The Effect of Leadership on Employee Engagement in Fujian Tourism Management Company in China Based on the Five Forces Model of Leadership

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Abstract

The objectives of this research were threefold: to investigate the impact of leadership styles on employee engagement in Chinese tourism enterprises, to analyze the mediating role of employee satisfaction in this relationship, and to provide practical suggestions for enhancing engagement in this specific industry and cultural context. The sample consisted of employees from various tourism enterprises in China, selected through a stratified random sampling method to ensure representativeness. The research instrument for data collection was a comprehensive questionnaire that captured information on leadership styles, employee engagement, and satisfaction levels. The data were analyzed using descriptive statistics, correlation analysis, and regression analysis to determine the significant factors and relationships.

The research results found that certain leadership styles positively influence employee engagement in Chinese tourism enterprises. Specifically, transformational leadership, which emphasizes inspiration, motivation, and intellectual stimulation, was positively correlated with employee engagement. Employee satisfaction emerged as a significant mediator in this relationship, suggesting that satisfied employees are more likely to be engaged. Based on these findings, the study proposes practical suggestions for tourism enterprises in China to foster positive leadership styles and improve employee satisfaction, ultimately enhancing engagement levels.

Keywords： Leadership on Employee Engagement; Fujian Tourism Management; Five Forces Model of Leadership

Introduction

There have been many studies based on the Five Forces of Leadership model that have focused on using the model to assess and improve the leadership skills of leaders in different industries or fields. Numerous studies have also proved that the use of the Five Forces of Leadership Model is currently used as an effective theoretical basis for researching leadership related topics, therefore the leadership research in this study will be based on the Five Forces of Leadership Model.

employee engagement in tourism management companies. Tourism management companies in this study are those that specialize in the management of tourist attractions. This study will focus on the effect of leadership on employee engagement in tourism management companies and aims to provide a reference for tourism management companies to improve employee engagement. The study will analyze the perceptions of the employees of tourism

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management companies on leadership and engagement by conducting a questionnaire survey within a specific timeframe in order to draw conclusions and make recommendations. The geographical scope of the study is the Fujian Province of China in order to provide a more comprehensive study of the Chinese tourism industry.

Research Objectives

As shown in the figure, this study involves five independent variables, one mediating variable, one moderating variable and one dependent variable. The mediating variable is employee satisfaction, the moderating variable is employee happiness, and the dependent variable is employee engagement. Based on the theoretical foundation of the Five Forces Model of Leadership, this study proposes that the five independent variables are leadership motivation, leadership foresight, leadership influence, leadership decision-making, and leadership control. This study examines the effects of leadership motivation, leadership foresight, leadership influence, leadership decision-making ability and leadership control on employee satisfaction and engagement. This study also attempts to explore the mediating role of employee satisfaction between leadership and employee engagement and the moderating role of employee well-being between leadership and employee engagement.

Literature Review

Research based on the Five Forces of Leadership model and theory has also been widely conducted in recent years. Sendjaya et al. (2018) showed that leadership calling is positively correlated with employee well-being , and can play a role by enhancing mediating variables such as employees' psychological capital, organizational commitment, and job satisfaction. The authors concluded that since leadership inspiration is the ability of a leader to attract and motivate employees through their own charisma, beliefs and ideals. Leadership convening power can enhance employees' sense of identification, belonging and self-esteem towards the leader and the organization, which in turn enhances employees' well-being. Dombrowski & Mielke (2017) showed that leadership foresight is positively correlated with employees' well-being , and can play a role by enhancing mediating variables such as employees' innovative behaviors, motivation to learn, and teamwork. In their study, the authors concluded that leadership foresight refers to the ability of leaders to foresee and grasp future trends and opportunities, set reasonable goals and strategies, and lead the organization to achieve long-term development. Leadership foresight can increase employees' sense of trust, security and fulfillment in the future, thus enhancing their sense of well-being. Leadership influence is the ability of a leader to effectively influence and motivate employees to voluntarily follow the leader's intentions and goals to achieve the interests and values of the organization. Leadership influence can increase employees' sense of involvement, responsibility, and value for themselves and others, thus enhancing employee well-being. Ghasabeh et al. (2015) showed that leadership influence is positively correlated with employee well-being , and can play a role by enhancing mediating variables such as employee self-efficacy, role clarity, and organizational equity . Leadership decisiveness is the ability of a leader to make sound decisions quickly and accurately, and to execute and implement them effectively in complex and uncertain environments. Leadership decisiveness enhances employees' well-being by increasing their confidence, efficiency, and satisfaction in themselves and others. Liden et al. (2014) showed that leadership decisiveness is positively

