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## **Examining the Role of Idealized Influence and Inspirational Motivation in Shaping Employee Engagement and Commitment in Egypt's Courier, Express, and Logistics Industry**

A Dissertation Submitted in Partial Fulfilment of the Requirement for the  
Doctorate of Business Administration (DBA) Degree

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### **Abstract**

*Employee engagement and commitment are essential for maintaining organizational performance and competitiveness, particularly within Egypt's fast-growing Courier, Express, and Logistics (CEL) sector. This study examines the impact of two key leadership behaviors, idealized influence and inspirational motivation, on employee engagement and organizational commitment.*

*A quantitative research design was employed, utilizing a structured survey completed by 384 professionals in Egypt's CEL industry. The collected data were analyzed using multiple regression and structural equation modeling to examine the proposed relationships.*

*The results demonstrate that both idealized influence and inspirational motivation significantly enhance employee engagement and commitment. Leaders who serve as ethical role models and who communicate a clear, inspiring vision contribute meaningfully to creating a workforce that is motivated, emotionally connected, and dedicated to the organization.*

*The study offers practical value for business leaders and HR professionals in Egypt's service industries by highlighting the importance of adopting leadership behaviors that inspire trust and foster a shared sense of purpose. It also adds to the growing body of knowledge on employee engagement and commitment in emerging market environments.*

**Keywords:** *Idealized influence, inspirational motivation, employee engagement, organizational commitment, Courier Express and Logistics (CEL), Egypt.*

## **Chapter One: Research Framework**

### **1.1 Introduction**

According to the World Bank (2021), the service sector serves as a key driver of global economic development, significantly contributing to GDP and employment across countries. As economies increasingly shift toward service-oriented and knowledge-based structures, this sector continues to expand in importance, especially in developing nations like Egypt.

Within this context, the Courier, Express, and Logistics (CEL) industry has become a central component of Egypt's service economy. It plays a critical role in facilitating trade, enabling economic integration, and ensuring the smooth flow of goods and services both domestically and internationally. Furthermore, the CEL industry supports essential infrastructure that underpins broader national development efforts.

Recent insights from McKinsey & Company (2020) indicate that globalization, the rapid rise of e-commerce, and changing customer expectations have elevated the importance of the CEL sector, increasing the demand for efficient and dependable delivery services. These developments have intensified the pressure on CEL organizations to attract, engage, and retain committed employees who can operate effectively in a fast-paced and customer-driven environment.

In this context, leadership behaviors such as idealized influence and inspirational motivation have gained prominence for their role in shaping positive workplace cultures. Leaders who act as role models and communicate a compelling vision contribute significantly to strengthening employees' emotional connection to their work and their organizations. These leadership qualities foster greater engagement and commitment, which are essential for organizational stability and performance in the dynamic CEL industry. The leadership behaviors of idealized influence and inspirational motivation represent two key dimensions that can significantly impact employee attitudes and performance in service-based industries.

#### **1. Idealized influence**

Refers to leaders acting as ethical role models who gain the trust, admiration, and respect of their employees through consistent and principled conduct.

#### **2. Inspirational motivation**

On the other hand, involves leaders who communicate a clear, compelling vision that energizes employees and aligns them with shared organizational values and goals.

These attributes are particularly relevant to Egypt's Courier, Express, and Logistics (CEL) sector, which operates in a fast-paced and customer-driven environment. As CEL firms navigate the challenges of rapid growth, increasing competition, and evolving service expectations, the ability of leaders to inspire and emotionally engage their workforce becomes a key success factor. In such contexts, leaders who exhibit idealized influence and inspirational motivation contribute to fostering a supportive work culture that promotes commitment, trust, and a strong sense of purpose among employees.

This research focuses on examining the effect of these two leadership behaviors, idealized influence and inspirational motivation, on employee engagement and organizational commitment within Egypt's CEL industry. By doing so, it aims to provide practical insights into how specific leadership traits can enhance employee connection, loyalty, and performance in a demanding service environment.

The study contributes to the broader literature by offering specific evidence on the role of leadership behaviors in driving employee outcomes. In dynamic and competitive industries like CEL, understanding how leaders can strengthen employee engagement and commitment is essential for maintaining workforce stability and achieving long-term organizational effectiveness.

### **1.2 Highlights on the Research Variables**

### **1.2.1 Leadership Dimensions (Independent Variables)**

This research focuses on two influential leadership behaviors, idealized influence and inspirational motivation, and their impact on employee engagement and commitment. These two dimensions are derived from broader leadership theories and are particularly relevant in labor-intensive and customer-facing sectors such as Courier, Express, and Logistics (CEL), where employee motivation, dedication, and loyalty are essential for operational success and organizational stability.

#### **1.2.1.1 Idealized Influence**

Idealized influence refers to a leader's ability to serve as an ethical and respected role model, consistently demonstrating integrity, fairness, and a commitment to the organization's values. According to Antonakis and Day (2018), leaders who exhibit this behavior earn the trust and admiration of their followers by prioritizing collective goals over personal interests and consistently acting by their core values. Ng (2022) notes that such leaders inspire pride and strengthen emotional bonds between employees and the organization.

In high-pressure industries like CEL, where teamwork, trust, and rapid response are crucial, leaders who demonstrate idealized influence foster a unified sense of direction and commitment. By embodying the principles they promote, these leaders enhance credibility and reinforce organizational cohesion.

#### **1.2.1.2 Inspirational Motivation**

Inspirational motivation involves the ability to articulate a compelling and meaningful vision that energizes employees and aligns them with shared organizational goals. Hoch et al. (2018) describe this leadership quality as a driver of enthusiasm and confidence, enabled through emotionally resonant messaging and visionary communication.

Wang et al. (2020) highlight that leaders who communicate high expectations and a collective purpose create a positive atmosphere that motivates employees to exceed routine job performance. In the CEL industry, where external pressures and customer expectations are constantly evolving, inspirational motivation plays a pivotal role in aligning individual efforts with broader organizational objectives. It cultivates optimism and resilience, contributing to a culture of shared achievement and purpose.

By fostering hope, a sense of direction, and team spirit, inspirational motivation enhances both short-term morale and long-term dedication.

### **1.2.2 Employee Engagement and Commitment (Dependent Variable)**

The dependent variable in this study is employee engagement and commitment, a combined construct that captures employees' emotional involvement, motivation, and loyalty toward their organization. This integrated perspective reflects the dynamic interplay between how employees feel about their work and their willingness to remain with and contribute meaningfully to the organization.

According to Macey and Schneider (2020), engaged and committed employees demonstrate higher productivity, stronger collaboration, and greater alignment with organizational values. They are proactive, emotionally invested in their roles, and more resilient in the face of challenges.

Breevaart et al. (2020) and Wang et al. (2020) emphasize that leadership behaviors such as idealized influence and inspirational motivation are critical in fostering these outcomes. Leaders who act as role models and articulate an inspiring vision build trust, create purpose, and strengthen psychological bonds with employees.

In Egypt's CEL sector, where service quality and delivery depend heavily on frontline personnel, employee engagement and commitment are especially vital. High levels of both reduce turnover, improve customer satisfaction, and drive overall performance. Leaders who consistently demonstrate values and communicate vision effectively are instrumental in cultivating a committed and high-performing workforce.

### 1.3 Research Gap

Although leadership research has significantly expanded in recent years, much of the focus remains centered on broad leadership styles across industries such as healthcare, education, and manufacturing (Hughes & Beatty, 2019; Avolio & Yammarino, 2017). However, limited attention has been given to the Courier, Express, and Logistics (CEL) sector, especially within emerging markets like Egypt, despite its growing relevance and complexity.

Dinh et al. (2014) and Waldman et al. (2011) observe that most leadership studies have been conducted in developed countries, including the United States, Western Europe, and East Asia. As a result, the unique cultural and institutional dynamics influencing leadership effectiveness in developing nations, such as Egypt, remain underexplored. In particular, there is a lack of empirical research examining how specific leadership behaviors influence employee outcomes in labor-intensive service environments.

While idealized influence and inspirational motivation have been linked to positive organizational outcomes such as motivation and team alignment, few studies have isolated these dimensions to examine their direct effect on employee engagement and commitment, especially in the CEL sector. Given that this industry relies heavily on a frontline workforce to meet performance standards and customer expectations, understanding how leadership behaviors foster emotional investment and loyalty is critical.

Soliman et al. (2020) further highlight that Egypt's CEL industry is undergoing rapid transformation due to technological shifts, globalization, and evolving consumer demands. Despite these changes, academic inquiry into how leadership traits like ethical role modeling and driven communication influence workforce engagement remains limited. Addressing this gap will help inform leadership development practices that align with the sector's operational demands.

### 1.4 Problem Statement

The Courier, Express, and Logistics (CEL) sector in Egypt has witnessed rapid expansion fueled by globalization, digital commerce, and increased demand for timely and reliable delivery services. As the sector evolves, its success depends not only on technological and operational capabilities but also on the effectiveness of its human capital. However, many organizations in the CEL industry face challenges in maintaining high levels of employee engagement and commitment, key drivers of service quality and organizational resilience.

In dynamic service environments, leadership plays a pivotal role in shaping employee attitudes and behaviors. Leaders who demonstrate ethical behavior, communicate a compelling vision, and inspire purpose are better positioned to foster workforce alignment and emotional connection. Idealized influence and inspirational motivation are two leadership dimensions particularly relevant in this context, as they promote trust, enthusiasm, and a shared sense of mission among employees.

Despite the recognized importance of these leadership behaviors, there remains a lack of empirical research examining their specific effect on employee engagement and commitment in Egypt's CEL sector. Most existing studies focus on general leadership models without isolating the distinct impact of these two critical behaviors on employee outcomes in service-driven industries.

This research seeks to fill that gap by investigating how idealized influence and inspirational motivation affect employee engagement and commitment within Egypt's CEL industry. By exploring these relationships, the study aims to contribute context-specific insights to the leadership literature and provide practical

recommendations for CEL organizations seeking to strengthen their workforce through effective leadership behaviors.

Accordingly, the research problem is defined as:

“What is the effect of idealized influence and inspirational motivation on employee engagement and commitment in Egypt’s Courier, Express, and Logistics sector?”

### 1.5 Research Questions

This research seeks to explore how two specific leadership dimensions, idealized influence and inspirational motivation, impact employee-related outcomes in Egypt’s Courier, Express, and Logistics (CEL) industry. The study addresses the following key questions:

#### Main Research Question (RQ):

- **RQ:** What is the effect of idealized influence and inspirational motivation on employee engagement and commitment in Egypt’s Courier, Express, and Logistics (CEL) sector?

#### Sub-Research Questions:

- **RQ<sub>1</sub>:** How does idealized influence impact employee engagement and commitment in the CEL industry?
- **RQ<sub>2</sub>:** How does inspirational motivation influence employee engagement and commitment in the CEL industry?

### 1.6 Research Objectives

The overall objective of this study is to investigate how the leadership behaviors of idealized influence and inspirational motivation contribute to enhancing employee engagement and commitment in Egypt’s Courier, Express, and Logistics (CEL) sector.

#### Main Research Objective (RO):

- **RO:** To examine the impact of idealized influence and inspirational motivation on employee engagement and commitment within the CEL industry in Egypt.

#### Sub-Objectives:

- **RO<sub>1</sub>:** To assess the extent to which idealized influence promotes employee engagement and strengthens commitment in CEL organizations.
- **RO<sub>2</sub>:** To evaluate how inspirational motivation contributes to fostering employee engagement and organizational loyalty in the CEL sector.

### 1.7 Research Contribution

This study offers both theoretical and practical contributions by addressing an important gap in understanding how specific leadership behaviors, idealized influence, and inspirational motivation affect employee engagement and commitment, particularly in the context of Egypt’s Courier, Express, and Logistics (CEL) sector.

While extensive research has been conducted on leadership in general, much of it has focused on broader models or industries such as healthcare, education, and manufacturing in developed economies (Yukl, 2013; Gupta & Verma, 2024). Comparatively, there is limited empirical investigation into how these individual

leadership dimensions influence employee outcomes in the CEL industry, especially within emerging markets like Egypt. This research aims to address that gap by providing specific insights into how leaders can effectively foster engagement and commitment among employees in service-driven environments.

From a theoretical perspective, the study contributes to the leadership literature by isolating and analyzing the effects of idealized influence and inspirational motivation, two core behaviors known to shape employee attitudes and performance. By focusing on these dimensions, the research enhances our understanding of how trust-building, ethical role modeling, and motivational communication affect employee loyalty and emotional investment, factors critical for performance in high-pressure, customer-focused industries like CEL.

Practically, the research offers valuable guidance for managers, HR professionals, and organizational leaders in Egypt's CEL sector. It highlights how applying behaviors associated with idealized influence and inspirational motivation can:

- Strengthen employee engagement, leading to higher levels of enthusiasm, involvement, and proactive performance.
- Deepen employee commitment, fostering organizational loyalty, reducing turnover, and sustained contribution to business goals.
- Cultivate a positive work culture based on shared values, mutual respect, and a strong sense of purpose.

