performance, and concurrently, a significant reduction in counterproductive behaviors. Inspirational Motivation shows the strongest positive impact on performance. In light of these findings, targeted interventions are warranted to further strengthen specific leadership dimensions and optimize work performance, building on the established positive correlations.

For Resort Management and Current Leaders: To build upon existing strengths in transformational leadership, it is recommended that resort management and current leaders may consistently reinforce Idealized Influence by acting as strong role models and effectively communicating organizational vision. Furthermore, leaders may actively work to enhance Individualized Consideration by providing more personalized coaching and feedback, and to proactively stimulate Intellectual Growth by creating regular opportunities for creativity, innovation, and intellectual development among their teams. For Resort Management and Team Leaders/Supervisors: To further optimize employee work performance, resort management and team leaders/supervisors are encouraged to focus on strengthening employees' planning and timeliness in task completion by providing appropriate guidance and tools. Concurrently, efforts are recommended to be made to cultivate proactive engagement, motivating employees to confidently take on new and challenging work tasks to foster continuous growth and contribution. For Human Resources Departments and Training & Development Units: Given the significant influence of demographic variables, Human Resources Departments and Training & Development Units may prioritize developing leadership programs that are sensitive to age and educational backgrounds, tailoring approaches to leadership development and communication. Additionally, they may investigate and address any underlying factors contributing to differing perceptions of Individual Consideration based on gender to ensure equitable and effective support for all employees. For All Employees: To maintain the currently high standards of workplace conduct, all employees may continue upholding professionalism, respect for colleagues, and consistent adherence to company policies, thereby sustaining a positive and productive work environment free from counterproductive behaviors. For Future Researchers: It is recommended that future researchers may explore the causal mechanisms between transformational leadership and work performance through longitudinal studies, and utilize qualitative research methods to gain deeper insights into the nuanced perceptions of leadership and performance across various demographic groups. Further investigation into specific barriers to employees taking on challenging tasks is also encouraged.

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