related to employees' well-being , and can play a role by enhancing mediating variables such as employees' participation in decision making, quality of decision making, and support for decision making .Nwankpa et al. (2017) showed that leadership control is positively related to employee well-being and can play a role by enhancing mediating variables such as employees' goal congruence, feedback timeliness, and fairness of rewards and punishments. The authors believe that leadership control refers to the leader's ability to effectively control the direction of the organization, the process of strategy implementation and effectiveness evaluation to ensure the successful achievement of organizational goals. Leadership control can increase employees' sense of stability, normality and recognition of themselves and others, thus enhancing their sense of well-being.

The above findings reveal the impact of leadership on employee happiness from different perspectives and levels, enriching the content and application of leadership theory and employee happiness theory. And some important mediating variables, such as psychological capital, innovative behavior, self-efficacy, etc., were identified, explaining how leadership enhances employees' well-being by affecting their individual and organizational level factors. Further, previous studies have provided some empirical evidence to support the validity and applicability of the five forces model of leadership, and provided some guidance and suggestions for organizational management and leader development.

However, there are some shortcomings and research gaps, among which the previous studies examined the wholeness and systematicity of the Five Forces of Leadership model, and most of the literature only focused on one or two of the dimensions, ignoring the roles and interrelationships of the other dimensions. As well as, considering the dynamics and complexity of the relationship between leadership and employee well-being, most of the literature only used static, linear and unidirectional analysis methods, while ignoring the influence of factors such as time, context and feedback. And most studies have explored the cross-cultural applicability and comparability of the Five Forces of Leadership model, and most of the literature has been based on a specific country or region only, ignoring the impact of different cultural backgrounds and values on leadership and employee well-being. Therefore, this study adopts a more comprehensive and systematic approach to examine the Five Forces of Leadership model holistically and multidimensionally, and to analyze the interactions and weights between different dimensions. And, it adopts a more dynamic and complex approach to regression analysis of the relationship between leadership and employee well-being to find the relationship between variables and consider the influence of factors such as time, context, and feedback. To establish the impact of five variables in the five forces of leadership on employee happiness and employee satisfaction. Finally, this study adopts a more cross-cultural and comparative approach to explore the cross-cultural applicability and comparability of the Five Forces of Leadership model, and analyzes the impact of Chinese cultural context and values on leadership and employee happiness.

