

## **Impact of Authentic Leadership and Behavioral Integrity on Employees' Performance in Hospitality Sector of Pakistan: Mediating Role of Motivation and Trust**

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### **Abstract**

Given the development and expansion of the China Pakistan Economic Corridor, the hospitality industry is flourishing in Pakistan. The current research focuses on studying employee's performance in the hospitality industry of Pakistan. In this regard, the role of authentic leadership has shown a strong sense of transparency and has been responsive to basic standards with the behavioral inclination that is developed by the leader. Consequently, leaders develop a trustworthy relationship with motivated employees and get the required productivity. The execution of the research was based on a cross-sectional survey and data was collected by using validated research instruments. Subsequently, the mediating role of employees' trust and motivation was examined using SPSS 23 and AMOS-23. Findings testified the significant relationship between behavioral integrity and employee's performance and the insignificant relationship between authentic leadership and employee's outcome. Employees' motivation and trust partially mediate the relationship between authentic leadership, behavioral integrity, and employee performance. The findings of this study will be helpful for managers of four and five-star hotels to enhance the performance of their employees. Future research may investigate other variables that can play a significant role in enhancing employees' performance in the hospitality sector.

**Keywords:** Authentic Leadership, Behavioral Integrity, Hospitality Sector, Motivation and Employees Performance.

## Introduction

The initiatives and new developments in the tourism sector have given a boost to Pakistan's hospitality industry. The tourism industry marred by terrorism was in a deplorable condition, China Pakistan Economic Corridor (CPEC) seems to have injected a new life and has certainly given a much-needed required boost to the ailing tourism and hospitality sector in the country Pakistan. Though present in the earlier phase of the post-independence era, the hospitality industry did not boast of worthwhile names. However, with the arrival of the "Avari" group of hotels, which established its branches in Karachi, Islamabad, Lahore, the hospitality sector was established. Five major five-star hotels are operating inside Pakistan including Avari towers, Marriot, Pearl continental, Sheraton, and Neshat hotel; the remaining hotels are categorized into four- and five-star chains (Pakistan Hotel Association, 2018). Recently, the growth of tourism in Pakistan has contributed to the development of the hospitality industry. To sustain the best quality services management, continuous efforts are required to enhance employee's performance.

The hospitality industry has witnessed a sharp decline in the last decade. Terrorism being the major contributor, set a wave of panic and safety concerns amongst the tourists. The terrorist assaults in different hotels in major cities of Pakistan have indeed annihilated the hospitality industry. Dawn Newspaper (May 16th, 2007) reported that the bombing in Peshawar restaurant's terrorism has gravely hit the Pakistan Hotel industry, resulting in a misfortune worth 400 million USD. As a result, the influx of tourists began to decrease, and the outflow of foreigners residing in Pakistan started to increase due to safety concerns, thereby adversely affecting the hospitality industry. The timely security reforms were taken by the Pakistan army in different areas after 2013 reinstated the confidence that Pakistan has developed safety standards among Pakistani & foreign tourists. As a result, cricket has returned to Pakistan soil after a decade, with matches being played in all major cities in Pakistan. Since 2018, celebrities from all over the world have visited Pakistan sending positive vibes regarding safety concerns in Pakistan. Foreigners are ready to come to Pakistan for tourism as they feel safe staying in Pakistani hotels; ultimately, they want satisfaction for the desired services from the hotel management.

Over time and beyond culture, the Hospitality industry has evolved into a huge business industry sector; in some areas of the world, and the hospitality industry is one of the principal economic players in terms of revenue contribution. Today, the hospitality industry has become more competitive than ever due to innovative and fast transportation systems (Simons et al, 2007). Therefore, hospitality industry leaders find themselves facing a leadership crisis due to varying environments of expectations. In this technology-driven era,

leadership has to be dynamic and agile; leaders are expected to be true to who they are and what they say to trust and motivate to take roots in the vast industry like hospitality, which is highly globalized and multicultural nature. The role of leadership varies from industry to industry and from sector to sector. The hospitality industry or sector is the one that requires a high level of motivation and trust from leadership (Zhang & Bsartol, 2010).