Furthermore, this study provides contextual insight relevant to Egypt's economic landscape. As Heikal et al. (2020) and Bass and Riggio (2006) suggest, leadership effectiveness is often shaped by cultural and institutional dynamics. By situating this research in Egypt, the findings reflect local organizational realities and workforce expectations, offering actionable recommendations that align with regional practices and constraints.

In line with Avolio and Yammarino's (2013) call for targeted leadership development, the study's implications can also inform the design of training programs that prioritize character leadership and driven communication. Such initiatives would be especially beneficial in sectors like CEL, where operational success relies heavily on a motivated and committed frontline workforce.

In summary, this research makes a contribution by advancing leadership theory and offering practical tools for improving employee engagement and commitment. It supports organizations in Egypt's CEL industry in building a more inspired, loyal, and performance-driven workforce, essential for long-term competitiveness and organizational sustainability.

## **1.8 Methodology and Measurement Tools**

This research investigates the effect of idealized influence and inspirational motivation, two key leadership behaviors, on employee engagement and commitment in Egypt's Courier, Express, and Logistics (CEL) sector. The methodology employs a structured quantitative approach to systematically analyze the relationships between the study's key variables.

### **1.8.1 Research Design**

The study adopts a quantitative, cross-sectional survey design, allowing for the collection of standardized data from a diverse sample of employees across the CEL industry. As Creswell (2014) notes, a quantitative approach is particularly effective for examining relationships between measurable variables, making it well-suited to explore how leadership behaviors influence employee attitudes and behaviors. This design also enables the use of statistical techniques to test hypotheses and derive generalizable insights from the findings.

### **1.8.2 Research Variables**

#### **1.8.2.1 Independent Variables: Idealized Influence and Inspirational Motivation**

These two leadership dimensions are examined as independent variables that potentially impact employee engagement and commitment:

- **Idealized Influence:** Defined as the degree to which leaders serve as ethical role models, earning admiration, trust, and respect from their teams (Antonakis & Day, 2018; Nguyen et al., 2021). Leaders exhibiting this behavior demonstrate integrity, prioritize collective goals over personal interests, and create a sense of pride and loyalty among employees.
- **Inspirational Motivation:** This refers to a leader's ability to communicate a compelling vision and instill enthusiasm and shared purpose among employees (Eliyana et al., 2019; Hoch et al., 2018). Leaders practicing inspirational motivation energize their teams, articulate high expectations, and foster optimism and alignment toward organizational goals.

### 1.8.2.2 Dependent Variable: Employee Engagement and Commitment

The dependent variable in this study is the combined construct of **employee engagement and commitment**, which reflects both emotional involvement and psychological loyalty toward the organization.

- **Employee Engagement:** Engagement refers to the enthusiasm, focus, and proactive attitude employees bring to their roles. As Macey and Schneider (2020) explain, engaged employees tend to be more productive, innovative, and willing to go beyond routine tasks to support organizational success.
- **Employee Commitment:** This dimension reflects employees' long-term loyalty, sense of belonging, and alignment with the organization's mission and values (Breevaart et al., 2020; Wang et al., 2020). Committed employees are more likely to remain in their roles and contribute meaningfully to the organization's goals.

Together, these variables provide a strong framework for understanding how leadership behaviors influence workforce motivation and retention in a service and customer-centric industry such as CEL.

### 1.8.3 Research Hypotheses

This study aims to examine the influence of two key leadership behaviors, idealized influence and inspirational motivation, on employee engagement and commitment in Egypt's Courier, Express, and Logistics (CEL) sector. Grounded in transformational leadership theory (Bass, 1985), the hypotheses focus specifically on how these two dimensions contribute to workforce motivation and loyalty in service-intensive environments.

#### Main Hypothesis:

- **H<sub>1</sub>:** Idealized influence has a significant effect on employee engagement and commitment in the CEL sector in Egypt.
- **H<sub>2</sub>:** Inspirational motivation has a significant effect on employee engagement and commitment in the CEL sector in Egypt.

These hypotheses are based on prior research suggesting that leaders who exhibit strong ethical values and articulate inspiring visions can significantly influence the psychological attachment and work enthusiasm of their employees (Nguyen et al., 2021; Eliyana et al., 2019). This relationship is especially vital in customer-facing industries like CEL.

### 1.8.4 Data Collection

#### Primary Data:

Data will be gathered through a structured questionnaire distributed to employees and supervisors across selected courier, express, and logistics companies in Egypt. The survey will include standardized scales

designed to assess perceptions of leadership behaviors (idealized influence and inspirational motivation) and employee outcomes (engagement and commitment). The structured format ensures data consistency, reliability, and suitability for quantitative analysis.

### Secondary Data:

Secondary data will be drawn from industry reports, academic studies, and government publications to provide background context and support the interpretation of primary findings. This includes insights into labor dynamics, leadership practices, and workforce trends within Egypt's CEL sector.

### 1.8.5 Population and Sample

#### 1) Target Population:

The population includes employees working in courier, express, and logistics companies operating in Egypt. This includes both multinational firms and local service providers, with data drawn from various job levels to ensure a diverse and comprehensive understanding of workplace dynamics.

#### 2) Sampling and Piloting:

A pilot survey will be conducted to test the clarity and reliability of the questionnaire. This preliminary stage will allow for refinements to the survey instrument and ensure its effectiveness in measuring leadership influence and employee responses (Taherdoost, 2016). A probabilistic sampling approach will be used to enhance representativeness and minimize bias.

#### 3) Sample Size:

The required sample size is calculated using Cochran's formula (1977), which accounts for large population sizes. Assuming a confidence level of 95% and a margin of error of 5%, and considering an estimated employee population of approximately 214,128 in Egypt's CEL industry (CAPMAS, 2018), the minimum sample size is 384 participants. This ensures statistical validity and enhances the generalizability of the study's findings.

### 1.8.6 Scales and Measures

To ensure measurement accuracy, the research uses validated scales developed in prior scholarly work:

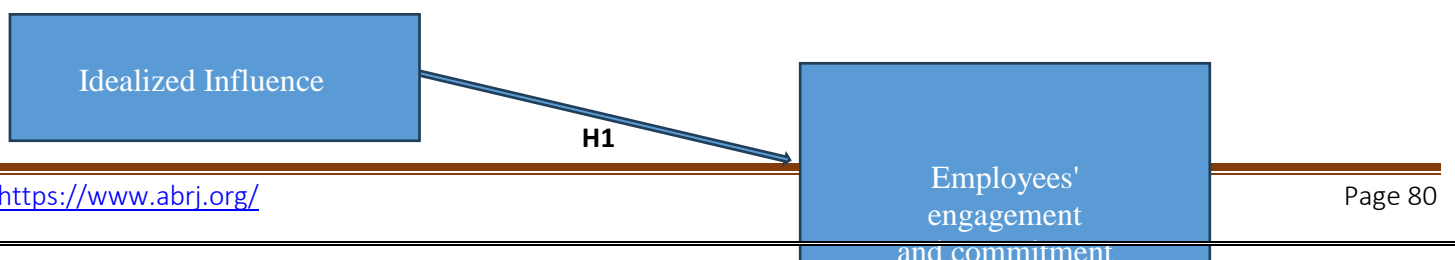
- **Idealized Influence** and **Inspirational Motivation** will be measured using items adapted from established transformational leadership scales (e.g., Bass & Avolio's MLQ Form 5X).
- **Employee Engagement** will be assessed using tools such as the Utrecht Work Engagement Scale (UWES).
- **Employee Commitment** will be measured using established instruments such as Meyer and Allen's (1991) organizational commitment scale.

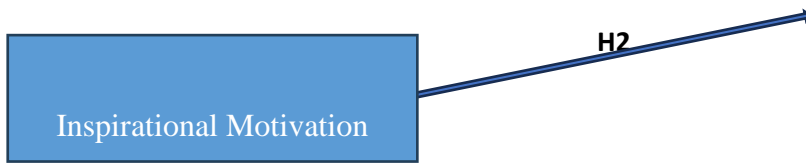
Details on reliability coefficients and measurement validity will be elaborated in Chapter Three.

### 1.9 Conceptual Model

#### Figure 1: Conceptual model

The following figure shows the conceptual model of the research was developed on the analysis of the literature and previous research studies.





*Figure 1: Conceptual Model*

## 1.10

## Conclusion

Dinh et al. (2020) highlight the growing importance of researching transformational leadership within the CEL industry, where rapid technological advancements and shifting customer expectations necessitate innovative and adaptive leadership strategies. Hitt et al. (2021) emphasize the role of leadership in navigating high operational complexity and intense competition, reinforcing the relevance of this research in the CEL sector.

Rahman et al. (2020) outline the key dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration that shape strategic outcomes. Alvesson and Kärreman (2020) discuss the mechanisms through which leadership influences key aspects of strategy execution, including service quality, innovation, and resource alignment.

This chapter introduced the research by establishing the background and significance of the research, focusing on the impact of transformational leadership on strategy execution within Egypt's CEL industry. It demonstrated the CEL sector's contribution to economic growth and its unique operational challenges, highlighting the necessity of strong leadership for achieving organizational goals.

Additionally, the chapter presented the research objectives, formulated research questions, and outlined the thesis structure, which includes a comprehensive literature review, research design and methods, data analysis, and practical recommendations for the CEL industry. By addressing both theoretical and practical gaps, this research provides valuable insights into the intersection of leadership and strategy implementation in Egypt's dynamic service sector.

## 1.11 Research Structure and Outline

This thesis is structured into five coherent chapters, each addressing a distinct component of the study to ensure a logical and systematic flow.

1. **Chapter One** introduces the research topic by providing a contextual foundation for the study. It outlines the background of leadership within Egypt's Courier, Express, and Logistics (CEL) sector, highlights the research problem related to employee engagement and commitment, and defines the objectives and research questions. The chapter also emphasizes the study's significance in exploring the specific roles of idealized influence and inspirational motivation, and delineates the scope and limitations of the research.
2. **Chapter Two** presents a comprehensive review of the existing literature on leadership style, with particular focus on idealized influence and inspirational motivation. It also examines prior studies on employee engagement and organizational commitment, especially within service-oriented industries like the CEL sector. This chapter establishes the theoretical framework and identifies knowledge gaps that this research aims to address.
3. **Chapter Three** details the research methodology used to investigate the relationship between leadership behaviors and employee outcomes. It describes the research design, data collection methods primarily through surveys, and the statistical techniques employed for data analysis. The rationale for the chosen methodology and its relevance to the research objectives are thoroughly discussed.

4. **Chapter Four** presents the results of the study, including the descriptive and inferential analysis of the collected data. The findings are organized to demonstrate the effects of idealized influence and inspirational motivation on employee engagement and commitment. Visual tools such as tables and charts are used to enhance clarity and support interpretation.
5. **Chapter Five** concludes the thesis by interpreting the key findings concerning the research objectives and questions. It discusses the practical and theoretical implications of the results for leadership practices in Egypt's CEL sector. Additionally, this chapter offers recommendations for practitioners and suggests areas for future research, particularly in the context of enhancing employee outcomes through leadership development.

## Chapter two: Literature review

### 2.1 Introduction

In today's rapidly evolving business environment, organizations operating in Egypt's Courier, Express, and Logistics (CEL) sector face increasing pressure to remain competitive amid shifting customer expectations, market volatility, and continuous technological advancements. As the demand for reliable and efficient delivery services grows, driven by e-commerce expansion and globalization, CEL firms must continually evaluate their leadership approaches to attract, engage, and retain a committed workforce.

Leadership plays a critical role in shaping organizational performance in this highly competitive service sector. Among the various leadership models, transformational leadership, specifically through idealized influence and inspirational motivation, has gained prominence as a means to elevate employee engagement and foster organizational commitment. Leaders who model ethical behavior, convey a compelling vision, and inspire confidence are more likely to cultivate a motivated workforce that aligns with the organization's strategic goals.

In the CEL industry, where frontline employees interact directly with customers and are responsible for executing time-sensitive operations, employee morale and engagement are central to achieving service excellence. Effective leaders in this space must foster a sense of purpose, align personal values with organizational goals, and create an environment of trust and inspiration to mitigate employee turnover and enhance service consistency.

By focusing on idealized influence and inspirational motivation as key leadership behaviors, organizations can better navigate the demands of a dynamic logistics environment while driving internal cultural alignment and workforce stability.

### 2.2 The Strategic Role of Egypt's CEL Sector

The Courier, Express, and Logistics sector has emerged as a vital pillar within Egypt's growing service economy. According to the World Bank (2023), the service sector contributed over 51% to Egypt's GDP in 2022, with logistics and delivery services playing a critical support role for commerce, trade, and digital transformation.

The Central Bank of Egypt (2021) affirms that the logistics sector significantly enhances economic connectivity and business efficiency, particularly as Egypt positions itself as a regional trade hub. The sector's relevance extends beyond traditional freight, encompassing last-mile delivery services, e-commerce fulfillment, and time-sensitive courier operations, all of which demand a capable and committed workforce.