Research Conceptual Framework

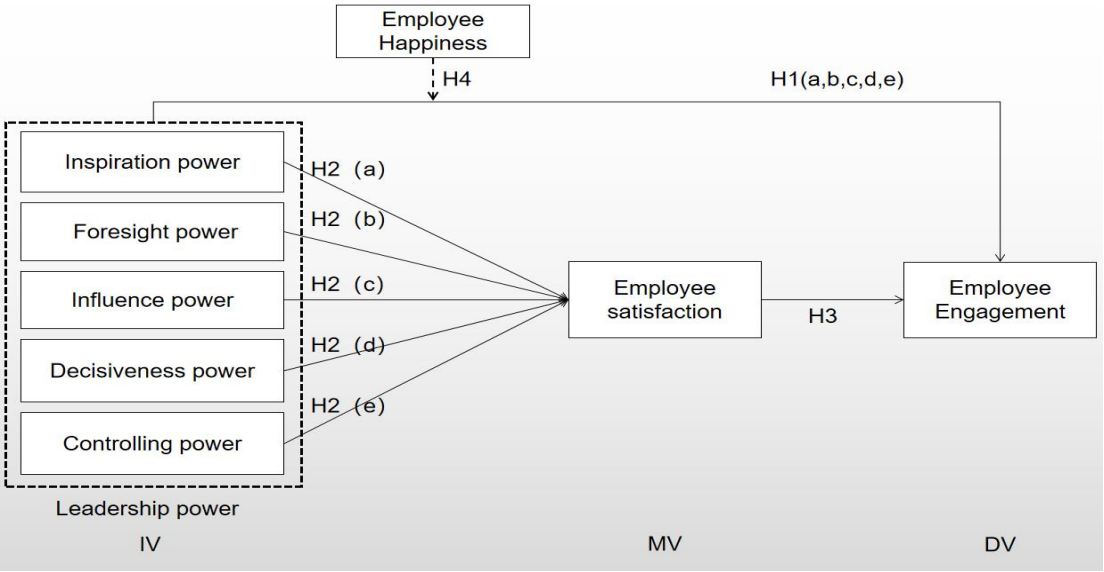

Figure 1 Conceptual framework of the study

Research Methodology

This study adopts a quantitative research method, a questionnaire survey with convenient sampling, and uses tourism management companies operating for more than 20 years in eight famous tourist attractions in Fujian Province, including Xiamen, Wuyi Mountain, Yongding, Yuanyangxi, Meizhou Island, Taining, and Guanzhi Mountain, as research samples. 429 questionnaires were distributed to the target population in Fujian Province, with a recovery rate of 90%, and a total of 386 valid questionnaires were collected. The questionnaire has been approved by STIU-HREC051/2024. The questionnaire includes the following eight dimensions: LF1 stands for Leadership Inspiration. LF2 stands for Leadership Vision. LF3 stands for Leadership Decisiveness. LF4 stands for Leadership Control. LF5 stands for Leadership Influence. ES stands for Employee Satisfaction. EH stands for Employee Happiness. EE stands for Employee Engagement.

Population and Sampling

This study collected 386 valid samples, as shown in Table 1, with 53% female and 47% male, showing a balanced gender distribution. Most samples are in the lower age group. The educational background is right-skewed, with more individuals having higher qualifications. Work experience is also right-skewed, with most having less experience. Income distribution indicates that most have lower monthly incomes, reflecting that income in the tourism management industry is not proportional to workload and risk.

Table 1 Structural characteristics of the valid sample

Variable	Category	Frequency	Percentage	Total
Sex:	Male	185	47%	100%
	Female	201	53%	
Age	20-22	18	5%	100%
	23-27	225	58%	
	28-32	107	27%	
	Above 33	36	10%	
Educational Background	Bachelor	298	77%	100%
	Master	70	18%	
	PhD	12	3%	
	Post-doctoral	6	2%	
Your Work Experience	1-3 years of work experience	200	51%	100%
	4-6 years of work experience	144	37%	
	7-9 years of work experience	36	9%	
	10-12 years of work experience	6	3%	
Your current monthly income is approximately (before taxes)	Below 3000 yuan	19	5%	100%
	3000-5000 yuan	96	25%	
	5000-7000 yuan	168	44.3%	
	7000-9000 yuan	100	25%	
	Above 9000 yuan	3	0.70%	

Variable	Item	CITC	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Inspiration Power	LF1-1	0.769	0.885	0.907
	LF1-2	0.752	0.889	
	LF1-3	0.783	0.882	
	LF1-4	0.765	0.886	
	LF1-5	0.755	0.888	
Vision	LF2-1	0.729	0.853	0.881
	LF2-2	0.715	0.856	
	LF2-3	0.718	0.855	
	LF2-4	0.708	0.858	
	LF2-5	0.707	0.858	
Decisiveness	LF3-1	0.764	0.902	0.916
	LF3-2	0.782	0.898	
	LF3-3	0.805	0.894	
	LF3-4	0.791	0.897	
	LF3-5	0.785	0.898	
Control	LF4-1	0.805	0.904	0.923
	LF4-2	0.808	0.904	
	LF4-3	0.797	0.906	
	LF4-4	0.788	0.908	
	LF4-5	0.8	0.905	
Influence	LF5-1	0.815	0.906	0.925
	LF5-2	0.808	0.907	
	LF5-3	0.795	0.909	
	LF5-4	0.798	0.909	
	LF5-5	0.803	0.908	
Satisfaction	ES1-1	0.789	0.952	0.956
	ES1-2	0.791	0.952	
	ES1-3	0.792	0.952	
	ES1-4	0.805	0.951	
	ES1-5	0.808	0.951	
	ES1-6	0.792	0.952	
	ES1-7	0.827	0.95	
	ES1-8	0.814	0.951	
	ES1-9	0.82	0.951	
	ES1-10	0.827	0.95	
Happiness	EH1-1	0.731	0.931	0.937
	EH1-2	0.743	0.93	
	EH1-3	0.746	0.93	
	EH1-4	0.756	0.93	
	EH1-5	0.756	0.93	
	EH1-6	0.751	0.93	
	EH1-7	0.74	0.931	
	EH1-8	0.74	0.931	
	EH1-9	0.738	0.931	
	EH1-10	0.755	0.93	
Engagement	EE1-1	0.859	0.963	0.967

