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## THE IMPACT OF CHARISMATIC LEADERSHIP ON EMPLOYEE CREATIVE CLIMATE IN HOSPITALITY AND TOURISM ORGANIZATIONS

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AHMED GAMAL TAGER

BASANT MOHAMED SAFWAT

AHMED RABEE IBRAHIM

FACULTY OF TOURISM AND HOTELS, LUXOR UNIVERSITY, EGYPT

### ABSTRACT

*To inspire and motivate followers, charismatic leaders use their charm, persuasiveness, and emotional appeal. The term "employee creative climate" describes the work environment that either encourages or inhibits employees' ability to be creative, innovative, and generate ideas. This study aims to evaluate how charismatic leadership affects the creative climate of Luxor and Aswan hotels and travel firms. A questionnaire was employed in conjunction with a quantitative technique to accomplish the goals of this study. A random sample of 321 workers from Luxor and Aswan hotels and travel firms is the subject of the study. The findings show that charismatic leadership has a significant beneficial effect on the creative work of employees in hotels and tourism firms. The study suggested that: Employee motivation should be individualized through recognition that is tailored to individual preferences and creative goals that are aligned with organizational objectives in one-on-one meetings; failures should be treated as learning opportunities; and a culture of psychological safety should be fostered by encouraging risk-taking without fear of punishment.*

**KEYWORDS:** Charismatic Leadership, employee creative climate, Luxor, Aswan, Hospitality, Tourism.

### INTRODUCTION

The idea of leadership is significant in both the social sciences and business. Managers and scientists are curious about the qualities of a successful leader. Leaders must create a culture that encourages the achievement of an organization's aims and objectives (Smith et al., 2024). These actions are linked to a charismatic style of leadership. The phrase "charismatic leadership" has been used to characterize a subgroup of leaders who, by virtue

of their unique skills, are able to have a significant and remarkable impact on their followers (Lee & Park, 2022).

Charismatic leadership is characterized by the leader's positive personal attributes. According to Johnson and Lee (2023), charismatic leaders are characterized by their inspiring visions, ability to energize their followers, and ability to persuade and emotionally inspire them to identify with the vision. Charismatic leadership has been linked to the trait approach to leadership because it highlights the leader's qualities (Brown et al., 2022). Furthermore, it is frequently associated with an idealized perspective of leadership in which the leader is seen as extraordinary and transformational (Smith & Carter, 2024).

The psychological ambiance of a team and the larger organizational setting that communicates standards for appropriate conduct and attitudes is referred to as the climate (Anderson & West, 2022). A creative atmosphere promotes creativity, risk-taking, and candid idea exchange to create an environment that is favorable to creative results (Amabile & Pratt, 2023). According to previous research, these environments are marked by psychological safety, independence, and encouraging leadership, all of which improve creative output (Zhou & Hoefer, 2024).

Despite extensive research on charismatic leadership, there is no evidence of its influence on the creative climate in the tourism and hotel industry in culturally diverse regions such as Luxor and Aswan. This study aims to determine how charismatic leadership affects the creative climate of employees in Luxor and Aswan hotels and travel firms, through answering the following questions:

1. To what extent are charismatic leadership measures applied in hotels and travel agencies?
2. To what extent are measures of the creative climate for employees applied?
3. What is the impact of charismatic leadership on the creative climate of employees in hotels and travel agencies?

## **LITERATURE REVIEW**

### **LEADERSHIP**

The ability of a person or organization to lead, motivate, and sway others toward the accomplishment of shared objectives is referred to as leadership. Communication, decision-making, emotional intelligence, and vision are just a few of the abilities, characteristics, and behaviors that make up effective

leadership. To ensure the success of teams and organizations, foster creativity, and shape organizational culture, leaders are essential. Leadership is about building trust and encouraging teamwork in addition to having authority (Johnson et al., 2023).

Growth and competitive advantage are generated by leaders who encourage creativity and innovation among their people. Leaders who support innovative approaches to problem-solving have a higher chance of producing ground-breaking outcomes (Zhang et al., 2024). Leaders who foster an environment that is psychologically secure for experimentation observe better levels of innovation (Li et al., 2023).