As highlighted by the International Labour Organization (ILO, 2023), Egypt's CEL industry generates substantial employment opportunities, particularly for youth and entry-level workers. However, the sustainability of this employment contribution is contingent upon the presence of strong leadership that can inspire and retain talent. Employee engagement and commitment, both shaped significantly by leadership behaviors, are essential to minimizing operational disruptions and enhancing service reliability.

Moreover, Egypt's strategic location, supported by infrastructure such as the Suez Canal, positions its logistics sector for continued growth and foreign investment. This growth, however, also intensifies the need for a resilient and motivated workforce capable of delivering consistent quality in a very highly competitive environment.

Given these dynamics, the focus on idealized influence and inspirational motivation becomes essential. Leaders who embody these traits not only elevate the performance and loyalty of employees but also reinforce a culture of accountability, innovation, and shared purpose. This study thus seeks to explore how these leadership dimensions impact employee engagement and commitment, particularly within Egypt's CEL sector, a segment that remains critical to the nation's economic resilience and service excellence.

### **2.3 Key Aspects and Importance of the Courier Express and Logistics Industry in Egypt**

The Courier Express and Logistics (CEL) industry plays a critical role in Egypt's economy and development. Its significance can be highlighted through several key aspects:

According to the United Nations Conference on Trade and Development (UNCTAD, 2020), the Courier Express and Logistics (CEL) industry is fundamental to the Egyptian economy. It plays a crucial role in facilitating trade by ensuring the efficient movement of goods and services both domestically and internationally. This sector supports multiple industries, including manufacturing, retail, and agriculture, thereby contributing to GDP growth and job creation and fostering overall economic development in Egypt.

According to the World Bank Group (2020), Egypt's strategic geographical position as a link between Africa, the Middle East, and Europe underscores the critical role of its logistics industry in facilitating trade. The Suez Canal, a key maritime route, highlights Egypt's significance in global logistics, highlighting the Courier Express and Logistics (CEL) industry essential for international trade routes

As reported by Statista (2021), the increasing frequency of e-commerce has led to a substantial demand for reliable and rapid delivery services. The Courier Express and Logistics (CEL) industry plays a crucial role in enabling online businesses to efficiently reach their customers, thereby enhancing consumer satisfaction and powering the growth of e-commerce platforms in Egypt.

According to a report by Oxford Business Group (2021), the expansion of the Courier Express and Logistics (CEL) sector drives infrastructure development, including the construction of roads, ports, and warehouses. This growth not only enhances logistics efficiency but also improves overall connectivity and accessibility within the country.

According to a report by the International Labour Organization (2019), the Courier Express and Logistics (CEL) industry is a major source of employment in Egypt. It offers a range of job opportunities in areas such as transportation, warehousing, logistics management, and customer service, thereby supporting incomes and helping to reduce unemployment rates.

In 2020, McKinsey & Company emphasized that the Courier Express and Logistics (CEL) industry has led to the adoption of new technologies and innovations. This includes the implementation of advanced logistics solutions such as GPS tracking, automated warehouses, and digital payment systems, which have significantly enhanced operational efficiency and service quality.

In conclusion, the Courier Express and Logistics industry (CEL) in Egypt is a backbone of economic activity, enabling trade, supporting e-commerce, driving infrastructure development, and generating employment. Its importance is underscored by its role in facilitating the efficient movement of goods, fostering technological innovation, and enhancing Egypt's position in the global trade network.

Despite the substantial contributions of the Courier Express and Logistics industry to Egypt's economic growth and its role in reducing the unemployment rate, much like other industries operating within the country, it continues to face numerous challenges, such as:

### **2.4 Key challenges facing the Courier Express and Logistics industry in Egypt**

According to the World Bank (2020) and Abdelkader and El-Anis (2018), bureaucratic obstacles represent a significant challenge for the Courier Express and Logistics (CEL) industry in Egypt. Despite the sector's growth, it encounters hurdles that hinder operational efficiency, including complex regulatory frameworks, inefficient customs procedures, and burdensome administrative processes. These challenges can lead to delays, higher costs, and reduced attractiveness for foreign investment. Addressing bureaucratic inefficiencies, therefore, requires comprehensive policy reforms aimed at simplifying regulations, enhancing transparency, and improving the efficiency of customs and administrative procedures. As Zaki (2019) notes, such reforms would not only support CEL growth but also improve Egypt's overall business environment.

As the World Bank (2020) reports, the CEL industry also suffers from policy volatility: frequent changes in regulations, tariffs, and trade rules create an unpredictable business environment that disrupts logistics planning, raises costs, and adds administrative burdens. Hassan and El-Dorghamy (2019) observe that inconsistent customs regulations further delay shipments and erode competitiveness, while El-Said and Zaki (2021) warn that policy instability discourages investment. Abdelkader and El-Anis (2018) add that unstable frameworks can even slow the adoption of new technology. Zaki (2019) argues that establishing a stable, predictable regulatory environment is essential to unlocking the sector's full economic contribution.

Currency devaluation is another pressing challenge. Hassan and El-Dorghamy (2020) explain that a weaker pound raise import costs for fuel, vehicles, and equipment, squeezing margins in a price-competitive market. The World Bank (2021) links these higher costs to reduced profitability, while El-Said and Zaki (2021) highlight the resulting financial uncertainty. Ghoneim and Helmy (2021) and Abdelkader and El-Anis (2018) note that devaluation forces price adjustments that can strain supplier relationships and disrupt supply chains. Zaki (2019) recommends hedging, supply-chain diversification, and technology investments, supported by targeted government policies.

Infrastructure deficiencies compound these issues. Abdel-Basset et al. (2020) point to poor road conditions, congestion, limited rail connectivity, and unreliable utilities. The World Bank (2020) cites bottlenecks at ports and airports, while Hassan and El-Dorghamy (2019) document capacity constraints that undermine service reliability. El-Said and Zaki (2021) and Ghoneim and Helmy (2021) add that outdated warehousing and insufficient advanced technology drive up inventory costs. Zaki (2019) and Abdelkader and El-Anis (2018) call for large-scale investment, public-private partnerships, and modernization programs to secure long-term growth.

Competitive pressure is intense as well. Hassan and El-Dorghamy (2020) describe price wars that erode margins and risk service quality. El-Said and Zaki (2021) and Ghoneim and Helmy (2021) stress the need for differentiation through superior service, faster delivery, or advanced technology. The World Bank (2020) notes that rapid technological change demands continuous investment often a hurdle for smaller firms, while Abdelkader and El-Anis (2018) point to the formidable presence of global logistics players. Zaki (2019) suggests strategic alliances to share resources and technology, alongside relentless innovation to meet rising customer expectations.

Cultural factors also shape industry leadership and performance. El-Sayed et al. (2020) emphasize that hierarchies, collectivism, and power distance strongly influence communication and motivation in Egyptian organizations. Effective leaders must recognize these dynamics, foster trust, and build inclusive environments to maximize team cohesion. El-Din and Abdelkader (2021) argue that, by strategically adapting and displaying resilience and innovation, CEL providers can bolster competitiveness in a complex market.

## 2.4 Foundational Definitions of Leadership

Leadership has been widely discussed from various theoretical perspectives, and many scholars emphasize its relational and motivational dimensions.

- Maxwell (1998) defines leadership succinctly as “influence, nothing more, nothing less,” highlighting the core element of a leader's impact on others.

- Van Knippenberg and Sitkin (2013) emphasize that leadership effectiveness is closely tied to the quality of followership.
- Uhl-Bien et al. (2014) view leadership as a relational process aimed at achieving shared objectives.
- Kouzes and Posner (2017) describe leadership as the act of mobilizing others to willingly pursue shared aspirations.
- Northouse (2019) describes leadership as a process of influencing a group toward the attainment of a common goal.
- McCauley (2024) supports a similar view, portraying leadership as a social mechanism through which collective outcomes are achieved.

Building on these definitions, this research defines leadership as the dynamic and inspirational process of guiding and empowering others through influence and vision, cultivating trust, aligning efforts, and motivating individuals to achieve shared objectives. This conceptualization reflects the core principles of idealized influence and inspirational motivation, two key components of transformational leadership.

## **2.5 Core Dimensions of Leadership Related to Idealized Influence and Inspirational Motivation**

Leadership in the context of Egypt's Courier, Express, and Logistics (CEL) sector must go beyond positional authority. It requires influencing followers through personal example and shared values, inspiring them to commit to organizational goals and remain engaged in their work.

### **1. Idealized Influence**

Idealized influence is central to transformational leadership, where leaders serve as role models admired, respected, and trusted by their teams. Leaders exhibiting this trait demonstrate ethical conduct, instill pride, and prioritize the needs of others, thereby creating a deep emotional connection with followers (Bass & Riggio, 2006). In CEL organizations, this type of leadership strengthens team cohesion and reinforces commitment, particularly in high-pressure, service-driven environments.

### **2. Inspirational Motivation**

Inspirational motivation involves communicating an appealing vision and demonstrating optimism about future goals. Leaders who use inspirational motivation articulate purpose and meaning in work, encouraging employees to exceed expectations (Kouzes & Posner, 2017). In the CEL sector, where routine tasks can often feel repetitive or stressful, inspirational motivation can elevate morale, increase engagement, and drive performance by connecting daily efforts to a larger organizational mission.

### **3. Trust and Relationship Building**

Uhl-Bien et al. (2014) and McCauley (2024) emphasize that leadership is inherently relational. Idealized influence thrives when leaders consistently act with integrity and fairness, fostering trust. When trust is established, employees are more likely to stay committed and emotionally engaged with their teams and the organization.

### **4. Vision Communication**

Kouzes and Posner (2017) note that great leaders inspire by clearly communicating a compelling vision. This is a hallmark of inspirational motivation, where leaders energize teams through shared purpose. In the logistics field, vision helps align individuals across operational roles, reinforcing their significance within the bigger picture and enhancing job commitment.

### **5. Motivation and Morale**

According to PMC (2024), leadership plays a critical role in sustaining motivation. Inspirational leaders recognize employee contributions and build a positive emotional climate. These behaviors contribute directly to higher levels of engagement and organizational commitment.

## 6. Ethical Conduct and Role Modeling

Leaders who consistently act according to ethical principles set the tone for expected behavior, which forms the foundation of idealized influence. Such conduct cultivates respect and loyalty, which are essential for sustaining engagement and reducing turnover in CEL environments (Harvard Business Publishing, 2024).

## 7. Commitment through Shared Purpose

Inspirational motivation fosters a sense of belonging and shared destiny, which enhances employee commitment. When leaders link organizational goals to individual values and aspirations, they create a psychologically meaningful work environment where employees are more likely to invest their energy and remain loyal to the organization.

### Summary

Leadership rooted in idealized influence and inspirational motivation is a powerful driver of employee engagement and commitment, particularly in Egypt's customer centric Courier, Express, and Logistics sector. Leaders who lead by example, communicate compelling visions, and inspire through personal integrity and passion not only elevate performance but also create emotionally resilient and committed teams. These leadership behaviors foster trust, clarity, motivation, and alignment, critical ingredients for organizational sustainability and employee retention in this dynamic service industry.

### 2.7 Leadership Influence on Employee Engagement and Commitment

In rapid change service sectors such as Egypt's Courier, Express, and Logistics (CEL) industry, leadership plays a pivotal role in shaping how employees connect with their work and remain committed to organizational goals. Among the various leadership behaviors, two elements stand out for their ability to elevate employee performance and morale: Idealized Influence and Inspirational Motivation.

These two approaches enable leaders to build strong relationships with their teams by fostering trust, creating a shared purpose, and instilling a sense of pride and dedication. Leaders who embody these characteristics tend to elevate team morale, inspire higher levels of commitment, and encourage employees to stay engaged even in demanding work environments.

A recent meta-analysis by Cheong, Yoon, and Kim (2023) in the service industry confirmed that leadership behaviors centered on vision and influence contribute significantly to employee being, alignment with organizational values, and sustained engagement.

### 2.8 Why Focus on Idealized Influence and Inspirational Motivation

The decision to focus on Idealized Influence and Inspirational Motivation is rooted in their demonstrated effectiveness in strengthening employee engagement and deepening organizational loyalty. These leadership behaviors go beyond task management and performance monitoring. Instead, they tap into the emotional and motivational needs of employees, which are especially vital in high-demand service sectors like logistics.

Leaders who exhibit strong Idealized Influence act as ethical and principled role models. Their consistent behavior builds respect and trust, which positively affects team cohesion and fosters a sense of belonging. When employees look up to their leaders, they are more likely to invest emotionally in their work and the organization.

On the other hand, leaders who demonstrate Inspirational Motivation uplift teams through vision, optimism, and driven communication. These leaders help employees understand how their daily responsibilities contribute to broader goals, instilling meaning into routine tasks. This emotional connection strengthens motivation and improves long-term commitment.

In dynamic and customer-focused environments like Egypt's CEL sector, these two elements are particularly effective in improving workforce morale, reducing turnover, and enhancing performance consistency.