Variable	Item	CITC	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
	EE1-2	0.855	0.963	
	EE1-3	0.824	0.965	
	EE1-4	0.844	0.964	
	EE1-5	0.839	0.964	
	EE1-6	0.862	0.963	
	EE1-7	0.836	0.964	
	EE1-8	0.854	0.963	
	EE1-9	0.861	0.963	
	EE1-10	0.847	0.964	

Data analysis

1. Reliability analysis

The reliability of the scale was tested and the test results are shown in Table 2. it can be seen that the CITC of all the variables is above 0.6, which indicates that the individual questions are highly correlated with the dimensions of the variables, with no obvious deviations or anomalies. The Cronbach's a coefficients for all the variables after deleting the question are above 0.8, indicating that the individual questions contribute to the overall reliability and there is no need to delete them. The overall Cronbach's a coefficients for all variables were 0.8, indicating that the measurement reliability of each variable was very high and excellent.

Table 2 Structural characteristics of the valid sample

2. Confirmatory factor analysis

The model fit was tested, as shown in Table 3. It can be seen that the chi-square value is 1528.954, the degree of freedom is 1402, and the significance level is 0.01, which is lower than the significance level of 0.05, which indicates that there is a significant difference between the model and the data, and it does not fully reflect the actual situation of the data. The chi-square degrees of freedom ratio is 1.091, which is close to 1, indicating that the complexity of the model matches the complexity of the data, and there is no overfitting or underfitting. The GFI is 0.924, the CFI is 0.993, the NFI is 0.924, and the NNFI is 0.993, which are all close to 1,

indicating that the model is well fitted and explains most of the variation in the data. The RMSEA is 0.015 and RMR is 0.03, both close to 0, indicating that the residuals of the model are small and capture most of the features of the data.

Table 3 Model Fit

Common Indicators	χ^2/df	GFI	RMSEA	RMR	CFI	NFI	NNFI
Judgment Criteria	<3	>0.9	<0.10	<0.05	>0.9	>0.9	>0.9
Value	1.091	0.924	0.015	0.03	0.993	0.924	0.993

Above table ***, **, * represent 1%, 5%, and 10% significance levels, respectively.

As shown in Table 4, the AVE (average variance extracted) of each factor is greater than 0.5, and the CR (combined reliability) is greater than 0.7, indicating that each factor has good convergent validity. The standardized estimates of each measurement indicator are high, which further proves the internal consistency of the factor and the reliability of the measurement model.

Table 4 Convergent validity

Factor	Item	(Coef.)	Std. Estimate	AVE	CR
Leadership Inspiration	LF1-1	1	0.824	0.66	0.907
	LF1-2	0.985	0.801		
	LF1-3	0.975	0.823		
	LF1-4	0.983	0.814		
	LF1-5	0.934	0.8		
Leadership Vision	LF2-1	1	0.786	0.598	0.881
	LF2-2	1.003	0.782		
	LF2-3	0.979	0.773		
	LF2-4	0.953	0.768		
	LF2-5	0.921	0.756		
Leadership Decisiveness	LF3-1	1	0.806	0.688	0.917
	LF3-2	1.056	0.829		
	LF3-3	1.09	0.845		
	LF3-4	1.037	0.832		
	LF3-5	1.059	0.832		
Leadership Control	LF4-1	1	0.853	0.706	0.923
	LF4-2	1	0.849		
	LF4-3	0.944	0.838		
	LF4-4	0.92	0.826		
	LF4-5	0.96	0.833		
Leadership Influence	LF5-1	1	0.855	0.712	0.925
	LF5-2	1.029	0.852		
	LF5-3	0.943	0.83		
	LF5-4	0.95	0.829		
	LF5-5	1	0.85		
Employee Satisfaction	ES1-1	1	0.807	0.685	0.956
	ES1-2	0.997	0.81		
	ES1-3	1.043	0.81		
	ES1-4	1.078	0.826		
	ES1-5	1.082	0.83		
	ES1-6	1.043	0.811		
	ES1-7	1.116	0.849		