Authentic leadership is a process to enhance an organization's standing by engaging subordinates to influence their motivation and skills by applying good quality managerial behavior in the organization (Yavuz, 2020). Throughout history, the idea of authentic leadership has evolved into two principal components: transformational management and emotional intelligence (Rego et al., 2012). In the context of socialism, authentic leadership is a new form of emerged leadership style that has developed the idea of authenticity in behavior with the connection of other leadership styles (Johnson, 2019). The advice of Shakespeare to his son makes clear the importance of authenticity as he said to his son, being consistent or true with oneself is a clear prediction to being true to others is the ultimate effect of keeping your own's word and not misinterpreting yourself (Bass & Bass, 2008). In the context of humanism, authentic leadership is a new form of emerged leadership style that has merged with other leadership trades with positive implications in the hospitality sector for employee performance setting which includes customer satisfaction, employee motivation, trustworthiness, organizational commitment, and knowledge sharing, organizational citizenship behavior (Kang & Kim, 2016; Qui & Zhang, 2019; Zaabi et al., 2016).

Employees create a natural inclination and tend to be attracted towards the leadership that is fair and principled in actions which enhance the firm's ability to perform at optimum level in the open markets in an organizationally viable manner (Whitener et al., 1998). As a relatively novel construct, Authentic Leadership theory internalizes ethical styles, behaviors, and skills to encourage behavioral integrity. The fundamental idea of behavioral integrity is the perceived alignment between word and action; said or given the word ought to follow through the action. The unethical practices across the entire spectrum of human continuation have generated global outrage which has, consequently, become a force multiplier in terms of highlighting a crisis in leadership at this stage in human history (Bush, 2013). Trust building is an incremental process immersed in gradualism in that followers observe leadership's conduct, integrity, and values to invest in the trust equation. Authenticity can be understood by having a set of personal values and beliefs, an inner moral compass, and integrity of conduct (Khan, 2010). Authentic leadership theory promulgates that the distinguishing characteristics of authenticity are transparency in the affairs, human conduct, and

actionable consistency (Michie & Gooty, 2005). A leader who is conscious of his thoughts and responsible for his actions, and is aware of the moral values of those around him is an authentic leader (Ilies et al., 2005).

Behavioral integrity is an assumption about an individual, community to stay with his commitments, and coherence between words and actions of top management takes long-term benefits by increasing the industry's future performance (Dikolli et al., 2020). Behavioral integrity is a social construct reflective of verbal and action values in that the idea of behavioral integrity is gauged with a perceived sense of unity between verbal expression and practical expression. Particularly, the hotel industry middle manager improves the task performance, organizational citizenship behavior that directly and indirectly affects the organization's performance by applying behavioral inclination between their words and action (Way et al., 2018). There is a perceived awareness and understanding of consistency between a person's – groups or entities – words and actions; how the said person keeps his word and enacts his verbal expressions (Simons, 2002). The social construct of behavioral integrity has gained popularity within the research community due to its institutional appeal; the idea that verbal expressions can be relied upon to establish highly effective leadership to enhance performance (Mishra, 2011). In a bid to recognize the structures of authentic leadership and behavioral integrity, it is only rational to ponder upon the conditions conducive to build trust and credibility; in that, it is observed that in the hospitality sector with the notion of authentic leadership and reliable fulfillment of commitments is of absolute importance (Munir et al., 2019). Under the broader context of leader integrity and authenticity, both categories were examined in the service sector, resultantly and both have positive attributes that are significantly reliable to build the lead character as a role model. People, regardless of settings, are more inclined to entrust leaders who practice what they preach – exhibit behavioral integrity in senior management that predict organizational commitment while trust in supervisor predicts maximum outcome (Kannan-Narasimhan & Lawrence, 2012). In the age of rapidly evolving globalization and multi-facet media, public and industry leaders across the globe are faced with the overwhelming task of addressing the grave trust deficit and mitigating the scandals.

Against the background of organizational, Given the socio-political, and economic instability, authentic leaders with a deep sense of behavioral integrity are seen as a beacon of light with to whom followers identify with and feel empowered; therefore, demonstrate greater citizenship-rated behavior (Walumbwa et al., 2010). Authentic leaders are the one those are the same in actions and words. They do not have fake personalities but they are close to their real selves. This attribute makes them authentic leaders. Authentic leadership has

the behavioral integrity that their behavior remains stable. The behavior as a result of authentic leadership leads to positive psychological behavior that develops self-awareness and moral outlook from the inside of someone.