Leaders give their teams or organizations a clear path forward and a long-term vision. Leaders with a clear strategic vision had a 30% higher chance of achieving organizational success (Johnson et al., 2023). Visionary leadership works especially well in fast-paced sectors whose sustainability depends on long-term planning (Martinez & Garcia, 2024).

#### **CHARISMATIC LEADERSHIP**

Weber first proposed the idea of charisma in 1947. According to him, not everyone has charisma, which is a physical and spiritual gift (Brown et al., 2023). The ancient Greek word for "gif" is where the term charisma historically originated (Green et al., 2022). Political and organizational leaders are frequently referred to by this phrase (Smith et al., 2023). According to Lee & Park, (2022), charisma is a positive and convincing quality that empowers a person to guide others. Supernatural abilities are also possessed by charismatic leaders.

Strong communication abilities, persuasiveness, and personal charm are the foundations of charismatic leadership, a style of professional direction used to successfully inspire staff members (Mhatre & Riggio, 2023). Charismatic leaders tend to be fervent, confident, and hold strong beliefs about what they do, which motivates their staff to be as committed (Kark et al., 2023). Their fervent dedication frequently elicits powerful emotional reactions from followers, encouraging allegiance, proactive conduct, and improved problem-solving skills (Grabo et al., 2022).

Moreover, a number of scholars propose that "charisma" is a feature of transformational leadership. As a result, the organizational literature uses the words charismatic leadership and transformational leadership interchangeably (Green et al., 2022).

Transformational leadership and charismatic leadership are comparable in that they both depend on employee empowerment through inspiration and

motivation (Banks et al., 2022). Nonetheless, charismatic leaders frequently attempt to enhance current systems, whereas transformational leaders aim to radically alter organizational structures (Antonakis & Day, 2023). According to Van Knippenberg (2024), this contrast demonstrates how charismatic leadership uses influence without necessarily upending the existing quo.

The interactions between a leader and their followers, as well as the leader's impact on them, are the main topics of charismatic leadership theories (Lee & Park, 2022). Nonetheless, these ideas diverge based on the fundamental actions of charismatic leadership. Older and later iterations of the same theory can exhibit this. A model of charismatic leadership in businesses, for instance, was created by Conger and Kanungo in 1987. It includes behavioral aspects in three distinct stages of the leadership process (Brown et al., 2023). The status quo is used in the first stage (environmental assessment) to explain environmental opportunities, restrictions, and followers' demands. The second stage of charismatic leadership is vision formulation, when followers applaud the leader's creation of a perfect future vision and join in; followers are motivated by the leader's successful communication of this vision (Behr, 2021). Charismatic managers provide a leadership model for their followers throughout the third stage, which is implementation (Maher, 2017). Another study by Jamilah (2016).Looked at charismatic leadership from five perspectives: leader expectations, environmental sensitivity, dynamic leadership, outstanding leadership, and personal leadership. These five dimensions are described in Table 1.

**Table (1)Five Dimensions of Charismatic Leadership**

<b>Charismatic leadership</b>	<b>Five dimensions</b>	<b>Description</b>
	Environmental sensitivity	Leader's ability to make timely decision to apply to organizational environmental change
	Dynamic leadership	Leader's ability to communicate an exciting vision and paint an exciting picture of the future of the organization
	Exemplary leadership	Leader's ability to set a good example to his employees through participating in organizational activities
	Personal leadership	Leader's ability to encourage his employees and improve their self-confidence

	Leader expectation	Leader's ability to create lofty expectations for his employees and empower them
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**Source:** Shao *et al.*, (2009)

### **CHARISMATIC LEADERS**

People who get a gift of grace are considered charismatic leaders. Charismatic leaders are well known for their capacity to inspire others to take action, their visionary abilities, and their crisis-management skills (Hanslik, 2018). Additionally, Weber was the first researcher to adopt the phrase "charismatic leader" in 1947. He described charismatic leaders as individuals who had exceptional attributes and views them as heroes. It is thought that people with strong charisma possess extraordinary or supernatural abilities (Tokbaeva, 2022).