Factor	Item	(Coef.)	Std. Estimate	AVE	CR
Employee Happiness	ES1-8	1.102	0.836	0.598	0.937
	ES1-9	1.086	0.841		
	ES1-10	1.114	0.849		
	EH1-1	1	0.76		
	EH1-2	0.962	0.77		
	EH1-3	1.022	0.775		
	EH1-4	1.027	0.784		
	EH1-5	1.02	0.785		
	EH1-6	0.999	0.778		
	EH1-7	0.969	0.765		
	EH1-8	0.994	0.768		
	EH1-9	0.973	0.766		
	EH1-10	1.007	0.779		
Employee Engagement	EE1-1	1	0.875	0.747	0.967
	EE1-2	0.992	0.871		
	EE1-3	0.941	0.841		
	EE1-4	0.961	0.86		
	EE1-5	0.944	0.854		
	EE1-6	1.004	0.879		
	EE1-7	0.934	0.851		
	EE1-8	0.976	0.869		
	EE1-9	0.973	0.876		
	EE1-10	0.998	0.864		

As shown in Table 5. This table displays Pearson's correlation coefficients and the AVE square root values for eight variables (LF1, LF2, LF3, LF4, LF5, ES, EH, EE). The AVE square root values on the diagonal are all greater than 0.773, indicating high internal the correlation coefficients below the diagonal are significant and less than the corresponding AVE square root values, demonstrating good discriminant validity among the variables, meaning that each variable's relationship with itself is stronger than with other variables.

Table 5 Discriminant validity

	LF1	LF2	LF3	LF4	LF5	ES	EH	EE
LF1	0.812							
LF2	0.741***	0.773						
LF3	0.779***	0.775***	0.829					
LF4	0.771***	0.77***	0.791***	0.84				
LF5	0.764***	0.779***	0.78***	0.781***	0.844			
ES	0.608***	0.612***	0.65***	0.636***	0.646***	0.828		
EH	0.659***	0.689***	0.694***	0.679***	0.703***	0.642***	0.773	
EE	0.641***	0.634***	0.663***	0.67***	0.665***	0.721***	0.656***	0.864

***p<0.001, the value on the diagonal represents the root mean square of AVE, and the correlation coefficients between variables are below the diagonal.

From Table 6, it can be seen that the non-standardized estimated coefficients between all the factors are above 0.5, which indicates that the covariance between each factor is large and can reflect the common variance between the factors. The standard errors between all the factors are below 0.1, indicating that the non-standard estimated coefficients between the factors are very accurate and can reflect the real relationship between the factors. The z-values between all the factors are above 9 and the significance levels are below 0.000, indicating that the covariances between the factors are very significant and cannot be due to random errors. The standardized estimated coefficients between all the factors are above 0.6, indicating that the correlation between each factor is very strong and can reflect the linear relationship between each factor.

Table 6 Results of the analysis of the factor covariance table

Path	Standard Path Factor	Non-standard path factor	S.E.	C.R.	P
LF1→LF2	0.829	0.744	0.074	10.112	0.000***
LF1→LF3	0.854	0.768	0.074	10.431	0.000***
LF1→LF4	0.843	0.775	0.073	10.64	0.000***
LF1→LF5	0.834	0.839	0.079	10.598	0.000***
LF1→ES	0.652	0.545	0.06	9.126	0.000***
LF1→EH	0.714	0.625	0.067	9.338	0.000***
LF1→EE	0.682	0.689	0.071	9.651	0.000***
LF2→LF3	0.862	0.79	0.077	10.222	0.000***
LF2→LF4	0.854	0.8	0.077	10.436	0.000***
LF2→LF5	0.864	0.885	0.084	10.505	0.000***