Employee performance is all about the proper execution of all activities related to assigned specific tasks by the employees of each department in an organization. Responsibilities that are assigned in job descriptions have to be fulfilled by the employees that may lead to organizational performance. Rich et al. (2010) found in their study that commitment of the employees whether direct or indirect, towards organizational objectives and goals, is likewise employee performance.

Considering trust and motivation act as mediators in the development of employee performance. Mayer et al. (1995) have been defined trust as the inclination and desire of a person or group of people to perform an action or achieve a specific goal based on the assumption of other parties. The authors also highlighted that the assumption of another person behavioral inclination is one of the most important factors of trust development. Furthermore, Simon, (2002) also explains that the perception of workers about management's alignment of words and action may be an essential condition to develop trust which acts as a mediator in employee's outcomes and organizational profitability. Hsieh and Wang (2015) reveals that the trust of employees mediates the relationship between authentic leadership and employee work engagement. Qiu et al. (2019) conducted research in the Chinese hospitality sector and suggest that the relationship between authentic leadership and organizational citizenship behavior is more effective when trust level built is established among employees and managers of the Chinese hospitality sector. Additionally, a study conducted in the Korean aviation industry reports that employees with using variables like authentic leadership, trust, and organizational citizenship behavior. The result of the study explored that trust AL has a significant impact on trust but they did not find a fully or partially mediated effect of trust on managers (Min, & Ko, 2016).

Furthermore, Gumusluoglu and Ilsev, (2009) carried out research in Turkish software development companies and found that motivation plays a mediating role between transformational leadership and the creativity of employees. As reported literature proves that a leader who is habitually authentic in his actions will cause of employees' performance while trust and motivation will help to foster employee's performance. Narasimhan and Lawrence, (2012) study findings reveal that behavioral alignment of supervisor and managers positively affect organizational commitment and performance through the mediating effect of trust on managers and supervisor. Under the reported studies, behavioral integrity of management and leadership authenticity foster the performance of the employees through the building honest relationship, Trust,

and motivation. Meanwhile, a highly motivated employee positively affects the overall organizational performance by providing the best service quality. Therefore, it is hypothesized that trust and motivation act as mediators in the relationship of authentic leadership and behavioral integrity in predicting employees' performance.

### **Theoretical Background**

Employees performance is taken as considered as an important factor at the macro level according to the theory of social exchange and theory of contingency and leadership respectively to design and execution of management's organizational strategies for keeping maintaining the organization's competitive strength (Abraham, 2004; Willaims & Davies, 2005; Leory & Simons, 2012). Respectively To understand the mechanism of employee's performance through the authentic leadership and behavioral inclination with the development of trust and motivation levels, Social exchange theory, contingency theory as well as authentic leadership theories have been used. Walumbwa et al. (2008) established a model of authentic leadership that has been experimentally verified with authentic leadership questionnaires (ALQ). According to current literature, the AL concept has combined and established self-awareness, relational transparency, balanced processing as well as internalized moral perspective as factors of authentic leadership.

### **Theory of Authentic Leadership**

It is a leading pattern that builds and encourages both positive psychological capacities and a strong ethical Climate "promoting greater self-awareness, an internalized moral perspective, balanced processing of information collection and relational transparency on the part of leaders engaging with followers, promoting positive self-development" (Walumbwa et al., 2008, p. 94). In 2003, Bill George first reported about authentic leadership theory then it became a prominent leadership concept/theory. It consists of four dimensions: self-awareness that represents the degree to which a leader recognizes how the world emerges from it and makes sense. Balanced processing refers to the extent to which the leader realizes all relevant information before going for a decision and seeks the opinions of others who challenge their stance on matters; internalized moral perspective, Capturing leading behavior based on internal moral standards and values rather than on organizational and societal pressures; and finally relational transparency, This involves making personal information, such as sharing information freely and revealing real thoughts and feelings (Gardner et al., 2005).

Ethical leadership is an emerging approach of leadership that refers to the illustration of right and ethical practices by the virtue of socialization and individual actions, and the presentation of these right practices by open communication, reinforcing, and basic leadership feelings among followers (Brown et al., 2005). The two dimensions of ethical leadership are named as person's moral and manager's moral. The former dimension of ethical leadership indicates the personality attributes and characteristics of the leader. A leader with ethical leadership transforms their subordinates by demonstrating ethical behavior, make ethical decisions, and communicate ethically with their followers (Chughtai et al., 2015). Ethical leaders work with their followers with trustworthiness, honesty, reliability with their high standard of ethical and moral values (Johnson, 2017).