Charismatic leaders, according to Ojo, (2020), inspire and motivate their followers, resolve unclear situations, deal with setbacks, and offer a strategic vision that encourages optimism for the future and change. Furthermore, charismatic leaders promote a sense of group identification, express high performance standards, and demonstrate confidence in their followers' talents (Johnson et al., 2024).

Charismatic leaders are seen as role models whose attitudes and actions inspire followers to trust in their ability to overcome obstacles. They also make personal sacrifices (Wang et al., 2023). Furthermore, charismatic leaders encourage teamwork while also assisting their colleagues in honing their problem-solving abilities (Brown et al., 2024).

### **EMPLOYEE CREATIVITY**

The ability of employees to produce original and practical concepts, solutions, or methods that support organizational innovation and success is referred to as employee creativity (Wang et al., 2023). Employee creativity is especially valuable in the hotel and tourism sector since it can result in better client experiences, better service, and creative problem-solving. A positive work atmosphere, capable leadership, and chances for experimentation and teamwork are all necessary to foster creativity in employees. Companies that cultivate a creative culture see increases in employee engagement and innovation (Smith et al., 2023).

By promoting open communication, offering resources, and praising creative ideas, leaders can significantly contribute to the development of creativity. To foster creativity, a culture that encourages experimenting, taking risks, and

teamwork is crucial. Companies that foster psychological safety where staff members can freely exchange ideas without worrying about criticism see an increase in creativity (Brown et al., 2024).

Diverse teams can inspire creativity because they bring a range of viewpoints and experiences to the table. Diverse teams and inclusive leadership produce more creative solutions in the hospitality industry (Martinez & Garcia, 2023). Offering staff training in creative thinking and skill development can improve their capacity for innovation. Employees who take part in training programs that emphasize creativity are more likely to come up with creative ideas, (Green et al., 2022). Acknowledging and praising innovative contributions encourages staff members to keep coming up with new ideas. Companies that use innovation reward programs report a 25% boost in staff creativity (Johnson et al., 2023).

### **EMPLOYEE CREATIVE CLIMATE**

The term "employee creative climate" describes the organizational culture and work environment that encourages and promotes employees' innovation. It includes the rules, procedures, and conduct that motivate staff members to think creatively, take chances, and offer original ideas (Brown et al., 2024).

Open communication, psychological safety, teamwork, and appreciation of creative endeavors are traits of a healthy creative environment. Strong creative environments in the hospitality and tourist sector can result in better visitor experiences, better service, and inventive solutions to problems. According to a 2023 study published in the *Journal of Organizational Behavior*, employee engagement and innovation are higher in companies with a creative and supportive environment (Smith et al., 2023).

### **CHARISMATIC LEADERSHIP AND CREATIVE CLIMATE**

According to Novruzov, (2024), charismatic leaders are able to accurately discern the needs, values, sources, and expectations of their followers. This allows them to be converted into group interests and inspires voluntary dedication to their leaders' goals. To put it another way, charismatic leaders have the ability to evoke strong emotions in their followers and create the required integration within the group (Martinez & Garcia, 2023). Group motivation and work satisfaction have increased in organizations as a result of interactions between leaders and members (Green et al., 2022; Findikli et al., 2012). Accordingly, a charismatic leader's beneficial influence on his team produces an atmosphere that encourages creative thinking (Brown et al., 2024).

Charismatic leadership behavior on innovation at research and development (R&D) corporations, Huang et al. (2022) discovered that the behavior of charismatic leaders fosters innovation. Furthermore, it has been discovered that giving people the right kind of training helps them become more self-assured, expand their capacity for creative thought, and turn such abilities into artistic performances (Findikli et al., 2012; Lee et al., 2021). Leaders indirectly foster individuals' own creativity by offering incentives and training (Smith et al., 2023).

Employee creativity in the hospitality and tourist industries is exemplified by Ritz-Carlton, which gives staff members the freedom to design distinctive visitor experiences like surprise upgrades or personalized welcome gifts. Through its "Innovation Lab," Marriott International invites staff members to submit creative ideas that result in new service offerings and operational enhancements. Employees at Airbnb work together to create original and imaginative accommodation experiences, which increase the platform's allure for tourists.