LF2→ES	0.67	0.571	0.063	9.065	0.000***
LF2→EH	0.758	0.676	0.072	9.411	0.000***
LF2→EE	0.688	0.708	0.075	9.471	0.000***
LF3→LF4	0.86	0.807	0.076	10.652	0.000***
LF3→LF5	0.847	0.87	0.082	10.592	0.000***
LF3→ES	0.696	0.594	0.063	9.413	0.000***
LF3→EH	0.748	0.668	0.07	9.501	0.000***
LF3→EE	0.704	0.725	0.074	9.768	0.000***
LF4→LF5	0.847	0.889	0.082	10.879	0.000***
LF4→ES	0.677	0.591	0.062	9.475	0.000***
LF4→EH	0.73	0.666	0.069	9.589	0.000***
LF4→EE	0.708	0.746	0.074	10.037	0.000***
LF5→ES	0.688	0.656	0.069	9.571	0.000***
LF5→EH	0.756	0.754	0.077	9.772	0.000***
LF5→EE	0.703	0.81	0.081	10.009	0.000***
ES→EH	0.679	0.564	0.062	9.12	0.000***
ES→EE	0.75	0.718	0.071	10.187	0.000***
EH→EE	0.69	0.691	0.073	9.461	0.000***

Above table ***, **, * represent 1%, 5%, and 10% significance levels, respectively.

Based on the data in Table 7, it can be seen that Model 1 contains only LF as the dependent variable, Model 2 contains LF and EH as the dependent variables, and Model 3 contains LF, EH, and LF*EH as the dependent variables. Model 3 is the final moderated effects model with the following results:

The unstandardized coefficient of LF on EE is 0.13, which indicates that LF and EE are positively correlated, i.e., the larger LF is, the larger EE is. However, the t-value of this coefficient is 0.903 and the p-value is 0.367, which is higher than the significance level of 0.05, indicating that the effect of LF on EE is not significant, i.e., the effect of LF on EE may be due to random errors.

The unstandardized coefficient of EH on EE is -0.283, indicating that EH is negatively correlated with EE, i.e., the larger the EH, the smaller the EE. However, the t-value of this coefficient is -1.747 and the p-value is 0.081, which is higher than the significance level of 0.05, indicating that the effect of EH on EE is not significant, i.e., the effect of EH on EE may be due to random errors.

The unstandardized coefficient of LFEH on EE is 0.19, indicating that the interaction of LF and EH has a positive effect on EE, i.e., the larger the product of LF and EH, the larger the EE. The t-value of this coefficient is 3.719 and the p-value is 0.000, which is below the significance level of 0.01, indicating that the effect of LFEH on EE is very significant, i.e., the effect of LF*EH on EE cannot be due to random errors.

The R^2 value of the regression model is 0.567 and the adjusted R^2 value is 0.564, indicating that the regression model explains 56.7% of the variance in EE and has a high goodness of fit. The F-value of the regression model is 166.772, with a p-value of 0.000, which is below the significance level of 0.01, indicating that the overall significance of the regression model is very high, reflecting the overall effect of the independent variables on the dependent variable. Compared to Model 2, Model 3 has a ΔR^2 value of 0.016, a ΔF value of 13.849, and

a p-value of 0.000, which is below the 0.01 level of significance, indicating that Model 3 has significant improvements over Model 2 and is better able to account for the variance in EE.

Table 7 Test results of data analysis of EH as a moderating effect

	Model 1				Model 2				Model 3			
	C	SE	t	P	C	SE	t	P	C	SE	t	P
const	0.759	0.142	5.351	0.000***	0.585	0.143	4.1	0.000***	1.841	0.366	5.033	0.000***
LF	0.837	0.041	20.557	0.000***	0.615	0.061	10.141	0.000***	0.13	0.143	0.903	0.367
EH					0.281	0.058	4.841	0.000***	-0.283	0.162	-1.747	0.081*
LF*EH									0.19	0.051	3.719	0.000***
R^2	0.524				0.551				0.567			
Adj R^2	0.523				0.549				0.564			
F	F(386, 1)=422.583，P=0.000***				F(2, 383)=235.356，P=0.000***				F(3, 382)=166.772，P=0.000***			
△R^2	0.524				0.551				0.567			
△F	△F(1, 386)=422.583，P=0.000***				△F(1, 383)=23.437，P=0.000***				△F(1, 382)=257.075，P=0.000***			
Dependent variable：EE												

Above table ***, **, * represent 1%, 5%, and 10% significance levels, respectively

Research Result

The results of hypothesis validation and analysis based on Table 8 show that all hypotheses related to this study are valid.