### **Social Exchange Theory**

The basic purpose of social exchange theory for the organization leadership is the benefit maximization and cost keep minimization because employees compare their relationship with the advantages and they assume those rewards might be provided by the leadership. This theory states that employees' behavior is mostly influenced by leaders' encouragement (Blau, 1964; Gouldner, 1960). When employees experience that they get support, trust, and other financial and non-financial benefits from their leaders they maintain the motivation to reciprocate with allowable work and performance attitudes (Gouldner, 1960). Social exchange theory consider suggests that employees' organizational commitments have a strong relationship with the behavior of the organization treated by the management (Mearns, Hope & Tetrick 2016). It states that transactions between parties generate a standard of mutual recognition in collaborative interaction (Cropanzano & Mitchell, 2005).

### **Contingency Theory**

According to Fiedler's theory of contingency which motivates workers to attain organizational goals. Fiedler proposed that employee performance depends on the relevant match between the ability of leaders to lead depends on situational factors like leaders 'capacity, preferred style, and behaviors as well as expertise of the employees (Fisher 1995). This theory proposed that leaders would follow the style best suited to the situation and improve the efficiency of the employee immediately. Increasingly, Nohira and Khurana (2010) state that leadership is understood to include persuasion and justification, as well as the ability to identify, reinforce and renew the values of the People, Management experience, technical skills, cultural understanding, and other related knowledge and skills, are not good enough for leaders whose lives are committed to public services. These discussed theories and literature initiate for understanding the role

leadership style on employees' performance which indicate the organizational growth in term of profit, competitive edge as well as other financial and non-financial benefits (Steinbach et al., 2017). Focusing on the above theoretical background following conceptual model has been developed.

### Research Framework

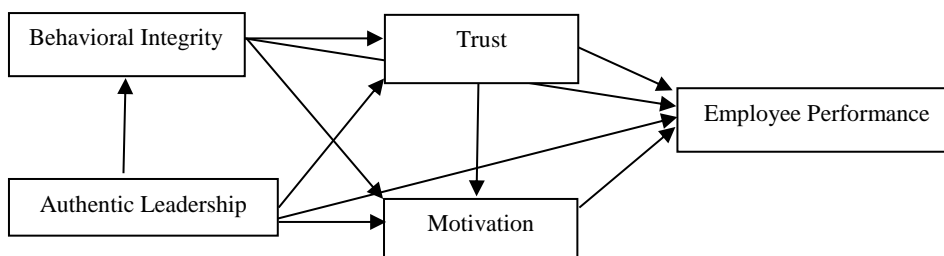


Figure 1. Hypothesized Model of Employees Performance

This research paper seems to be an initiative with the primary objective of authentic leadership plays a significant role in the development of employees' performance in the hospitality sector of Pakistan. Previous studies have made contributions in the context of leadership styles, job resourcefulness, organizational commitment, training and development, motivation, employees relation impact on employees' performance in the hospitality sector of Pakistan (Afaq et al., 2011; Chaudhry et al., 2013; Khan et al., 2016; Nasir, 2008; Naseem, 2019; Saira et al., 2019). The hypothetical model of this research is based on previous literature (e.g., Munir et al., 2019; Nasab, 2019) has been tested in an indigenous context which provides additional empirical evidence in the existing literature and is helpful in the hospitality sector.

However, the gap of research to be filled is the role of other mediating variables. This study has two mediating variables (trust and motivation). The inclusion of mediating role of employee motivation and trust makes the research justified and original. It is because of the fact that it is covering the gap. Moreover, the model used in this research is also non-existent in the hospitality industry. However, it has been noted that it is not possible if there are some missing attributes from the employees' perspective. Employees' performance is linked with motivation and trust. However, these variables mostly act as mediators as they strengthen and make the relationship strong, therefore, this study has used the model that contains these variables. With this background, the model gets research evidence and it is noted that it fulfills the research gap. The findings of the present research add to the existing body of literature in the hospitality sector. The theoretical implications of the present study indicate that how to measure authentic leadership, behavioral integrity, trust, motivation which influence employees' performance in the hotel industry.