## **METHODOLOGY**

Through data and research about the influence of charismatic leadership on the creative work environment of employees in Luxor and Aswan's hotels and tourist agencies, the study used a descriptive analytical approach to accurately and thoroughly describe its subject.

In order to determine the most crucial elements and prerequisites influencing Charismatic Leadership's influence on the creative atmosphere of the organization's employees in Luxor and Aswan, the study depended on examining the opinions of a sample of workers at hotels and travel agencies.

Several statistical methods, including percentage, frequency, standard deviation, mean, and correlation, were employed to measure the study variables.

The researcher used a stratified random sample, where each stratum is chosen at random and the data categorized into several subgroups (strata) according to shared traits like gender and age categories. To measure attitudes toward the research variables, a set of important factors on the questionnaire was measured using a five point Likert scale. Online survey questionnaires were distributed as part of a field study that took place between January and March of 2024.

## QUESTIONNAIRE DESIGN

The questionnaire was relied on as a basis for collecting data for the study, to reach the opinions of employees in hotels and travel agencies about the charismatic leadership impact on the employee creative climate of hotels and travel agencies. The study included a questionnaire to collect data from employees. The final questionnaire survey has been managed through online survey development cloud-based software: Survey Monkey. The questionnaire was sent and collected between January and March of 2024

The questionnaire included a set of questions related to the subject of the study, and consisted of the following dimensions:

1. Personal data.
2. Strategic vision and articulation (SVA)
3. Personal risk (PR)
4. Sensitivity to the environment (SE)
5. Sensitivity to member needs (SMN)
6. Unconventional behavior (UB)
7. Employee Perception of Creative Climate
8. Outcomes of Charismatic Leadership on Creative Climate
9. Challenges to Creative Climate (Zehir, et al., 2014; Maher, 2017).

## SAMPLE SIZE

This study focuses on employees in hotels and travel agencies in Luxor and Aswan as a target population. The researcher collected data through 321 questionnaires administered both in person and online. To ensure the statistical validity and generalizability of the results, determining an appropriate sample size was essential. Given the unknown population size, Yamane's formula (Shkeeb, 2014) was employed to calculate a representative sample that would yield reliable findings.

$$n = \frac{N}{1 + N(e^2)}$$

where:

n = required sample size

N = total population size



e = margin of error (expressed as a decimal, e.g., 0.05 for 5%)

**Using these values in Yamane's formula indicates that the ideal sample size for this study is 312 participants.**

## **RESEARCH QUESTIONS**

- To what extent are charismatic leadership measures applied in hotels and travel agencies?
- To what extent are measures of the creative climate for employees applied?
- What is the impact of charismatic leadership on the creative climate of employees in hotels and travel agencies?

## **VALIDITY**

There was a strong correlation between the dimensions of the questionnaire with each other and between them and the questionnaire. All of which are significant at the level of 0.01 and a confidence degree of 99%. This indicates the validity of the questionnaire.

## **RELIABILITY**

In verifying the stability of the questionnaire, the researcher relied on the test-retest method, where the researcher applied the questionnaire twice with an interval of two weeks to a group of (10) respondents with the same characteristics as the original study sample.

The researcher calculated the correlation coefficients between the scores obtained by the group members in the first application and the scores obtained by the same individuals in the second application. This is for each of the dimensions included in the questionnaire, as well as for the questionnaire by calculating the Spearman correlation coefficient. Table (2) shows the values of the stability coefficients for the dimensions of the SPSS questionnaire, using the electronic statistics program V.24.

**Table (2) Alpha Cronbach validation coefficient**

No	Dimensions	Alpha Cronbach coefficient
1	strategic vision and articulation (SVA)	.78
2	Personal risk (PR)	.82
3	Sensitivity to the environment (SE)	.77
4	Sensitivity to member needs (SMN)	.84
5	Unconventional behavior (UB)	.83

<b>6</b>	Employee Perception of Creative Climate	.77
<b>7</b>	Outcomes of Charismatic Leadership on Creative Climate	.79
<b>8</b>	Challenges to Creative Climate	.80
	<b>Total</b>	.84

It is clear from Table(1) that the validation coefficients ranged between (0.77-0.84) which are positive, indicating that the questionnaire has an appropriate degree of validation, and therefore the possibility of using it for the sample under study.