Table 8 Validation of hypotheses and analysis of results

Hypothesis	Analysis	Conclude
H1		
H1 (a):There is a significant relationship between leadership motivational ability and employee engagement in tourism management companies	According to the data in Table 4.8, the correlation coefficient between leadership motivational ability (LF-1) and employee engagement (EE) is 0.641 with a significance level of 0.000, which is lower than the significance level of 0.01, which indicates that there is a significant positive correlation between the two, i.e. the higher the leadership motivational ability, the higher the employee engagement.	Established

H1 (b):There is a significant relationship between leadership foresight ability and the engagement of employees in tourism management companies	According to the data in Table 4.8, the correlation coefficient between leadership visionary ability (LF-2) and employee engagement (EE) is 0.634 with a significance level of 0.000, which is below the significance level of 0.01, which indicates that there is a significant positive correlation between the two, i.e. the higher the leadership visionary ability, the higher the employee engagement.	Established
H1(c):There is a significant relationship between leadership influencing ability and the level of engagement of employees in tourism management companies	According to the data in Table 4.8, the correlation coefficient between Leadership Influencing Capability (LF-5) and Employee Engagement (EE) is 0.665, with a significance level of 0.000, which is below the significance level of 0.01, indicating that there is a significant positive correlation between the two, i.e., the higher the Leadership Influencing Capability, the higher the Employee Engagement.	Established
H1(d):There is a significant relationship between leadership decision making ability and the level of engagement of employees in tourism management companies	According to the data in Table 4.8, the correlation coefficient between Leadership Decision Making Ability (LF-3) and Employee Engagement (EE) is 0.663, with a significance level of 0.000, which is below the significance level of 0.01, indicating that there is a significant positive correlation, i.e., the higher the Leadership Decision Making Ability, the higher the Employee Engagement.	Established
H1 (e):There is a significant relationship between leadership control ability and the level of engagement of employees in tourism management companies	According to the data in Table 4.8, the correlation coefficient between leadership control ability (LF-4) and employee engagement (EE) is 0.67, with a significance level of 0.000, which is lower than the significance level of 0.01, indicating that there is a significant positive correlation between the two, i.e. the higher the leadership control ability, the higher the employee engagement.	Established
H2		

H2 (a):There is a significant relationship between leadership motivational ability and satisfaction of employees in tourism management companies	According to the data in Table 4.8, the correlation coefficient between leadership motivational ability (LF-1) and employee satisfaction (ES) is 0.608 with a significance level of 0.000, which is lower than the significance level of 0.01, indicating that there is a significant positive correlation between the two, i.e. the higher the leadership motivational ability, the higher the employee satisfaction.	Established
H2 (b):There is a significant relationship between leadership foresight ability and satisfaction of employees in tourism management companies	According to the data in Table 4.8, the correlation coefficient between leadership visionary ability (LF-2) and employee satisfaction (ES) is 0.612 with a significance level of 0.000, which is lower than the significance level of 0.01, indicating that there is a significant positive correlation between the two, i.e. the higher the leadership visionary ability, the higher the employee satisfaction.	Established
H2(c):There is a significant relationship between leadership influencing ability and satisfaction of employees in tourism management companies	According to the data in Table 4.8, the correlation coefficient between Leadership Influencing Capability (LF-5) and Employee Satisfaction (ES) is 0.646 with a significance level of 0.000, which is below the significance level of 0.01, indicating that there is a significant positive correlation, i.e., the higher the Leadership Influencing Capability, the higher the Employee Satisfaction.	Established
H2 (d):There is a significant relationship between leadership decision-making ability and satisfaction of employees in tourism management companies	According to the data in Table 4.8, the correlation coefficient between Leadership Decision Making Ability (LF-3) and Employee Satisfaction (ES) is 0.65 with a significance level of 0.000, which is below the significance level of 0.01, indicating that there is a significant positive correlation, i.e., the higher the Leadership Decision Making Ability, the higher the Employee Satisfaction.	Established