## Hypotheses

**H<sub>1</sub>** Trust and motivation positively mediates the relationship between authentic leadership and employees' performance among four and five-star hotel employees.

**H<sub>2</sub>** Trust and motivation positively mediates the relationship between behavioral integrity and employees' performance among four and five-star hotel employees.

## Methods

To illustrate the stages of the research methodology Saunders, Lewis, and Thornhill, (2007) developed a research onion that shows the steps which need to be followed in establishing a research strategy. This study was based on cross-sectional research with a survey strategy and deductive approach. A questionnaire booklet including the consent form, demographic variables, and validated questionnaires to measure variables was used to collect data from the target population and statistical software like SPSS-23 and AMOS-23 were used for analyses.

## Sample

We have focused on those employees who perform the job in the four- and five-star hotels of Lahore as our target population where the sample has drawn. The population of the current research was employees working in four- and five-star hotels of Lahore city. For data collection, there was no reward offered to employees for participating or filling the questionnaire booklet. Employees were assured of confidentiality and anonymity about the results of the study. They were confident that their information would be used for research purposes only. From the targeted convenience samples from different departments of four and five-star hotels of Lahore, Pakistan. The top management, middle management, and lower management of hotels were contributed. A larger sample size represented more characteristics of the populations from which they are derived for study (Cronbach, Gleser, Nanda, & Rajaratnam, 1972; Marcoulides, 1993). The overall mean of the sample means based on ten participants is 7.49, and the standard deviation is .20. According to Kerjcie and Morgan (1970) as well as Cohen (1969) studies mentioned in Sekaran 2013 about deciding on sample size when the population is undefined in any research than for reasonable and reliable results we have taken sample size (N = 384). Therefore, the estimated sample size (N = 384) of both genders male and female employees serving in four and five-star hotels of Lahore has been taken as the sample in the present research.

### **Instruments**

Authentic Leadership Inventory (ALI). It was developed by Neider and Schriesheim (2011). It consists of 14 items included four Subscales. Item 4, 8, 12 measures Self-awareness, item 3, 6, 14 measure Balanced processing, item 1,7, 11 measures Relational Transparency and item 2, 5, 9, 13 measure internalized moral perspective. McCain and Obama reported that Cronbach alpha reliabilities of all the subscales of ALI was  $\geq .80$ . Higher scores on ALI indicate authentic leadership style.

### **Behavioral Integrity Scale (BIS)**

It was developed by Simons, Friedman, Liu, and McLean Parks (2007). It consists of 8 items. It is a 5-points Likert scale are (1) strongly disagree; (2) Disagree; (3) Neither Agree nor Disagree; (4) Agree, and (5) strongly agree. Cronbach alpha reliability of this scale is .86. Higher scores on BIS indicate more behavior integrity.

### **Work Motivation Scale (WMS)**

It was developed by Arvey and Mussio, (1973); Ivancevich, (1976); Kopelman, (1979); Landy and Guion, (1970) (as cited in Chiang & Jang, 2008). It consists of 4 items. It is a 5-point Likert scale (5= strongly agree to 1 = strongly disagree). Cronbach alpha reliability of this scale is .95. Higher scores on WMS indicate more motivation.

### **Job Performance Scale (JBS)**

It was developed by Babine and Boles (1998) (as cited in Hussain, Khan, & Bavik, 2003). It consists of 6 items and the Cronbach alpha reliability of this scale is .85. Higher scores on JPS indicate more employees' performance. All scales were used in 5-points Likert scale: (1) strongly disagree; (2) Disagree; (3) Neither Agree nor Disagree; (4) Agree; and (5) strongly agree.

### **Results and Discussion**

The demographics of the sample from four- and five-star hotels were analyzed by using SPSS-23. It analyzed that out of total (N=384) there was 44 % percent of employees having age range is (31-40) years. Similarly, 31 % of employees' age was (21-30) years, and 15 % of employees were (41-50) years old, whereas 10 % of employees were having 50 years and above. The gender analysis shows that the maximum number of employees were male as participants in the study. It's about to 86% of employees were male and 14 % of employees were female. Demographics also provided information about the job tenure of the applicants as there was the highest percentage of 41 % of employees

with (4-6) years experience and 26 % of employees with (6-8) years experience. Similarly, with (2-4) years' experience employees' ratings were about 17%. Whereas the Minimum percentage of employees with 10 years and above years' experience was 3% in four- and five-star hotels of Lahore. It also shows that the overall highest percentage as 24% of employees were from the food processing department, and the second-highest department was HSE and food safety in which 19% of employees were contributed as respondents, respectively. The third department was found Food and beverages in which 18% of employees were selected as respondents. Similarly, the sales and front office staff department's respondents were 11% of the sample from the targeted population.