### QUESTIONNAIRE ANALYSIS

### RESULTS AND DISCUSSION

### RESULTS OF PERSONAL DATA

**Table (3) Personal data results**

NO	Phrases Item	Options	Respon dents	P%	R
1	Gender	Male	246	76.64 %	1
		Female	75	23.36 %	2
	Total		321	100%	
2	Age	20 to 40 years	237	73.83 %	1
		More than 40 years	84	26.17 %	2
	Total		321	100%	
	Level of Education	Intermediate Education	39	12.15 %	2
		University degree	256	79.75 %	1
		Postgraduate	26	8.01%	3
Total		321	100%		
3	Employment Status	Hotel Employee	171	53.27 %	1
		Travel agency Employee	150	46.73 %	2
Total			321	100%	

The data in Table 3 shows that 76.64% of respondents were males, while 23.36% were females. In terms of age distribution, 73.83% were between 20 and 40 years old, and 26.17% were more than 40 years. Regarding education, 79.75% had University degrees, 12.15% had Intermediate Education and 8.01% had postgraduate qualifications. Concerning employment status, 53.27% are hotel employees and 46.73% are travel agency employees,

#### **SUBSCALES OF CHARISMATIC LEADERSHIP**

##### **Strategic vision and articulation**

Mean and St. Dev. of the respondents' acceptance degree concerning strategic vision and articulation

**Table (4) the strategic vision and articulation**

<b>NO</b>	<b>Phrases</b>	<b>M</b>	<b>S.D</b>	<b>R</b>
<b>1</b>	Has vision; often brings up ideas about possibilities for the future.	4.45	1.18	2
<b>2</b>	Provides inspiring strategic and organizational goals.	4.18	1.02	5
<b>3</b>	Consistently generates new ideas for the future of the organization	4..12	1.41	6
<b>4</b>	Entrepreneurial; seizes new opportunities in order to achieve goals	4.36	1.39	3
<b>5</b>	Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement or organizational objectives.	4.02	1.11	7
<b>6</b>	Inspirational; able to motivate by articulating effectively the importance of what organizational members are doing.	4.46	1.05	1
<b>7</b>	Exciting public speaker.	4.19	.69	4
<b>Total</b>		<b>4.32</b>	<b>1.19</b>	<b>-</b>

Table 4 presents the mean scores, standard deviations, and rankings of respondents' perceptions of strategic vision and articulation. The results indicate strong agreement on the value of strategic vision and articulation among participants.

The highest-ranked statement was “Inspirational; able to motivate by articulating effectively the importance of what organizational members are

doing” ( $M = 4.46$ ,  $SD = 1.05$ ), The lowest-ranked statement was “Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement or organizational objectives” ( $M = 4.02$ ,  $SD = 1.11$ ). The overall mean score across all items was ( $M=4.32$ ,  $SD = 1.19$ ),

#### **PERSONAL RISK (PR)**

**Table (5) Mean and St. Dev. of the respondents’ acceptance degree concerning Personal risk (PR)**

NO	Phrases	M	S.D	R
1	In pursuing organizational objectives, engages in activities involving considerable personal risk.	4.28	1.7	2
2	Takes high personal risks for the sake of the organization.	4.18	1.12	3
3	Often incurs high personal cost for the good of the organization.	4.56	1.01	1
<b>Total</b>		<b>4.56</b>	<b>1.22</b>	

Table 5 presents the mean scores, standard deviations, and rankings of respondents' perceptions of Personal risk. The results indicate strong agreement on the value of Personal risk among participants.