## 2.9 Core Concepts: Idealized Influence and Inspirational Motivation

### 1. Idealized Influence

This concept refers to a leader's ability to serve as a role model, earning admiration and trust through consistent values, ethical behavior, and integrity. Such leaders are viewed with respect and are trusted to act in the best interest of both the organization and the team. Their influence is not imposed but earned, often inspiring employees to adopt similar behaviors and attitudes.

Khan and Rehman (2022) note that this form of influence builds deep emotional ties between leaders and followers, which fosters higher commitment levels and reduces workplace stress. Gupta and Shukla (2022) further emphasize that this behavior contributes to a positive work atmosphere, encouraging long-term loyalty and engagement.

### 2. Inspirational Motivation

This element involves communicating a clear and compelling vision that gives employees a sense of direction and purpose. Leaders who excel in this area instill hope and enthusiasm, helping their teams remain focused and inspired despite operational challenges or uncertainty.

Employees respond to such motivation by aligning themselves with the organization's mission and goals, which translates into increased energy, creativity, and persistence at work. Gupta and Shukla (2022) also highlight that when individuals find purpose in their roles, their job satisfaction and emotional connection to the organization significantly improve.

## Conclusion

The behaviors of Idealized Influence and Inspirational Motivation are essential drivers of employee engagement and commitment, especially in high-demand industries such as Egypt's courier, Express, and Logistics sector. These leadership behaviors not only build trust and clarity but also cultivate a sense of purpose and belonging that sustains motivation over time. Focusing on these two elements offers practical insights for improving workplace morale, reducing turnover, and strengthening overall organizational performance.

## 2.10 The Impact of Idealized Influence and Inspirational Motivation on Employees in Egypt's CEL Sector

In Egypt's Courier, Express, and Logistics (CEL) sector, where operational success depends heavily on the performance, reliability, and dedication of employees, leadership plays a pivotal role in influencing workforce outcomes. Among the various components of leadership, **idealized influence** and **inspirational motivation** have demonstrated a particularly powerful effect on enhancing **employee engagement** and **organizational commitment**. These two dimensions of leadership involve modeling ethical behavior, articulating a compelling vision, and fostering trust, all of which are critical in environments like logistics.

### 1. Enhancing Employee Engagement

Idealized influence allows leaders to become role models who inspire trust, respect, and admiration. When employees perceive their leaders as credible and value-driven, they are more likely to become

emotionally and cognitively engaged in their roles. In Egypt's CEL sector, where frontline employees often face high workloads and customer pressures, such leadership behavior contributes to stronger workplace morale and increased willingness to go beyond routine duties. Leaders who communicate a shared vision and articulate future possibilities help employees feel that their contributions are valuable and aligned with broader organizational goals.

## 2. **Strengthening Organizational Commitment**

Inspirational leaders foster commitment by connecting employees to a larger mission. In the CEL sector, where employee turnover can disrupt service continuity, building emotional commitment is essential. Leaders who exhibit inspirational motivation create a motivational climate that encourages loyalty, perseverance, and belief in the organization's future. When idealized influence is present, employees are more likely to internalize organizational values and demonstrate greater dedication, even during periods of operational stress or change.

## 3. **Fostering Job Satisfaction and Loyalty**

Employees who experience high levels of inspiration and respect for their leaders often report increased job satisfaction. By engaging with employees on an emotional and value-driven level, leaders who demonstrate idealized influence contribute to a sense of workplace belonging and fulfillment. This is particularly important in the CEL industry, where routine and intensive tasks can lead to burnout. A strong, value-based leadership approach helps sustain motivation, making employees more satisfied with their roles and more committed to organizational goals.

## 4. **Motivating Performance Through Shared Vision**

Inspirational motivation encourages employees to transcend self-interest for the collective good. In courier and logistics operations, this often translates into proactive behaviors, such as taking ownership of service quality, anticipating customer needs, or suggesting operational improvements. A leader's ability to paint a compelling picture of the organization's future can motivate employees to persist through logistical challenges and performance targets with enthusiasm.

## 5. **Creating a Supportive Work Culture**

The presence of idealized influence in leadership behaviors contributes to the development of a high level of trust and an ethically grounded work environment. Employees are more likely to engage in cooperative behavior when they perceive fairness and authenticity from their leaders. Inspirational motivation complements this by building optimism, energizing teams, and reinforcing a culture centered on shared values and continuous improvement.

## 6. **Improving Employee Retention and Resilience**

In a competitive logistics market, retaining skilled personnel is critical. Leaders who inspire and lead by example reduce feelings of disengagement and detachment, which are common reasons for turnover. Idealized influence strengthens employees' identification with their teams and leaders, while inspirational motivation reinforces the belief that their efforts matter. This combination promotes resilience during peak operational periods and contributes to employee retention.

## 7. **Alignment with Strategic Objectives**

By fostering higher engagement and commitment, idealized influence and inspirational motivation help align employee behavior with strategic objectives. In the context of Egypt's CEL sector, where customer satisfaction, on-time delivery, and service reliability are strategic imperatives, engaged and committed employees are more likely to support organizational goals proactively and consistently.

## 2.11 Dimensions of Employee Engagement and Commitment

In dynamic sectors such as Egypt's Courier, Express, and Logistics (CEL) industry, employee engagement and organizational commitment have become central to achieving sustained performance and customer satisfaction. Understanding the conceptual dimensions of engagement and commitment is essential to examining how leadership, particularly through idealized influence and inspirational motivation, can shape employee behavior, morale, and alignment with organizational goals.

### 1. Engagement as a Purposeful Investment of Energy

Kahn (1990) conceptualized employee engagement as the degree to which individuals invest their cognitive, emotional, and physical energies into their work roles. This definition highlights the importance of creating meaningful and supportive work environments. In the CEL context, when leaders serve as role models and communicate a compelling vision, employees are more likely to feel connected to their tasks, take initiative, and demonstrate enthusiasm in service delivery.

### 2. Engagement as a Behavioral Pattern

Schaufeli et al. (2002) emphasize engagement as a recurring behavioral pattern marked by vigor, dedication, and absorption in work activities. This perspective aligns with the idea that consistent leadership behaviors such as inspiring confidence and modeling integrity cultivate sustained positive performance and resilience among employees, particularly in high-pressure logistics environments.

### 3. Commitment as a Psychological Attachment

Meyer and Allen (1991) define organizational commitment as a psychological state that characterizes an employee's relationship with the organization and affects their decision to remain. It consists of three key components: affective (emotional attachment), continuance (cost-based commitment), and normative (obligation-based commitment). Inspirational leaders enhance affective commitment by connecting employees with a sense of purpose and belonging, which is particularly relevant in sectors with high turnover risk.

### 4. Commitment as Alignment with Organizational Values

O'Reilly and Chatman (1986) describe commitment as the internalization of organizational values and goals. In this view, employees identify with the mission of the organization when leaders demonstrate authenticity and ethical standards. Idealized influence by promoting trust and shared values reinforces this alignment, fostering long-term loyalty in CEL teams.

### 5. Engagement and Commitment as Dynamic Constructs

Saks (2006) proposes that engagement and commitment are not static traits but evolve in response to leadership behavior and workplace conditions. In the fast-changing CEL sector, this means leaders must continuously reinforce motivation, recognize contributions, and adapt their approach to sustain employee alignment and performance.

### 6. Engagement as a Driver of Discretionary Effort

Bakker and Demerouti (2008) assert that engaged employees are more likely to display discretionary effort, voluntary behaviors that go beyond formal job requirements. Inspirational motivation plays a critical role here, as leaders who articulate a clear vision and instill optimism can stimulate proactive problem-solving and customer-focused attitudes in logistics roles.

### 7. Commitment as a Response to Perceived Support

Eisenberger et al. (1986) introduced the concept of perceived organizational support, which links leadership behaviors to employee commitment. When employees feel that their leaders genuinely value their contributions and well-being, they reciprocate with loyalty and increased effort. Idealized influence and inspirational motivation foster this perception, helping build a positive emotional contract between employees and the organization.

### **Researcher's Working Definition of Engagement and Commitment**

For this research, employee engagement is defined as the active, emotional involvement of employees in their work, driven by leaders who inspire purpose and model integrity. Organizational commitment refers to the emotional connection employees develop toward the organization, which motivates them to stay, contribute, and align their goals with those of the organization.

These constructs are dynamic and influenced heavily by leadership behaviors. Idealized influence and inspirational motivation are expected to play a significant role in enhancing engagement and commitment within Egypt's CEL sector.

#### **2.12.1 The Importance of Contextualizing Employee Engagement and Commitment**

- In organizational behavior and human resource management, there is no universal formula for enhancing employee engagement and commitment. These constructs are highly sensitive and must be approached in a way that reflects the unique industry, workforce characteristics, and leadership styles within a particular organization. In Egypt's Courier, Express, and Logistics (CEL) sector, characterized by high operational demands, workforce diversity, and customer focused roles, understanding how critical to developing effective leadership interventions that foster engagement and loyalty.

- **Engagement and Commitment as Context-Dependent**

The effectiveness of leadership in shaping engagement and commitment depends on the organizational setting. A leadership approach that motivates employees in one environment may not have the same effect in another (Kahn, 1990; Saks, 2006). In labor-intensive and time-sensitive industries like CEL, employees may respond more strongly to leaders who communicate clear goals, recognize contributions, and provide purpose-driven motivation key traits found in idealized influence and inspirational motivation.

- **Organizational Differences Matter**

Each CEL organization has its own culture, operational structure, and employee demographics. A leadership style that energizes a small, agile logistics firm might not translate effectively in a large multinational courier company. Leaders must adapt their approach to fit the values, expectations, and motivational drivers of their specific workforce (Meyer & Allen, 1991; Bakker & Demerouti, 2008).

- **Different Employee Needs and Goals**

Employees within the CEL industry may have diverse personal and professional goals ranging from career growth and income stability to work-life balance and team belonging. Effective leadership practices must align with these needs. For example, inspiring a shared purpose or modeling ethical behavior can foster both emotional connection (affective commitment) and stronger work engagement (Schaufeli et al., 2002; O'Reilly & Chatman, 1986).

- **Dynamic Work Environments Require Flexible Leadership**

The logistics sector is characterized by shifts in customer expectations, technological innovations, and competitive pressures. In such environments, static engagement strategies may fail. Leaders must

demonstrate agility in how they engage employees, adjusting motivational techniques and communication styles to evolving conditions (Eisenberger et al., 1986; Saks, 2006).

- **People Are Central to Engagement Strategies**

Employees bring unique experiences, personalities, and values to the workplace. Therefore, leadership behaviors must resonate with individual motivations. Leaders who display idealized influence by modeling authenticity and ethical conduct, and those who exhibit inspirational motivation by communicating meaningful goals, are more likely to foster deep engagement and commitment across varying employee types (Felin & Powell, 2016; Kahn, 1990).

- **Tailoring Engagement Approaches to Organizational Challenges**

Some organizations may face high employee turnover; others may suffer from lack of morale or poor service quality. In each case, leadership strategies must be targeted accordingly. For example, boosting affective commitment through inspiring communication may be critical in firms dealing with disengaged or transient workforces (Meyer & Allen, 1991; Schaufeli et al., 2002).

- In summary, employee engagement and commitment must be addressed through a flexible, context-sensitive lens that considers organizational characteristics, workforce diversity, and leadership behavior. Rigid, generalized approaches are unlikely to yield sustainable results. In the CEL sector in Egypt, success in engagement initiatives depends on how well leaders understand and adapt to the specific environment in which their teams operate.

### **2.12.2 Monitoring and Evaluating Employee Engagement and Commitment**

In today's fast-paced service environment, particularly within Egypt's Courier, Express, and Logistics (CEL) sector, continuously evaluating employee engagement and commitment is essential for maintaining a motivated and performing workforce. Just as strategic goals require ongoing assessment, so too must employee engagement initiatives be monitored and refined. This enables organizations to align leadership behaviors, especially those linked to idealized influence and inspirational motivation, with the evolving needs and perceptions of their teams (Saks, 2006; Bakker & Demerouti, 2008).

Evaluating engagement and commitment involves analyzing psychological, behavioral, and performance-related indicators. This includes feedback from surveys, turnover metrics, performance evaluations, and participation in discretionary efforts. Such assessments offer leaders and HR professionals actionable insights into what drives employee satisfaction and organizational loyalty.

### **2.12.3 Importance of Regular Evaluation of Engagement and Commitment**

Regular review and measurement of engagement and commitment serve as vital mechanisms for sustaining employee alignment and motivation in service-driven industries like CEL. The following points highlight why continuous evaluation is essential:

1. **Adapting to Organizational and Market Changes**

Employee expectations shift over time due to internal restructuring, new technologies, or market pressure. Consistent evaluation ensures that leadership behaviors remain relevant and effective in addressing changing employee needs (Teece, 2018; Saks, 2006).

2. **Identifying Drivers and Barriers**

Ongoing assessments help identify what factors are enhancing or obstructing engagement and commitment. These may include perceived leadership integrity, fairness, growth opportunities, or team dynamics. Leaders using inspirational motivation can reinforce these drivers through communication,

while those exhibiting idealized influence can address trust and value alignment (Eisenberger et al., 1986; Meyer & Allen, 1991).