H2 (e):There is a significant relationship between leadership control ability and satisfaction of employees in tourism management companies	According to the data in Table 4.8, the correlation coefficient between leadership control ability (LF-4) and employee satisfaction (ES) is 0.636, with a significance level of 0.000, which is below the significance level of 0.01, indicating that there is a significant positive correlation between the two, i.e., the higher the leadership control ability, the higher the employee satisfaction.	Established
H3		
H3: Employee satisfaction has a significant mediating relationship between leadership and employee engagement.	According to the data in Table 4.12, the mediating effect of employee satisfaction (ES) on the relationship between leadership (LF) and employee engagement (EE) is fully mediated, i.e., the effect of leadership on employee engagement is fully realized through employee satisfaction.	Established
H4		
H4: Employee happiness has a significant moderating relationship between leadership and employee engagement.	According to the data in Table 4.13, the moderating effect of Employee Happiness (EH) on the relationship between Leadership (LF) and Employee Engagement (EE) is significant, i.e., Employee Happiness is able to influence the extent to which Leadership influences Employee Engagement.	Established

Discussion

Analyze the results in relation to the research objectives and research questions. Based on the results of data analysis showed that the following research questions of this study were answered.

Question 1. Do different leadership competencies have an impact on employee engagement in tourism management companies?

Different leadership qualities have a significant positive impact on employee participation in tourism management companies. According to tables 4.21 and 4.10, leadership motivation, vision, influence, decision-making and control ability are positively correlated with employee participation and satisfaction. Among them, leadership influence and control have the greatest impact on employee participation (0.201 and 0.214 respectively), while vision ability has the least impact (0.09). Decision making power and influence had the greatest impact on employee satisfaction (0.225 and 0.216, respectively), while motivation and vision ability had the least impact (0.078 and 0.087, respectively).

Question 2. In what ways does leadership have a significant impact on employee engagement?

Leadership has a significant effect on employee engagement through employee satisfaction and employee happiness. According to the data in Table 4.10 and Table 4.13, employee satisfaction has a fully mediating effect between leadership and employee engagement, i.e., the effect of leadership on employee engagement is fully realized through employee satisfaction. Employee well-being has a significant moderating effect between leadership and employee engagement, i.e., employee well-being is able to influence the extent to which leadership influences employee engagement.

Question 3. Does employee satisfaction mediate the relationship between leadership and employee engagement?

Employee satisfaction significantly mediates the relationship between leadership and employee engagement. According to the data in Table 4.10, the mediating effect of employee satisfaction (ES) on the relationship between leadership (LF) and employee engagement (EE) is fully mediated, i.e., the effect of leadership on employee engagement is fully realized through employee satisfaction. Therefore, employee satisfaction is a significant mediating variable in the relationship between leadership and employee engagement

Question 4. Does employee happiness master mediate the relationship between leadership and employee engagement?

According to the data in Table 4.11, the moderating effect of Employee Happiness (EH) on the relationship between Leadership (LF) and Employee Engagement (EE) is significant, i.e., Employee Happiness is able to influence the extent to which Leadership influences Employee Engagement. Therefore, employee happiness is a significant moderating variable in the relationship between leadership and employee engagement.

Suggestion

Future research can increase the sample size or use stratified sampling or stratified random sampling to improve the representativeness and generalization of the research results. For example, future research could cover travel management companies of different sizes, types, and regions to explore whether there are differences or heterogeneity in the relationships between leadership, employee engagement, employee satisfaction, and employee well-being.

In terms of research tools and scales, future studies could use multiple scales or adopt more precise and specialized scales to improve the validity and sensitivity of the data. For example, future research could use multidimensional leadership scales, such as Transformational Leadership Scale, Multifactor Leadership Questionnaire, etc., to measure different aspects and dimensions of leadership to explore whether there are differences in the impact of different dimensions of leadership on employee engagement, employee satisfaction and employee happiness. happiness, and whether there are differences or heterogeneity in the effects of different dimensions of leadership.

Further, future research could incorporate other relevant theories and models or adopt a more integrated and systematic theoretical framework to enhance the richness and depth of the study. For example, future research can combine Job Characteristics Theory, Self-Determination Theory, Social Exchange Theory and other theories in order to analyze the relationship between leadership, employee engagement, employee satisfaction and employee

happiness in terms of intrinsic motivation, extrinsic motivation, social exchange and other factors and mechanisms in order to propose more perfect and effective management suggestions and practice programs.

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