The highest-ranked statement was “Often incurs high personal cost for the good of the organization” ( $M = 4.56$ ,  $SD = 1.01$ ), the lowest-ranked statement was “Takes high personal risks for the sake of the organization” ( $M = 4.18$ ,  $SD = 1.12$ ). The overall mean score across all items was ( $M=4.56$ ,  $SD = 1.22$ ).

#### **SENSITIVITY TO THE ENVIRONMENT (SE)**

**Table (6) Mean and St. Dev. of the Respondents’ Acceptance Degree Concerning Sensitivity to the environment (SE)**

NO	Phrases	M	S.D	R
1	Readily recognizes constraints in the physical environment (technological Limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives.	4.12	.67	4

<b>3</b>	Readily recognizes constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stand in the way of achieving organizational objectives.	4.40	.71	2
<b>4</b>	Recognizes the limitations of other members of the organization.	4.51	1.22	1
	Recognizes the abilities and skills of other members of the organization.	4.32	.82	3
<b>Total</b>		<b>4.37</b>	<b>0.69</b>	

Table 6 presents the mean scores, standard deviations, and rankings of respondents' perceptions of Sensitivity to the environment. The results indicate strong agreement on the value of Sensitivity to the environment among participants.

The highest-ranked statement was “Recognizes the limitations of other members of the organization” (M = 4.51, SD = 1.22), The lowest-ranked statement was “Readily recognizes constraints in the physical environment (technological Limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives” (M = 4.12, SD = 0.67). The overall mean score across all items was (M=4.37, SD = 0.69).

#### **SENSITIVITY TO MEMBER NEEDS (SMN)**

**Table (7) Mean and St. Dev. of the Respondents' Acceptance Degree Concerning the Sensitivity to member needs (SMN)**

<b>NO</b>	<b>Phrases</b>	<b>M</b>	<b>S.D</b>	<b>R</b>
<b>1</b>	Shows sensitivity for the needs and feelings of the other members in the organization.	4.09	1.19	3
<b>2</b>	Influences others by developing mutual liking and respect.	4.31	0.75	1
<b>3</b>	Often expresses personal concern for the needs and feelings of other members in the organization.	4.18	0.97	2
<b>Total</b>		<b>4.27</b>	<b>0.89</b>	

Table 7 presents the mean scores, standard deviations, and rankings of respondents' perceptions of Sensitivity to member needs. The results indicate

strong agreement on the value of Sensitivity to member needs among participants.

The highest-ranked statement was “Influences others by developing mutual liking and respect” ( $M = 4.31$ ,  $SD = 0.75$ ), The lowest-ranked statement was “Shows sensitivity for the needs and feelings of the other members in the organization” ( $M = 4.09$ ,  $SD = 1.19$ ). The overall mean score across all items was ( $M=4.27$ ,  $SD = 0.89$ ).

#### **UNCONVENTIONAL BEHAVIOR**

**Table (8) Mean and St. Dev. of the Respondents' Acceptance Degree Concerning the Unconventional Behavior**

<b>NO</b>	<b>Phrases</b>	<b>M</b>	<b>S.D</b>	<b>R</b>
<b>1</b>	Engages in unconventional behavior to achieve organizational goals.	3.75	0.85	3
<b>2</b>	Use non-traditional means to achieve organizational goals.	3.92	1.16	2
<b>3</b>	Often exhibits very unique behavior that surprises other members of the organization.	4.18	0.98	1
<b>Total</b>		<b>4.12</b>	<b>0.88</b>	

Table 8 presents the mean scores, standard deviations, and rankings of respondents' perceptions of Unconventional behavior. The results indicate strong agreement on the value of Unconventional behavior among participants.

The highest-ranked statement was “Often exhibits very unique behavior that surprises other members of the organization” ( $M = 4.18$ ,  $SD = 0.98$ ), the lowest-ranked statement was “Engages in unconventional behavior to achieve organizational goals” ( $M = 3.75$ ,  $SD = 0.85$ ). The overall mean score across all items was ( $M=4.03$ ,  $SD = 0.88$ ).