### 3. **Strengthening Alignment Between Values and Behaviors**

Evaluation reveals whether employee actions are aligned with organizational values, often reinforced by leaders. Discrepancies can highlight areas where leaders must reinforce their vision or model desired behaviors more consistently (O'Reilly & Chatman, 1986; Kahn, 1990).

### 4. **Fostering a Culture of Openness and Agility**

A regular feedback loop encourages open communication and a culture of improvement. It empowers employees to express needs and challenges, which can be addressed through targeted leadership interventions, ensuring that both engagement and commitment remain resilient in dynamic environments (Bakker & Demerouti, 2008; Saks, 2006).

## 2.12.4 **Key Components in Evaluating Engagement and Commitment**

A robust assessment of engagement and commitment should include both qualitative and quantitative dimensions. The following components are vital:

### 1. **Employee Surveys**

Engagement surveys (e.g., Gallup Q12 or custom tools) provide direct insights into employee motivation, satisfaction, and emotional connection. Items should measure perceptions of leadership behaviors, particularly inspiration, trust, and support.

### 2. **Retention and Turnover Metrics**

High turnover often signals low engagement or weak affective commitment. Analyzing exit interviews and turnover trends helps organizations determine whether leadership approaches are sustaining employee loyalty (Meyer & Allen, 1991).

### 3. **Performance and Productivity Data**

Employees who are highly engaged typically outperform others. Evaluating KPIs linked to productivity, task ownership, and customer service quality helps assess the behavioral outcomes of engagement initiatives (Schaufeli et al., 2002).

### 4. **Feedback and Communication Climate**

Organizations should assess how freely employees share ideas, concerns, and feedback as an indicator of psychological safety and leader trustworthiness (Kahn, 1990; Eisenberger et al., 1986). Open channels of communication often stem from leaders who model ethical, respectful behavior.

### 5. **Discretionary Effort and Initiative**

Engaged employees often go beyond their formal roles. Observing voluntary behaviors, such as helping peers, taking initiative, or suggesting improvements, serves as a practical measure of inspirational motivation's impact (Bakker & Demerouti, 2008).

### 6. **Emotional and Cultural Alignment**

Qualitative feedback (e.g., interviews, focus groups) can gauge whether employees feel emotionally connected to the organization's mission, especially if this mission is reinforced by leaders with a strong vision and personal integrity (O'Reilly & Chatman, 1986).

## Researcher's Perspective

Within the CEL sector in Egypt, assessing employee engagement and commitment is not a static task; it must be treated as a continuous process. Leaders who regularly reflect on how their behaviors impact team motivation and alignment will be better positioned to foster a committed, energized workforce. Idealized influence and inspirational motivation, as key elements of transformational leadership, must therefore be constantly evaluated for their effectiveness in meeting the emotional and professional needs of employees in a highly competitive service environment.

### 2.13 Employee Engagement and Commitment

#### 2.13.1 Introduction

Employee engagement and commitment are central to organizational sustainability, particularly in high-demand, service-oriented industries such as Egypt's Courier, Express, and Logistics (CEL) sector. Kotter (2012) emphasized that while organizational strategy sets the direction, it is people's emotional and cognitive investment that determines the organization's actual performance outcomes. Engaged and committed employees are more likely to deliver consistent service, contribute to innovation, and remain loyal to the organization, critical traits in dynamic logistics environments.

According to Rajasekar (2014), many organizations fail not because of flawed strategies but due to a lack of emotional connection between employees and their roles. Cheong, Yoon, and Kim (2023) note that leaders who create meaning and connection at work are essential for enhancing engagement, especially in service industries. Engagement and commitment flourish under conditions where leadership inspires trust, clarifies purpose, and aligns individual and organizational values.

Rigby, Sutherland, and Noble (2019) argue that resilient organizations are built on a foundation of emotionally connected employees, and this connection is fostered primarily through effective leadership. Sull, Homkes, and Sull (2015) further assert that leaders who instill purpose and passion can transform average workplaces into performance-driven cultures. Thus, idealized influence and inspirational motivation are not merely leadership styles but pivotal instruments for fostering employee commitment and engagement in the CEL industry.

#### 2.13.2 Barriers to Employee Engagement and Commitment

Despite the increasing recognition of employee engagement as a key driver of organizational performance, several barriers hinder its realization in Egypt's CEL sector. These challenges are often amplified by unclear leadership behaviors and organizational ambiguity.

##### 1. Lack of Communication

Johnson and Smith (2023) argue that ineffective communication erodes trust, reduces transparency, and diminishes employees' connection to organizational goals. Without consistent and meaningful dialogue, employees may feel excluded and undervalued, leading to disengagement.

##### 2. Role Ambiguity

Lee and Kim (2022) assert that unclear expectations and vague job responsibilities lead to confusion and decreased motivation. Employees who are unsure about what is expected of them are more likely to withdraw or perform mechanically, undermining engagement and emotional commitment.

##### 3. Misalignment of Values and Purpose

Thompson and Smith (2023) note that when employees perceive a disconnect between their values and the organization's mission, emotional commitment suffers. Misalignment also fosters dissatisfaction and increases turnover intentions, particularly in sectors with high operational pressure.

#### 4. **Resistance to Change**

Smith and Johnson (2023) emphasize that employee resistance, driven by fear or uncertainty, disrupts emotional alignment and weakens trust in leadership. This resistance, if unaddressed, can disengage employees and lower morale.

#### 5. **Lack of Recognition and Feedback**

Garcia and Martinez (2022) report that a lack of acknowledgment for effort and poor feedback mechanisms leads to emotional detachment. Engagement thrives when employees feel valued, heard, and empowered to contribute.

#### 6. **Poor Leadership Modeling**

When leaders fail to embody ethical behavior and authentic engagement, it results in cynicism and distrust. As Bass and Riggio (2006) suggest, idealized influence plays a critical role in modeling the values and attitudes employees are expected to follow.

### **2.13.3 Addressing Barriers Through Idealized Influence and Inspirational Motivation**

Transformational leadership, especially through the dimensions of idealized influence and inspirational motivation, offers powerful mechanisms to overcome barriers to employee engagement and commitment.

#### 1. **Visionary Communication and Meaning-Making**

According to Kouzes and Posner (2017), inspirational leaders enhance engagement by clearly articulating a meaningful vision that employees can connect with emotionally. This creates a shared purpose that aligns daily tasks with long-term goals, enhancing both engagement and commitment.

#### 2. **Role Modeling and Ethical Leadership**

Bass and Riggio (2006) explain that idealized influence involves demonstrating consistent, ethical behavior that earns trust and admiration. When leaders model integrity and fairness, employees are more likely to develop emotional attachments to both the leader and the organization.

#### 3. **Clarifying Roles and Reducing Ambiguity**

Lee and Kim (2022) emphasize that transformational leaders reduce uncertainty by clearly defining roles and providing consistent feedback. This clarity allows employees to focus, perform effectively, and feel secure in their contributions.

#### 4. **Encouraging Participation and Ownership**

Thompson et al. (2021) highlight the importance of involving employees in decision-making. Inspirational motivation fosters an environment where employees feel that their opinions matter, which in turn enhances loyalty and engagement.

#### 5. **Managing Change with Emotional Intelligence**

Garcia and Martinez (2022) state that transformational leaders promote emotional resilience by building trust and optimism, even during periods of change. Their inspirational qualities help employees reframe change as an opportunity rather than a threat.

#### 6. **Reinforcing Cultural and Strategic Alignment**

Through the consistent demonstration of shared values, idealized leaders foster alignment between individual goals and the organization's mission (McCauley, 2024). Inspirational motivation further reinforces this by energizing employees toward a collective purpose.

#### 7. **Recognizing Contributions and Fostering a Supportive Culture**

Eisenberger et al. (1986) note that perceived organizational support enhances commitment. Transformational leaders, through both idealized influence and inspiration, help foster a workplace culture that values, recognizes, and nurtures employees.

#### **2.13.4 Bridging the Gap Between the Effect of Idealized Influence & Inspirational Motivation on Employee Engagement and Commitment**

In Egypt's Courier, Express, and Logistics (CEL) sector, leadership behaviors, particularly idealized influence and inspirational motivation, into tangible employee outcomes, remain a critical leadership challenge. While research has established a theoretical link between these two leadership components and employee engagement and commitment, a practical gap often exists in translating these leadership behaviors into sustained workplace outcomes. Bridging this gap requires deliberate action by leaders to align daily behaviors, communication strategies, and organizational practices with the core elements of transformational leadership.

According to Bass and Riggio (2006), idealized influence and inspirational motivation inspire emotional and cognitive engagement, yet many leaders struggle to apply these concepts consistently in complex work environments. Gupta and Shukla (2022) emphasize that without conscious integration of these traits into routine management practices, the intended effects on employee morale and organizational commitment may fall short.

Leaders must actively embody the values they seek to promote integrity, shared purpose, and optimism, while reinforcing these values through communication, team rituals, and leadership modeling. O'Reilly and Tushman (2019) stress that leadership credibility and consistency are key to closing the gap between theoretical leadership ideals and real-world employee outcomes. When leaders walk the talk, they enhance trust and promote a work culture that reinforces employee motivation and loyalty.

Moreover, emotional connectivity plays a crucial bridging role. As McCauley (2024) explains, leadership influence becomes most effective when it transcends instruction and connects on a relational level. Employees in CEL organizations are more likely to commit and engage when they feel inspired by their leaders and emotionally invested in the organizational mission. Uhl-Bien et al. (2014) describe this as the relational leadership process, where daily interpersonal interactions bring leadership theories to life.

To bridge the gap successfully, leaders must not only set visionary goals but also communicate how employee efforts contribute to those visions. Kouzes and Posner (2017) note that vision communication is a key mechanism through which inspirational motivation drives commitment. Without it, engagement can become superficial and transactional, lacking the emotional depth that leads to long-term organizational alignment.

Additionally, leaders must reinforce engagement and commitment through timely feedback, inclusive practices, and recognition. According to Saks (2006), these mechanisms help employees internalize leadership values, which strengthens the psychological contract between employees and the organization.

#### **2.13.5 The Importance of Bridging This Gap for Leaders**

##### **1. Vision Alignment and Trust Building**

Leaders must bridge the emotional and strategic disconnect between what they communicate and what employees internalize. Kouzes and Posner (2017) emphasize that when leadership vision is aligned with daily actions, it enhances employee trust, which is the foundation for lasting engagement and loyalty.

##### **2. Consistent Role Modeling**

Idealized influence requires that leaders consistently act by shared organizational values. According to Bass and Riggio (2006), such consistency cultivates respect and encourages employees to mirror ethical behavior, contributing to higher organizational commitment.

### 3. **Communicating Purpose and Meaning**

Inspirational motivation depends on a leader's ability to make employees feel their work matters. Gupta and Shukla (2022) highlight that driven communication enhances morale and leads to proactive engagement, especially in repetitive or high-pressure roles typical in the CEL industry.

### 4. **Feedback Loops and Employee Recognition**

Saks (2006) stresses that feedback strengthens employee engagement by reinforcing that their contributions are seen and valued. Leaders who recognize efforts not only motivate current performance but also emotional commitment to the organization.

### 5. **Creating Relational Environments**

Uhl-Bien et al. (2014) argue that interactive leadership, the daily interactions that shape leader-follower dynamics, is crucial for turning leadership behaviors into tangible engagement outcomes. Employees are more likely to remain loyal when they feel genuinely connected to their leaders.

### 6. **Emotional Resilience and Workforce Stability**

Leaders who bridge this gap foster environments where employees feel psychologically secure and motivated. Cheong, Yoon, and Kim (2023) affirm that emotionally resilient teams emerge when leaders reinforce engagement through vision, trust, and relational support.

### 7. **Sustaining Organizational Culture**

Leaders who bridge this gap are culture carriers. They don't just talk about values, they live them. This is essential for reinforcing an emotionally committed and engaged workforce in the CEL sector, where consistent service delivery and customer satisfaction are vital.

## **2.14 The Impact of Transformational Leadership on Strategy Execution:**

Transformational leadership has a profound impact on strategy execution, as evidenced by various theoretical frameworks and empirical studies. Johnson and Smith (2022) assert that transformational leadership enhances strategy execution through vision, communication, and employee engagement. By fostering a positive work environment and inspiring a shared vision, transformational leaders drive successful strategy execution and ensure long-term organizational success. Their ability to empower employees, boost job satisfaction, and cultivate commitment is crucial, as motivated employees are more likely to embrace organizational goals and collaborate effectively toward their achievement.

Research further supports this relationship, highlighting the direct influence of transformational leadership on strategic planning and execution. Masi and Cooke (2000) found that transformational leadership behaviors positively impact strategic planning, ultimately leading to improved organizational performance. Gupta and Shukla (2022) reinforce this perspective, emphasizing that transformational leadership enhances work performance and employee well-being, thereby creating a supportive environment that facilitates effective strategy implementation.