All the scales of study variables had alpha reliabilities within the acceptable range. The value of alpha reliabilities of all scales ranging from .71 to .88 according to Salvia et al. (2010) value of alpha reliabilities falls in an acceptable range. All study variables are significantly positively related to each other.

### Structural Equation Modeling

To explore the simultaneous role of study variables as predictors and mediators in predicting AL, BI, T, M, EP among four- and five-star hotel employees, a model with a predictive relationship between current study variables has been designed (see Figure 1) based on social exchange theory and Fiedler's theory of contingency.

Model testing was carried out in AMOS-23 and Structural Equation Modeling (SEM) was computed in order to test the model with a proposed relationship. According to Brown (2006), to indicate a good fit model, RMSEA or lower, CFI, GFI, and IFI higher than .90 and SRMR not above .10 are recommended in the default model, authentic leadership is the predictor and behavioral integrity, trust, and motivation were mediators for predicting employees' performance in four and five-star hotels.

Table 1  
*Model Fit Indices for Model in Predicting Employees Performance*

Model	$\chi^2$ (df)	$\chi^2$ /df	GFI	IFI	CFI	RMSEA	SRMR
M1	.83 (1)	.83	.99	.99	.99	.00	.009
M2	2.65 (4)	2.65	.98	.98	.98	.06	.03

Hair et al., (2006) explored that to determine how variables are interrelated in the conceptual model, structural equational modeling technique use. According to the results of model testing, there are two models as shown in Table 1 including the default model and the goodness of fit model. The goodness of fit model indicates all significant relationships after deleting non-significant paths from the default model. Results of  $\chi^2$ (df) = 2.65, GFI = 0.98, IFI = .98, CFI

= .98, RMSEA = .06, SRMR = .03 meet the criteria of good fit model. Table 1 shows the steps involved in achieving pathways and goodness of fit in model 1. Model 1 shows that all indices are in range, however, insignificant paths are examined, and after deleting the paths between authentic leadership and employee performance; trust and motivation; behavioral integrity and motivation, model fit is achieved, and M2 is considered as a good fit model. The pictorial presentation of the fitted model is given in Figure 2.

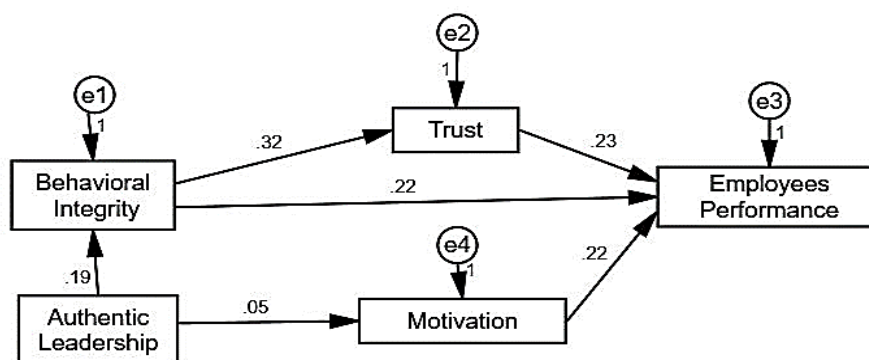


Figure 2. Graphical Model of Employees performance

Table 2  
Direct and Indirect Effects

Predictors	AL		BI		M		T
	$\beta$	B	$\beta$	$\beta$	B	$\beta$	
Outcomes	Direct	Indirect	Direct	Indirect	Direct	Direct	
BI	.19**	-	-	-	-	-	-
M	.05**	-	-	-	-	-	-
T	-	.06**	.32**	-	-	-	-
EP	-	.06**	.22**	.07**	.22**	.23**	

\* $p < .05$ . \*\* $p < .01$ .