**Previous paragraphs answer the first question of the research that charismatic leadership measures are applied in hotels and travel agencies.**

#### **Subscales of employee creative climate**

#### **EMPLOYEE PERCEPTION OF CREATIVE CLIMATE**

**Table (9) Mean and St. Dev. of the respondents' acceptance degree concerning Employee Perception of Creative Climate**

NO	Phrases	M	S.D	R
1	Employees feel free to explore new and unconventional approaches to work.	3.98	1.12	4
2	The organization values and supports experimentation, even if ideas do not always succeed.	3.98	1.26	5
3	Employees feel empowered to contribute their creative ideas to decision-making processes	4.12	1.16	1
4	The workplace environment encourages the sharing and discussion of diverse perspectives.	4.11	.98	2
5	Employees perceive that creativity is a priority in the organization's overall strategy.	4.05	.92	3
<b>Total</b>		<b>4.12</b>	<b>1.15</b>	

Table 9 presents the mean scores, standard deviations, and rankings of respondents' perceptions of Unconventional behavior. The results indicate strong agreement on the value of Employee Perception of Creative Climate among participants.

The highest-ranked statement was "Employees feel empowered to contribute their creative ideas in decision-making processes" ( $M = 4.12$ ,  $SD = 1.16$ ), The lowest-ranked statement was "The organization values and supports experimentation, even if ideas do not always succeed" ( $M = 3.98$ ,  $SD = 1.26$ ). The overall mean score across all items was ( $M=4.12$ ,  $SD = 1.15$ ).

#### **OUTCOMES OF CHARISMATIC LEADERSHIP ON CREATIVE CLIMATE**

**Table (10) Mean and St. Dev. of the Respondents' Acceptance Degree Concerning Outcomes of Charismatic Leadership on Creative Climate**

NO	Phrases	M	S.D	R
1	The leader's vision positively influences the creative performance of employees.	4.52	.67	1
2	Employees feel more motivated to participate in creative initiatives due to the leader's influence.	4.23	1.20	3

3	The leader's actions have enhanced the overall innovation capabilities of the organization.	4.11	.78	4
4	The organization has successfully implemented creative ideas that originated from employees.	4.06	.98	5
5	Employees feel a strong sense of engagement and commitment to the organization's creative goals.	4.41	1.02	2
<b>Total</b>		<b>4.42</b>	<b>0.71</b>	

Table 10 presents the mean scores, standard deviations, and rankings of respondents' perceptions of Outcomes of Charismatic Leadership on Creative Climate. The results indicate strong agreement on the value of Outcomes of Charismatic Leadership on Creative Climate among participants.

The highest-ranked statement was "The leader's vision positively influences the creative performance of employees" ( $M = 4.52$ ,  $SD = 0.67$ ), the lowest-ranked statement was "The organization has successfully implemented creative ideas that originated from employees" ( $M = 4.06$ ,  $SD = 0.98$ ). The overall mean score across all items was ( $M=4.42$ ,  $SD = 0.71$ ).

### CHALLENGES TO CREATIVE CLIMATE

**Table (11) Mean and St. Dev. of the Respondents' Acceptance Degree Concerning the Challenges to Creative Climate**

NO	Phrases	M	S.D	R
1	Employees sometimes struggle to align their creative ideas with the leader's vision.	4.18	0.85	2
2	The organization faces resource constraints that limit the effectiveness of creative projects	4.16	0.79	3
3	Not all employees are equally motivated by the leader's charismatic style.	4.02	1.04	4
4	Rigid organizational policies sometimes conflict with the leader's encouragement of creativity.	3.99	0.91	5
5	High workloads and deadlines reduce opportunities for creative thinking among employees.	4.34	0.78	1
<b>Total</b>		<b>4.21</b>	<b>0.81</b>	



Table 11 presents the mean scores, standard deviations, and rankings of respondents' perceptions of Challenges to Creative Climate. The results indicate strong agreement on the value of Challenges to Creative Climate among participants.

The highest-ranked statement was “High workloads and deadlines reduce opportunities for creative thinking among employees” ( $M = 4.34$ ,  $SD = 0.78$ ). The lowest-ranked statement was “Rigid organizational policies sometimes conflict with the leader’s encouragement of creativity” ( $M = 3.99$ ,  $SD = 0.91$ ). The overall mean score across all items was ( $M=4.21$ ,  $SD = 0.81$ ).