In the courier express and logistics industry, transformational leadership is particularly valuable. Given the sector's dynamic nature, leaders must drive innovation, foster collaboration, and inspire a shared purpose to navigate the complexities of strategy execution. By motivating their teams to transcend individual interests for the collective good of the organization, transformational leaders ensure that employees remain engaged and

aligned with long-term strategic objectives. This alignment is essential for sustaining competitive advantage, improving operational efficiency, and achieving overall business success.

### 2.15 The Effect of Idealized Influence and Inspirational Motivation on Employee Engagement

In service-driven industries such as Egypt's Courier, Express, and Logistics (CEL) sector, idealized influence and inspirational motivation are increasingly recognized as critical leadership behaviors that drive employee engagement and performance. These two components of leadership foster deep emotional bonds between leaders and their teams, enhancing motivation, trust, and alignment with organizational values.

**Idealized influence** refers to the role-model behavior of leaders who demonstrate consistency, integrity, and ethical standards. Employees are more likely to admire and emulate such leaders, leading to a heightened sense of purpose and loyalty. According to Gupta and Shukla (2022), leaders who act with integrity and fairness generate higher levels of respect and trust, creating a workplace climate that supports engagement and commitment.

**Inspirational motivation**, on the other hand, involves articulating a compelling vision that resonates with employees' values and aspirations. Leaders who exhibit this trait communicate optimism, reinforce collective purpose, and create a sense of direction. Cheong, Yoon, and Kim (2023) found that when leaders provide meaning and hope, employees become more emotionally invested and energized to contribute to organizational success.

Garcia and Martinez (2022) emphasize that when idealized influence and inspirational motivation are present, employees demonstrate increased discretionary effort, better collaboration, and a stronger emotional connection to their roles. These leadership behaviors are particularly valuable in fast-paced logistics environments where employee morale and commitment directly influence customer satisfaction and operational continuity.

Moreover, empirical findings by Lee and Kim (2022) support the idea that leaders who combine high ethical standards with inspirational communication foster cultures of high engagement, lower turnover, and improved team resilience. Therefore, cultivating these two leadership behaviors is essential for organizations aiming to build emotionally connected, purpose-driven workforces capable of sustaining high performance.

### 2.17 Conclusion

This chapter explored the influence of **idealized influence** and **inspirational motivation** on employee engagement, particularly within the context of Egypt's Courier, Express, and Logistics (CEL) industry. These two dimensions of leadership emerged as critical enablers of emotional connection, trust, and shared purpose, factors that underpin sustained engagement and performance.

The literature reviewed in this chapter illustrates that leaders who serve as ethical role models (idealized influence) and who communicate vision and optimism (inspirational motivation) are more successful in engaging employees, enhancing workplace morale, and promoting commitment. These findings are particularly relevant in CEL environments characterized by operational intensity and customer-driven pressures.

Moreover, the chapter highlights the scarcity of empirical research focusing specifically on how these leadership components affect engagement in the Egyptian CEL sector. This gap underscores the need for further investigation to provide both academic and practical insights. By addressing this gap, the current study seeks to advance understanding of leadership effectiveness in Egypt's service industries and offer actionable guidance for leadership development and organizational improvement.

## **Chapter Three: Research Methodology**

### **3.1 Introduction**

This research aims to investigate the effect of idealized influence and inspirational motivation, two key components of transformational leadership, on employee engagement and commitment within Egypt's Courier, Express, and Logistics (CEL) sector. The CEL industry in Egypt operates in a competitive environment where employee performance and retention are critical to sustained success. In such contexts, leadership plays a pivotal role in fostering a sense of purpose, belonging, and motivation among employees (Bass & Riggio, 2006).

Idealized influence involves leaders acting as ethical role models, gaining the trust and respect of their employees, while inspirational motivation refers to the ability of leaders to articulate an appealing and meaningful vision that energizes and aligns their teams (Avolio & Bass, 2004). Both components are linked to higher levels of emotional engagement, job satisfaction, and organizational commitment (Yukl, 2013; Cheong et al., 2023).

Despite growing interest in leadership development within the CEL sector, there is limited empirical research that specifically examines how these leadership behaviors affect employee attitudes and behaviors in Egypt. This study seeks to bridge this gap by addressing the following objectives:

- 1. To assess the prevalence and application of idealized influence and inspirational motivation among CEL leaders in Egypt.**

Understanding how these behaviors are demonstrated in practice provides insights into the existing leadership culture and its impact on employee experience (Gupta & Shukla, 2022).

- 2. To examine the relationship between idealized influence and employee engagement and commitment.**

Leaders who earn admiration and trust from their teams are likely to foster deeper emotional connections, leading to greater employee involvement and retention (Lee & Kim, 2022).

- 3. To investigate the impact of inspirational motivation on employees' psychological engagement and organizational loyalty.**

Leaders who communicate a compelling vision can spark intrinsic motivation and reinforce employees' identification with organizational values (Cheong et al., 2023).

#### 4. **To identify challenges and enablers related to the adoption of idealized influence and inspirational motivation in the CEL sector.**

These may include organizational culture, leadership development gaps, or resistance to change, which could affect the effective use of transformational behaviors (Northouse, 2021).

#### 5. **To provide actionable recommendations for CEL organizations to strengthen leadership practices that enhance engagement and commitment.**

The study aims to guide CEL firms in developing targeted leadership strategies that improve morale, reduce turnover, and foster sustainable organizational growth (Yukl, 2013).

### **3.2 Research Approach**

To explore the relationship between idealized influence, inspirational motivation, and employee engagement and commitment, this study adopts a quantitative research approach. Quantitative methods offer a structured and empirical framework for analyzing how leadership behaviors correlate with specific employee outcomes across organizational settings (Creswell, 2014).

The CEL sector in Egypt comprises a diverse workforce that operates under time pressure, operational demands, and customer-driven expectations. A quantitative approach allows for the collection and analysis of data from a broad sample of employees and managers, enabling the identification of statistically significant patterns and relationships.

Through the use of structured questionnaires, the study will gather data on:

- Leadership behaviors related to idealized influence and inspirational motivation,
- Levels of employee engagement (emotional, cognitive, and behavioral),
- Employee commitment (affective, normative, and continuance dimensions).

These variables will be measured using validated scales adapted from prior empirical research to ensure reliability and construct validity. The collected data will be analyzed using statistical methods such as regression and correlation analysis to determine the strength and direction of relationships between variables.

This approach ensures:

- Objective measurement of key constructs,
- Replicability of findings across similar sectors,
- Data-driven insights to inform leadership development programs in the CEL industry.

#### **3.2.1 Quantitative Research Approach**

Quantitative research, as defined by Creswell (2014), involves testing hypotheses by analyzing the statistical relationships between variables using numerical data. In this study, idealized influence and inspirational motivation serve as independent variables, while employee engagement and employee commitment are the dependent variables.

Structured survey instruments will be used to collect data from CEL professionals across various organizational levels. These instruments will include Likert scale questions designed to capture perceptions of leadership behaviors and their impact on motivation and loyalty. By applying descriptive and inferential statistical techniques, such as Pearson correlation and multiple regression, the study will determine the predictive power of each leadership component on employee outcomes.

This methodological choice enhances the objectivity, generalizability, and analytical precision of the research, making the findings applicable not only to the CEL industry in Egypt but also to broader service-based sectors facing similar workforce challenges.

In conclusion, the quantitative approach aligns with the research's purpose of producing evidence-based insights on how specific leadership behaviors, idealized influence, and inspirational motivation affect employee engagement and commitment in Egypt's logistics landscape.

### 3.3 Research Design

Creswell and Creswell (2018) define an explanatory research design as one that investigates cause-and-effect relationships between variables, making it suitable for examining how specific leadership behaviors influence employee outcomes. This study adopts an explanatory design to explore how idealized influence and inspirational motivation, two key components of transformational leadership, affect employee engagement and commitment within Egypt's Courier, Express, and Logistics (CEL) sector.

A quantitative, cross-sectional survey will be used to gather data from a representative sample of employees and managers within CEL organizations. This approach allows the researcher to assess the impact of leadership behaviors on employees at a particular point in time, offering insights into how leadership styles correlate with engagement and commitment levels in real-world settings.

The explanatory design supports the use of statistical analysis techniques to identify significant relationships and potential causal links between the leadership traits under study and key employee outcomes. It also enhances the external validity of the research by collecting data from a broad, diverse sample across multiple organizations in the CEL industry. This structured and data-driven approach aims to contribute actionable insights that inform leadership development and human resource strategies in Egypt's logistics landscape.

### 3.4 Hypotheses Development

Idealized influence and inspirational motivation have been shown to significantly impact employee engagement and organizational commitment, especially in dynamic, service-driven industries. According to Avolio and Bass (2004), transformational leaders who demonstrate authenticity, ethical behavior, and vision tend to foster strong psychological connections with their employees, resulting in increased motivation and loyalty.

Given the demanding and fast-paced nature of Egypt's Courier, Express, and Logistics (CEL) industry, where employee performance and retention are vital to service delivery and organizational success, this study proposes the following hypotheses:

- **H1:** Idealized influence has a significant positive effect on employee engagement in the CEL sector.
- **H2:** Inspirational motivation has a significant positive effect on employee engagement in the CEL sector.
- **H3:** Idealized influence has a significant positive effect on employee commitment in the CEL sector.
- **H4:** Inspirational motivation has a significant positive effect on employee commitment in the CEL sector.

These hypotheses are developed based on existing literature that links transformational leadership components to key psychological and behavioral employee outcomes. Testing them will provide empirical evidence on how leadership behaviors contribute to workforce engagement and organizational stability in the Egyptian CEL context.

### 3.5 Theoretical Foundations of Idealized Influence, Inspirational Motivation, and Employee Outcomes

The theoretical foundation of this study is rooted in Transformational Leadership Theory, initially developed by Bass (1985) and further refined by Bass and Riggio (2006). Among its core components, idealized influence and inspirational motivation have been extensively associated with positive employee outcomes such as engagement, satisfaction, and commitment.

### 1. Idealized Influence

This dimension reflects the degree to which leaders act as ethical role models who gain the admiration and respect of their followers. Employees tend to emulate such leaders and feel more connected to the organization's values and mission (Bass & Avolio, 1994). This sense of alignment can lead to higher levels of engagement and stronger affective commitment (Yukl, 2013).

### 2. Inspirational Motivation

Inspirational motivation involves the articulation of a compelling vision that gives meaning and direction to work. Leaders who communicate high expectations and create a sense of purpose often stimulate emotional involvement and drive among their employees (Cheong et al., 2023). This enhances not only engagement but also employees' willingness to remain committed to organizational goals, even in challenging environments.

By grounding this study in leadership, specifically focusing on idealized influence and inspirational motivation, the research aims to uncover the mechanisms through which leaders foster a committed and engaged workforce in Egypt's CEL sector.

## 3.6 Research Hypotheses

This study is designed to investigate the impact of two core dimensions of transformational leadership, idealized influence and inspirational motivation, on employee engagement and organizational commitment within Egypt's Courier, Express, and Logistics (CEL) sector.

### 3.6.1 Main Hypotheses:

- **H<sub>1</sub>:** Idealized influence has a significant positive effect on employee engagement in Egypt's CEL sector.
- **H<sub>2</sub>:** Inspirational motivation has a significant positive effect on employee engagement in Egypt's CEL sector.
- **H<sub>3</sub>:** Idealized influence has a significant positive effect on employee commitment in Egypt's CEL sector.
- **H<sub>4</sub>:** Inspirational motivation has a significant positive effect on employee commitment in Egypt's CEL sector.

These hypotheses are grounded in transformational leadership theory (Bass & Avolio, 1994), which emphasizes that leaders who act as ethical role models and inspire through vision and enthusiasm significantly enhance employees' emotional and cognitive attachment to their work and organization.

## 3.7 Empirical Justification for the Hypotheses

Numerous empirical studies support the positive influence of idealized influence and inspirational motivation on employee-related outcomes such as engagement and commitment.

- **Idealized Influence and Engagement/Commitment:** Podsakoff et al. (1990) found that leaders who display strong ethical standards and act as role models foster greater trust and loyalty, which translates into higher employee commitment and engagement. Judge and Piccolo (2004) further demonstrated that idealized influence enhances followers' emotional attachment to both their leaders and organizations.

- **Inspirational Motivation and Engagement/Commitment:** According to Avolio and Bass (2004), inspirational motivation helps employees see the larger purpose of their work, encouraging greater enthusiasm and discretionary effort. This aligns with findings by Macey and Schneider (2008), who observed that a compelling vision significantly increases intrinsic motivation, resulting in stronger engagement and long-term commitment.

These findings underscore the importance of these leadership behaviors in creating a work environment that supports psychological ownership, job satisfaction, and loyalty—all of which are critical in dynamic industries like the CEL sector.

### 3.8 Data Collection Methods

To investigate the relationship between idealized influence, inspirational motivation, and employee engagement and commitment, this study will use a combination of primary and secondary data sources. This dual approach increases the reliability of results and enriches contextual understanding.