Note. AL = Authentic Leadership; BI = Behavioral Integrity, T = Trust; EP = Employees Performance; M = Motivation.

According to results in Figure 2, path analysis indicates one partial mediation in predicting employees' performance. The first path indicates that behavioral integrity and trustfulness mediates the relationship between authentic leadership and employees' performance. Authentic leadership directly predicts behavioral integrity and trust indicating that as authentic leadership increases, behavioral integrity and trust also increases which leads to more employees' performance, which confirms Hypothesis-1. The second path indicates that trust partially mediates the relationship between behavioral integrity and employees' performance. Behavioral integrity directly predicts trust indicating that behavioral integrity leads to more trust resultantly employees' performance also increases which confirms Hypothesis 2. The third path indicates that motivation fully

mediates the relationship between authentic leadership and employees' performance. Authentic leadership directly predicts motivation indicating that authentic leadership leads to increase motivation, resulting in more employees' performance, which confirms Hypothesis 1. Table 2 shows the significant direct and indirect paths of outcome and predictor variables.

The study confirms the partial mediating role of motivation between authentic leadership and employee's performance while trust positively mediates the relationship between behavioral integrity and employee's performance while trust acts as a mediator between BI and EP. Because of the insignificant direct relationship of T and M among four and five-star hotels of Lahore, both variables simultaneously does not act as mediators in a single path It was the existing gap of the study because most researchers found the relationship between AI and EP on several sectors with different mediators (e.g., Ali, & Haidan, 2019; Carol & Heather, 2013) found in the study that AL impact on EP through the mediating role of job empowerment. Furthermore, to input in body knowledge, this study used AL and BI as independent variables, trust, and motivation taken as Mediator to explore the impact on Employees performance in four and five-star hotels of Lahore. The results from this study further endorse the previous research findings which reveal the presence of a weaker relationship between AL and EP. Furthermore, the addition of mediating variables Trust, and Motivation led to the strengthening of the relationship between AL and EP in the hospitality sector.

## **Conclusion**

The hospitality industry of Pakistan industry is progressing in leaps and bounds. It is likely, that the tourism industry will contribute significantly to the economy of Pakistan. In the coming years, it is expected that there will be a huge number of tourists in Pakistan, the opening of the Kartarpur corridor bears testimony to this statement. Therefore, the findings of the present research will be helpful for managers of four and five-star hotels to enhance the performance of their employees, which ultimately contributes to the GDP of Pakistan. The present study will be helpful for managers to plan effective strategies to implement in the hotel industry, intervention programs based on motivation and trust to increase employees' performance. Findings show that it will be fruitful for policymakers and different stakeholders to enhance their employees' performance in the hotel industry. Government can devise policies based upon findings of the study that how to increase the performance of employees in the hotel industry which ultimately increases the GDP of Pakistan. The findings of the present research add to the existing body of literature in the hospitality sector. The theoretical implications of the present study indicate that how to measure authentic leadership, behavioral integrity, trust, motivation which influence employees' performance in the hotel industry.

### **Practical and Theoretical Implications**

The present research could be helpful for the hospitality industry to recognize in what way trust and motivation can be the useful sources from which leaders can enhance the performance of their employees or subordinates in the context of the hotel industry in Pakistan. The hotel industry will be able to provide motivation and trust to their employees in a proper manner that will make them more productive at the workplace. Authentic leaders provide a conducive environment for employees to perform up to the maximum extent for their organizations.

### **Limitation and Future Directions**

Like any scientific research, the present research has also some strengths and weaknesses. Therefore, before interpreting the findings of the present research following limitations should be considered which are discussed. The limitations of present research with respective suggestions for future studies are: The cross-sectional survey design was used. Longitudinal research could be designed to study the phenomenon of authentic leadership and employees' performance in the hotel industry. All Instruments in the English version were used in the present research because the sample was only English literate employees serving in four and five-star hotels. In the future, Urdu translation of all scales could be done. Self-report questionnaires were used for data collection of research it may be possible that participants may have not reported accurately, because of social desirability. Therefore, multi-informant data could also be taken in future studies. For example, colleagues, managers, etc. Due to limited access, and time constraint, the present study was only restricted to four and five-star hotels in Lahore. Because of the non-probability sampling technique used for data collection, there is less generalizability of the findings of the research. Thus data should be collected from different cities of Pakistan.

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