**Previous paragraphs answer the second question of the research which measures of the creative climate for employees are applied in hotels and travel agencies.**

**Impact of Charismatic Leadership on the employee creative climate of the organization**

#### **SIMPLE REGRESSION ANALYSIS BETWEEN STUDY VARIABLES**

The following table illustrates the impact of charismatic leadership on the employee creative climate of the organization.

**Table (12) Simple regression analysis between study variables**

Impact		B	T	Sig.	R2	F	Sig.
Charismatic Leadership	<b>Regression Constant</b>	0.826	9.24	0.00	0.359	238.18	0.00
	employee creative climate of the organization	0.656	15.39	0.00			

Table 12 demonstrates a statistically significant relationship between Charismatic Leadership on the employee creative climate of the organization. The calculated F-value (238.18) at a significance level of 0.000 exceeds the tabulated value, confirming this impact.

The regression coefficient of 0.359 indicates that the independent variable, "Charismatic Leadership" explains 35.9% of the variation in the dependent variable, "employee creative climate of the organization."

Based on these findings, the regression equation for the impact of Charismatic Leadership on employee creative climate of the organization is derived as follows:

$$\text{"Employee Creative Climate} = 0.812 + 0.645 \times \text{Charismatic Leadership"}$$

**Previous paragraphs answer the third question of the research, that there is an impact of Charismatic Leadership on the employee creative climate of the organization.**

## **CONCLUSION**

According to the study's findings, hotels and tourist firms in Luxor and Aswan actively use charismatic leadership techniques, which foster a vibrant and inspiring workplace. In a similar vein, these firms also implement measures of the creative climate for employees, which encourage staff members to be innovative and generate ideas.

Furthermore, the study demonstrates that charismatic leadership significantly improves the creative environment in these kinds of businesses. Employees are more inclined to think creatively, take initiative, and solve problems creatively when their leaders are charismatic and possess traits like vision, inspiration, and emotional appeal. According to this relationship, developing charismatic leadership might be a useful tactic for enhancing organizational flexibility and innovation in the travel and hospitality industry.

These findings demonstrate the value of charismatic leadership development programs in creating a more creative and encouraging work environment. To further support the link between charismatic leadership and a creative atmosphere in the travel and tourism sector, future studies should examine other mediating variables or compare these results across geographical boundaries.

## **RECOMMENDATIONS FOR HOTEL AND TRAVEL AGENCY MANAGERS**

1. Communication of the Vision: Clearly state an inspiring and captivating vision that complements the distinctive cultural and tourism potential of Luxor and Aswan.
2. Training in Creative Thinking: Provide courses on problem-solving techniques, design thinking, and innovative customer experiences.
3. Leading by example can encourage creativity by showcasing creative thinking in day-to-day operations to convey to staff that original ideas are appreciated.

4. To generate ideas for new services or operational enhancements, cross-functional innovation teams should be established. Employees can submit ideas for implementation at monthly challenges.
5. Resources for creative development should be made available, such as training courses on design thinking and guest experience innovation and special "innovation hours" set aside for experimenting..
6. By promoting risk-taking without fear of repercussion, seeing mistakes as teaching moments, and providing constructive criticism on outlandish concepts, a culture of psychological safety can be established.
7. In one-on-one meetings, creative goals should be matched with organizational objectives and employee recognition should be customized to each employee's preferences.
8. Technology should be leveraged for collaborative creativity through digital idea-sharing platforms being utilized and gamification techniques being implemented.
9. By training employees to recognize visitor problems and provide solutions through a "Guest-Inspired Innovation" program, creativity and guest pleasure should be linked.
10. By organizing visits to top companies in the sector and having guest speakers discuss trends in hospitality and tourist innovation, external learning should be promoted.
11. To confirm the value of creativity, the impact should be quantified and shared by monitoring increases in income, efficiency, or guest reviews.
12. Incorporating local communities into tourism services fosters employee pride and fosters a sense of belonging to innovative projects.

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