### 3.9 Primary Data Collection

Primary data will be gathered through a structured survey using established instruments:

- The **Multifactor Leadership Questionnaire (MLQ-5X)** (Bass & Avolio, 1995) will be used to measure perceptions of idealized influence and inspirational motivation.
- **Employee engagement and organizational commitment** will be assessed using validated tools from Schaufeli et al. (2002) and Meyer & Allen (1991), respectively.

Participants will include employees and managers from multiple levels within Egypt's licensed CEL companies. Surveys will be distributed electronically to ensure wide participation. The data collected will examine how leadership behaviors influence emotional engagement and affective commitment.

### 3.10 Secondary Data Collection

Secondary sources will include academic journals, company reports, and industry publications on transformational leadership and employee outcomes in logistics and service-based sectors. This contextual data will support and triangulate the findings from primary research and provide insights into broader trends and practices in Egypt's CEL sector.

### 3.11 Research Population

The research population comprises employees, supervisors, and middle managers working in Egypt's CEL industry who experience and respond to leadership behaviors. The target group is intentionally broad to capture a range of perspectives and experiences related to leadership influence and engagement outcomes.

### 3.12 Companies in the CEL Industry to be Included in the Research

The study will target companies licensed by the National Post of Egypt. As of February 2025, 104 firms are officially registered. This sample will include both local and multinational firms to account for different leadership cultures and organizational structures within the sector.

Access: [National Post of Egypt – Licensed Companies](#)

### 3.13 Sampling Technique

A **Simple Random Sampling** technique will be used to ensure that every eligible respondent has an equal chance of participation. This method reduces bias and increases the generalizability of findings to the broader CEL sector in Egypt.

### 3.14 Conclusion

This chapter outlines a clear methodology for assessing how idealized influence and inspirational motivation affect employee engagement and commitment in Egypt's CEL industry. The combination of a structured quantitative design, reliable measurement tools, and systematic sampling will ensure high-quality, evidence-based findings that contribute to both academic literature and practical leadership development in logistics and courier services.

## Chapter Four: Statistical Analyses

### 4.1 Chapter Overview

This chapter presents the statistical analyses conducted to investigate the effects of idealized influence and inspirational motivation, two key dimensions of transformational leadership, on employee engagement and commitment within Egypt's Courier, Express, and Logistics (CEL) sector. The analysis process includes validation of the measurement instrument, descriptive statistics, and inferential statistical methods.

To establish the reliability and validity of the research tool, a pilot study was conducted with a sample of 30 employees to examine its psychometric properties. Upon confirming its adequacy, the finalized survey was administered to the primary sample of 465 employees, selected through simple random sampling. The demographic characteristics of the respondents, such as gender, age, position, and years of experience, are also described.

Data preparation was conducted using Microsoft Excel, while all statistical analyses were performed using the Statistical Package for the Social Sciences (SPSS). The chapter is structured into two core sections: the first presents descriptive statistics (e.g., means and standard deviations), while the second includes inferential tests such as normality assessments, correlation, and regression analysis to determine the strength and significance of relationships among the study variables.

### 4.2 Demographic Analyses

#### 4.2.1 Gender

Table 1: Gender-Based Distribution of the Study Sample

Gender	Frequency	Percent
Male	403	86.7
Female	62	13.3
Total	465	100

Table 1 presents the gender distribution of the study sample. The majority of participants are male, totaling 405 individuals, which represents 86.7% of the overall sample. In contrast, the number of female participants was 62, accounting for 13.3% of the sample.

#### 4.2.2 Age

Table 2: Distribution of the Study Sample by Age Group

Age	Frequency	Percent
21 - 30 years	141	30.3
31 - 40 years	126	27.1
41 - 50 years	131	28.2
Above 50 years	67	14.4

Total	465	100
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Table 2 presents the distribution of the study sample by age group. The largest proportion falls within the 21–30 years category, comprising 141 respondents, which represents 30.3% of the total sample. This is followed by the 41–50 years group with 131 respondents (28.32%), and the 31–40 years group with 126 respondents (27.1%). The smallest age group is those aged 50 years and above, accounting for 67 respondents or 14.4% of the sample.

#### 4.2.3 Job Title

Table 3: Distribution of the Study Sample by Organizational Position

Position in the organization	Frequency	Percent
Non-Managerial	253	54.4
Managerial	212	45.6
Total	465	100

Table 3 illustrates the distribution of the study sample based on organizational position. A total of 253 participants (54.4%) occupy non-managerial roles, while 212 participants (45.6%) hold managerial positions. This indicates a relatively balanced representation between managerial and non-managerial staff within the sample.

#### 4.2.4 Years of experience in the industry

Table 4: Distribution of the Study Sample by Industry, Years of Experience

Years of Experience	Frequency	Percent
Less than 1 year	79	17.0
1-5 years	115	24.7
6-10 years	75	16.1
11-15 years	97	20.9
more than 15 years	99	21.3
Total	465	100

Table 4 presents the distribution of the study sample according to years of experience in the industry. Participants with less than 1 year of experience constitute 79 individuals (17%). Those with 1–5 years of experience represent the largest group, totaling 115 participants (24.7%). Respondents with 6–10 years of experience number 75 (16.1%), while those with 11–15 years of experience account for 97 individuals (20.9%). Finally, participants with more than 15 years of experience comprise 99 individuals, representing 21.3% of the total sample.

### 4.3 Internal Consistency Validity

The validity of the internal consistency of the study tool was confirmed by calculating the Pearson correlation coefficient between the degree of each parameter with the total degree of the dimension to which the parameter belongs, through the application on an exploratory sample consisting of 30 employees, and the following was obtained:

#### 4.3.1 Idealized Influence Dimension

Table 5: Internal Consistency Validity of the Idealized Influence Dimension

Parameter	Correlation
1. My leader earns my respect and trust through consistent and ethical behavior.	0.65*
2. My leader shows a strong commitment to the organization's goals and vision.	0.61*
3. My leader inspires confidence by making clear and decisive decisions.	0.60*
4. My leader encourages a shared sense of purpose and teamwork.	0.69*
5. My leader prioritizes the organization's interests over personal gain.	0.66*

\*Significance level:  $p < 0.05$ )

The correlation coefficients for the items within the idealized influence dimension ranged from 0.61 to 0.69. All coefficients were positive and statistically significant at the 0.05 level, indicating a strong internal consistency between each item and the overall score of the dimension. These results support the internal consistency validity of the idealized influence construct within the study.

#### 4.3.2 Inspirational Motivation Dimension

Table 6: Internal Consistency Validity of the Inspirational Motivation Dimension

Parameter	Correlation
6. My leader communicates an inspiring vision of the future.	0.69*
7. My leader sets high expectations and motivates employees to achieve goals.	0.65*
8. My leader fosters a positive work environment and team spirit.	0.61*
9. My leader regularly encourages and recognizes employees' efforts and achievements.	0.70*
10. My leader uses stories and examples to make the organization's vision more relatable	0.65*

\*Sig. Significance level:  $p < 0.05$

The correlation coefficients for the inspirational motivation dimension ranged from 0.61 to 0.70. All values were positive and statistically significant at the 0.05 level, indicating a consistent relationship between each item and the total score of the dimension. These findings confirm the internal consistency validity of the inspirational motivation construct within the study.

#### 4.3.3 Employee Engagement and Commitment Dimension

Table 7: Internal Consistency Validity for Employee Engagement and Commitment Dimension

Parameter	Correlation
11. My leader fosters a sense of ownership and commitment to the organization's success.	0.66*
12. My leader encourages employee participation in decision-making and improvement suggestions.	0.64*
13. In our organization, open communication channels are maintained to address employee concerns effectively.	0.57*

\*Significance level:  $p < 0.05$

The correlation coefficients for the employee engagement and commitment dimension ranged from 0.57 to 0.66. All values were positive and statistically significant at the 0.05 level, indicating a valid internal consistency between the degree of each parameter and the total degree of the employee engagement and commitment dimension. These findings support the internal consistency validity of the employee engagement and commitment construct within the study.

#### 4.4 Reliability Analysis

The reliability of the study instrument was assessed using Cronbach's alpha coefficients to ensure internal consistency across the measured variables. As shown in Table 16, both independent and dependent variables demonstrated acceptable levels of reliability:

Table 8: Cronbach's Alpha Reliability Coefficients

Variable Type	Dimension	Cronbach's Alpha
Independent	Idealized Influence	0.87
	Inspirational Motivation	0.88
Dependent	Employee Engagement and Commitment	0.76

The Cronbach's alpha values ranged from 0.76 to 0.88, indicating a high level of internal reliability. This confirms that the survey items consistently measure the intended constructs and that the instrument is statistically reliable for further analysis.

#### 4.5 Descriptive Data Analysis

Descriptive statistical analysis was conducted to explore the general trends in participants' responses regarding the main study variables. The analysis includes measures of central tendency (mean) and dispersion (standard deviation) to reflect the average perception and variability of responses.

Table 9: Descriptive Statistics for Independent Variables

Variable Type	Dimension	Mean	Standard Deviation	Response
Independent	Idealized Influence	3.83	1.03	Agree
	Inspirational Motivation	3.82	1.00	Agree
Total	Transformational Leadership	3.83	1.01	Agree

The overall mean for the transformational leadership dimensions under investigation, idealized influence and inspirational motivation, was 3.83, indicating that respondents generally agreed that these leadership behaviors are present within their organizations.

- **Idealized Influence** had the highest mean score of 3.83 (SD = 1.03), reflecting a strong agreement among participants regarding the leader's ability to serve as a role model.
- **Inspirational Motivation** was closely followed with a mean of 3.82 (SD = 1.00), suggesting that participants also perceived a high level of motivational communication and shared vision by their leaders.

These findings imply that transformational leadership behaviors, particularly those centered on influence and motivation, are positively recognized by employees in Egypt's CEL sector.

Table 10: Descriptive Statistics for the Dependent Variable

Variable Type	Dimension	Mean	Standard Deviation	Response
Dependent	Employee Engagement and Commitment	3.82	1.01	Agree

#### 4.5 Descriptive Analysis of the Dependent Variable

This section presents the descriptive statistics for the dependent variable, Employee Engagement and Commitment. The analysis aims to summarize respondents' perceptions using measures of central tendency (mean) and dispersion (standard deviation).

As shown in Table 10, the mean score for employee engagement and commitment is 3.82, with a standard deviation of 1.01, indicating that participants generally agree that their organization fosters engagement and commitment. This suggests a positive perception of the work environment and employee connection to the organization under current leadership practices.

#### 4.6 Inferential Data Analysis

Inferential statistical techniques were employed to examine the relationships between the independent variables, Idealized Influence and Inspirational Motivation, and the dependent variable, Employee Engagement and Commitment. The analysis was conducted in two phases:

- **Part One:** Assessment of data normality to determine the appropriate type of statistical analysis.
- **Part Two:** Regression analysis to evaluate the predictive power and significance of each leadership dimension on employee engagement and commitment.

##### 4.6.1 Normality Test

Before conducting regression analysis, a normality test was performed to ensure the suitability of using parametric statistical methods. The Kolmogorov–Smirnov (K–S) and Shapiro–Wilk (S–W) tests were applied following the recommendations of Sekaran (2003).

The interpretation of significance values (Sig.) from both tests follows this decision rule:

- A Sig. value less than 0.05 indicates that the variable significantly deviates from a normal distribution, warranting the use of non-parametric tests.
- A Sig. value greater than 0.05 suggests that the variable does not significantly deviate from normality, and thus parametric analysis is appropriate.

These tests provide the statistical foundation for selecting the appropriate models in the subsequent regression analysis phase.

Table 11: Normality Test for Study Variables

Variable Type	Dimension	Kolmogorov–Smirnov (Sig.)	Shapiro–Wilk (Sig.)
Independent	Idealized Influence	0.594	0.520
	Inspirational Motivation	0.605	0.575
Dependent	Employee Engagement and Commitment	0.547	0.621

##### 4.6.1 Normality Test

To determine the suitability of parametric statistical methods for analyzing the relationship between the variables in the study, tests of normality were conducted. Specifically, the Kolmogorov–Smirnov (K–S) and Shapiro–Wilk (S–W) tests were used to assess whether the data distributions for the independent and dependent variables conformed to the assumptions of normality.

As shown in Table 11, all significance (Sig.) values are above 0.05, indicating no significant deviation from normal distribution. Therefore, it is appropriate to proceed with parametric analysis for the inferential part of the study.

#### 4.6.2 Regression Analysis

Regression analysis was used to evaluate the effect of the independent variables—Idealized Influence and Inspirational Motivation—on the dependent variable, Employee Engagement and Commitment. Given the large sample size of 465 participants, the use of parametric regression is statistically justified, even if slight deviations from normality had been observed (Field, 2005). The sample meets all of the following large-sample criteria:

- The number of observations exceeds 50.
- The sample size is more than 10 times the number of predictors.
- It satisfies the formula  $N > 10 + 8K$ , where  $K$  = number of predictors.

With two predictors and a large sample, the assumptions are fully met.

The following hypothesis was tested:

**H1:** Idealized Influence and Inspirational Motivation significantly affect Employee Engagement and Commitment in Egypt's Courier, Express, and Logistics sector.

A regression model was used to determine the degree and direction of this relationship.

Table 12: Simple Correlation and Regression Analysis for the Impact of Idealized Influence and Inspirational Motivation on Employee Engagement and Commitment

R <sup>2</sup>	Sig.	t	β	Sig.	F	Regression Model	r	Dependent Variable	Independent Variables
0.971	0.000	2.121	0.065	0.000	15320.544**	Constant	0.985**	Employee Engagement and Commitment	Idealized Influence & Inspirational Motivation
		123.776**	0.981**			Idealized Influence & Inspirational Motivation			

Note:  $p < 0.05$

#### Interpretation of Results

The correlation coefficient ( $r = 0.985$ ) indicates a very strong positive relationship between the independent variables (Idealized Influence and Inspirational Motivation) and the dependent variable (Employee Engagement and Commitment).

The F-value = 15,320.544 and the significance level ( $p < 0.001$ ) confirm that the model is statistically significant.

The regression coefficient ( $\beta = 0.981$ ) suggests a strong and positive impact of these transformational leadership dimensions on employee engagement and commitment.

The R<sup>2</sup> value = 0.971 reveals that 97.1% of the variance in employee engagement and commitment can be explained by Idealized Influence and Inspirational Motivation. The remaining 2.9% is attributed to other factors not covered in this study.

Accordingly, the hypothesis that Idealized Influence and Inspirational Motivation significantly affect Employee Engagement and Commitment in Egypt's CEL sector is supported and accepted.

Table 13: Correlation and Regression Analysis – Effect of Idealized Influence on Employee Engagement and Commitment

R <sup>2</sup>	Sig.	t	$\beta$	Sig.	F	Regression Model	r	Dependent Variable	Independent Variable
0.916	0.000	5.763	0.296	0.000	5031.879**	Constant	0.957**	Employee Engagement and Commitment	Idealized Influence
		70.936	0.920**			Idealized Influence			

Note:  $p < 0.05$

The correlation coefficient ( $r = 0.957$ ) indicates a strong positive relationship between Idealized Influence and Employee Engagement and Commitment. The F-value = 5031.879 and the significance level ( $p < 0.001$ ) further confirm the statistical significance of this relationship.

The regression coefficient ( $\beta = 0.920$ ) demonstrates that Idealized Influence exerts a strong, direct effect on employee engagement and commitment. The R<sup>2</sup> value = 0.916 reveals that 91.6% of the variance in employee engagement and commitment is explained by Idealized Influence, with the remaining 8.4% attributed to other factors outside the scope of this study.

Accordingly, hypothesis (H1a) is accepted, confirming that Idealized Influence has a significant effect on employee engagement and commitment in Egypt's CEL sector.

### **(H1b): Inspirational Motivation has a significant effect on Employee Engagement and Commitment in the CEL industry in Egypt**

To examine this hypothesis, a simple correlation and regression analysis were carried out with Inspirational Motivation as the independent variable and Employee Engagement and Commitment as the dependent variables. The results are presented in Table 14.

Table 14: Correlation and Regression Analysis – Effect of Inspirational Motivation on Employee Engagement and Commitment

R <sup>2</sup>	Sig.	t	$\beta$	Sig.	F	Regression Model	r	Dependent Variable	Independent Variable
0.944	0.000	2.884	0.125	0.000	7793.095**	Constant	0.972**	Employee Engagement and Commitment	Inspirational Motivation
		88.279	0.965**			Inspirational Motivation			

Note:  $p < 0.05$

The correlation coefficient ( $r = 0.972$ ) indicates a very strong positive relationship between Inspirational Motivation and Employee Engagement and Commitment. The F-value = 7793.095 and the significance level ( $p < 0.001$ ) confirm the statistical significance of this influence.

The regression coefficient ( $\beta = 0.965$ ) shows a strong and significant predictive effect, while the R<sup>2</sup> value = 0.944 means that 94.4% of the variance in employee engagement and commitment can be explained by Inspirational Motivation.

Therefore, hypothesis (H1b) is accepted, supporting the conclusion that Inspirational Motivation significantly influences employee engagement and commitment in the CEL industry in Egypt.

## **Chapter 5: Discussion, Implications, and Conclusion**

### **5.1 Introduction**

This chapter interprets the statistical findings presented in Chapter 4 in light of the study's aim: to examine the effect of Idealized Influence and Inspirational Motivation, two core components of transformational leadership, on Employee Engagement and Commitment within Egypt's Courier, Express, and Logistics (CEL) sector. It points out the key findings, relates them to the relevant literature, and explores both theoretical and practical implications. The chapter concludes with limitations and recommendations for future research.

### **5.2 Summary of Key Findings**

#### **5.2.1 Instrument Validation and Reliability**

##### **5.2.1.1 Internal Consistency**

The internal consistency of the measurement instrument was verified through item-total correlation values, which ranged from  $r = .57$  to 1.00. These values indicate a high degree of interrelatedness among survey items and validate the instrument's reliability in measuring the intended constructs.

##### **5.2.1.2 Reliability**

Cronbach's alpha values for the study variables ranged between 0.74 and 0.88, which are well above the 0.70 threshold for acceptable reliability (DeVellis, 2016). These results confirm the internal consistency of the scales used to assess Idealized Influence, Inspirational Motivation, Employee Engagement, and Commitment.

### 5.2.1.3 Sample Adequacy

The survey was pilot-tested and then administered to a final sample of 465 employees within the CEL sector. According to Comrey and Lee (1992), this sample size qualifies as "very good" for statistical analysis, enhancing the credibility and generalizability of the study's findings.

## 5.3 Discussion of the Results

### 5.3.1 Main Hypothesis (H1):

The analysis indicated a strong positive correlation between transformational leadership behaviors, specifically Idealized Influence and Inspirational Motivation, and Employee Engagement and Commitment. The model accounted for 97.1% of the variance in the dependent variable, confirming the substantial role of these leadership traits in shaping positive employee outcomes within the CEL context.

### 5.3.2 Sub-Hypotheses

#### H1a: Idealized Influence

The regression analysis showed a correlation coefficient of 0.957 and an  $R^2$  of 91.6%. This indicates that Idealized Influence significantly contributes to increased employee engagement and commitment. Leaders who act as ethical role models inspire trust and loyalty among employees, thus enhancing their emotional and organizational involvement.

#### H1b: Inspirational Motivation

Inspirational Motivation showed an even stronger correlation ( $r = 0.972$ ) and  $R^2$  of 94.4%, emphasizing the impact of vision-driven leadership on employees' emotional connection and dedication to their work. Leaders who communicate a compelling vision and instill optimism help employees feel a greater sense of purpose and alignment with organizational goals.

## 5.4 Alignment with Theoretical Framework

The findings affirm the theoretical foundations of transformational leadership as proposed by Bass and Avolio (1994). Both Idealized Influence and Inspirational Motivation were confirmed as powerful behavioral drivers that positively impact engagement and commitment. These outcomes are especially vital in dynamic service sectors such as logistics, where employee dedication is critical for organizational resilience and customer satisfaction.

### 5.4.1 Comparison with Prior Studies

The results are consistent with Judge and Piccolo's (2004) meta-analysis, which found strong links between transformational leadership and follower performance. In the regional context, similar effects were observed in the Egyptian service sector (Arab Academy, 2024), where transformational behaviors were linked to increased team performance and employee morale.

## 5.4.2 Implications for Egypt's CEL Industry

1. **Leadership as a Catalyst for Engagement:** Companies should recognize transformational leadership, especially its components of Idealized Influence and Inspirational Motivation, as core mechanisms to foster employee connection and commitment.
2. **Tailored Leadership Development:** Training programs should emphasize ethical leadership, vision communication, and motivational strategies.
3. **Performance Management Integration:** Evaluation systems should include metrics for transformational behaviors and their effect on team morale.

## 5.5 Recommendations and Proposed Actions

### 5.5.1 Key Result

Strong positive relationship between Idealized Influence, Inspirational Motivation, and Employee Engagement & Commitment ( $R^2 = 97.1\%$ )

### 5.5.2 Recommendations

Emphasize transformational leadership traits in HR and leadership development processes.

### 5.5.3 Key Action Steps

1. Integrate behavioral expectations into recruitment and promotion systems.
2. Implement leadership mentoring programs focused on ethical and visionary leadership. Define and disseminate core leadership values.
3. Recognize employees who exhibit Idealized Influence in action.
4. Strengthen motivational communication and vision alignment strategies.
5. Conduct regular meetings and events to reinforce the purpose.
6. Use internal campaigns to share success stories that align with strategic goals.

## 5.6 Limitations of the Study

- **Industry-Specific Scope:** The focus on the CEL industry in Egypt may limit the applicability of the findings to other sectors or regions.
- **Cross-Sectional Design:** The one-time data collection limits causal inference; longitudinal data could provide a more dynamic view.
- **Self-Reporting Bias:** Despite anonymity assurances, the use of self-reported data introduces the risk of socially desirable responses.

## 5.7 Recommendations for Future Research

- Conduct **longitudinal studies** to examine the sustainability of the effects of transformational leadership behaviors over time.
- Expand research to **compare industries** or include cross-country samples for broader applicability.
- Use **qualitative approaches** such as interviews to gain deeper insights into how Idealized Influence and Inspirational Motivation are perceived in daily work.
- Explore the **interaction with other leadership styles** to assess their combined impact on employee outcomes.

## 5.8 Conclusion

This study investigated the influence of Idealized Influence and Inspirational Motivation on Employee Engagement and Commitment in Egypt's Courier, Express, and Logistics sector. The results underscore the decisive role these leadership traits play in enhancing employee dedication and alignment. Leaders who act as role models and inspire through vision not only foster stronger employee bonds but also contribute to a more resilient and engaged workforce. These findings offer practical insights for leadership development and reinforce the strategic value of cultivating transformational behaviors in service-driven sectors. Organizations that embed such leadership attributes into their culture are better equipped to thrive in competitive and evolving environments.

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## Appendices

### • Appendix A: Research Questionnaire

The following questionnaire was used for collecting the data:

Thank you for taking the time to complete this questionnaire. This study aims to This study examine the Role of Idealized Influence and Inspirational Motivation in Shaping Employee Engagement and Commitment in Egypt’s Courier, Express, and Logistics Industry.

Please answer each question based on your thoughts and experiences. Your responses will be treated with full confidentiality and used exclusively for academic research. If you have any questions or would like further clarification, please feel free to contact me via email at barakat.mohd@gmail.com or phone at 01000070751.

### Section 1: Demographic Information

#### 1. Gender:

- Male
- Female

#### 2. Age Group:

- 21-30
- 31-40
- 41-50
- Above 50

**3. Position in the Organization:**

- Managerial
- Non-Managerial

**4. Years of Experience in the Industry:**

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

**Section 2: Leadership Behavior Assessment**

Please rate your level of agreement with the following statements regarding your **immediate leader or supervisor**, using the scale: (1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree)

**Idealized Influence (Charismatic Leadership Behavior)**

1. My leader consistently demonstrates integrity and earns trust and respect.
2. My leader is dedicated to the organization's mission and long-term vision.
3. My leader instills confidence by making sound and clear decisions.
4. My leader promotes a strong sense of purpose and unity among the team.
5. My leader prioritizes the organization's values over personal interests.

**Inspirational Motivation**

6. My leader communicates a clear and compelling vision of the future.
7. My leader sets ambitious goals and inspires others to achieve them.
8. My leader nurtures a positive and motivating team environment.
9. My leader frequently acknowledges employee contributions and efforts.
10. My leader uses storytelling and practical examples to inspire belief in the vision.

**Section 3: Employee Engagement and Commitment**

Please indicate your level of agreement with the following statements based on your experience in the organization.

(1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree)

**Clarity of Direction and Role Understanding**

11. My leader ensures that strategic goals are communicated across the team.
12. There is strong alignment between our department's objectives and the overall strategy.
13. My leader highlights the importance of each employee's role in achieving strategic goals.

**Support and Resource Provision**

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The organization allocates adequate resources to achieve strategic priorities.

14. My leader removes barriers and ensures teams receive needed support.
15. We are provided with relevant training, tools, and information to perform effectively.
16. Teams across the organization collaborate well to support shared objectives.

### **Engagement and Emotional Commitment**

17. My leader cultivates a sense of ownership and emotional connection to the organization's success.
18. My leader encourages team members to actively contribute ideas and suggestions.
19. Open communication is maintained to address employee feedback and concerns.

### **Accountability and Recognition**

20. My leader establishes clear performance goals aligned with organizational priorities.
21. Progress is regularly reviewed, and constructive feedback is provided.
22. Successful outcomes are acknowledged and rewarded appropriately.
23. Our performance indicators are aligned with the organization's strategic goals.
24. My leader promotes a culture that supports learning, improvement, and growth.

### **Change Management and Adaptability**

25. My leader guides the team effectively through strategic changes.
26. Changes are communicated clearly to help reduce uncertainty or resistance.
27. Our organization has structured processes for handling resistance to change.

### **Encouraging Innovation and Initiative**

28. Innovative thinking is actively encouraged across all levels.
29. There are defined methods for implementing new and creative solutions.