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**Eliciting the Pivotal Role of Sustainable Performance in Linking
Organizational Agility with Institutional Excellence in Hotels and Egyptian
Travel Agencies**

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Abstract

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Organizational agility represents a modern administrative trend in the literature of administrative organization that enables tourism and hotel establishments to face changes in the environment surrounding. Besides, hotel and tourism establishments must have dynamic skills to be sustainable, and organizational agility may be one of those crucial skills. In turn, this leads to achieving institutional excellence. This paper elicits to explore the potential effect of organizational agility drivers on organizational excellence in hotel and tourism contexts. Besides, this paper highlights the boundary effect of sustainable performance in the agility-excellence linkage. Using online and hard-copy surveys, data was gathered from 246 departmental supervisors at A-class travel agencies and 343 departmental supervisors at five-star hotels in Luxor and Aswan and analyzed using Smart PLS v.4.4. Results confirmed that four key drivers of organizational agility positively affected organizational excellence through sustainable performance. Multi group analysis findings proved that sustainable performance was positively affected by flexibility, speed, and competence in favor of the hotel departmental supervisor group, while responsiveness positively affected sustainable performance in favor of the travel agency departmental supervisor group. Further, sustainable performance positively affected institutional excellence in favor of the hotel departmental supervisor group. Accordingly, this paper contributes valuable insights to decision-makers and practitioners in the hotel and tourism industry. For example, by prioritizing organizational agility practices, which aim to enable hotel establishments to adapt effectively to changing circumstances, attempting institutional excellence will provide hotel and tourism management firms with a high degree of exceptional performance and gain credibility in the perspective of their competitors.

1. Introduction

Organizational agility has been recognized as a vital aspect for long-term performance in service businesses (Moraga-Daz *et al.*, 2023), given the fast-paced corporate environment marked by increasing customer demand and swift technology improvements (Mrugalska & Ahmed, 2021). According to Nyasha *et al.* (2021), tourism is a significant economic activity that has a typically positive effect on employment and economic growth. In this regard, agile businesses will prosper in a worldwide business environment since they are more suited to boost revenue and attain organizational excellence (Holbeche, 2023; Khalil *et al.*, 2023).

Political, educational, and tourism agendas all place environmental sustainability high on their lists, and the media frequently covers it (Han, 2021). In 2019, 70% of employees need tourism and hotel businesses to become more ecologically friendly (Jerónimo *et al.*, 2020). Consequently, subpar environmental performance by travel agencies and hotels harms brand reputation (Duric & PotočnikTopler, 2021), which lowers employee and customer satisfaction (Elshaer *et al.*, 2023; Nyasha *et al.*, 2021). Recent research has indicated that tourism and hotel businesses may improve their sustainable performance through the use of eco-friendly practices (Chung, 2020; Rehman *et al.*, 2023).

In addition, tourism and hotel businesses may improve their sustainability performance by making sure that their procedures and rules comply with applicable legislation and requirements (Pham *et al.*, 2023). This will help them stay out of trouble with the law and avoid fines. Sustainability has been becoming increasingly significant to businesses and stakeholders within tourism agencies and hotels in recent years (Haldorai *et al.*, 2023). In tourism and hotel contexts, sustainable values include generating profits for shareholders, satisfying customers, and making contributions to the environment and society (Clark *et al.*, 2023).

Due to growing interest from stakeholders and customers in how tourism and hotel providers handle environmental issues, sustainability performance has become more crucial in tourism and hotel businesses (Elshaer *et al.*, 2023; Nyasha *et al.*, 2021). The key objective for numerous businesses, whether in the private or public sectors, is that so many tourism agencies and hotels are currently striving for organizational excellence (Kopelman, 2022), but they are unable to do so because they lack a thorough understanding of the concept and its standards. Consequently, a contemporary method that makes this feasible is superior management. As such, this paper seeks to identify the effect of organizational agility dimensions (*i.e.*, responsiveness, flexibility, speed, and competence) on organizational excellence through sustainable performance within tourism agencies and hotels in Aswan and Luxor.

From this standpoint, this paper seeks to highlight two-fold objectives as follows: 1) Determine the crucial role of organizational agility in achieving sustainable performance in the tourism and hotel industry; and 2) recognize the boundary role of sustainable performance as an essential tool in gaining organizational excellence if hotels and tourism agencies have high levels of organizational agility. Accordingly, this paper contributes valuable insights to decision-makers and practitioners in the hotel and tourism industry. For example, by prioritizing organizational agility practices, which aim to enable hotel establishments to adapt effectively to changing circumstances, attempting organizational excellence will provide hotel and tourism management firms with a high degree of exceptional performance and gain credibility in the perspective of their competitors. Lastly, hotel and tourism businesses pursue sustainability as a survival strategy when their employees possess special skills that enable them to do jobs correctly and the possibility to work toward better health with lower stresses.

2. Literature review

2.1. Organizational agility

In a world of constant competition, there are worries about how quickly and adaptively hotels and travel agencies can react to changes in their environment (Walter, 2021). This focuses on the agility paradigm that is critical in organizational realms (Holbeche, 2023). In this regard, organizational agility is the willingness of an enterprise to quickly and easily identify alterations to its competitors in highly competitive conditions (Khalil et al., 2023; Mrugalska & Ahmed, 2021). Organizational agility entails proactive management practices that pursue continuous improvement, downtime eliminations, and inefficiencies (Holbeche, 2023). By consistently working on pursuing these objectives, agile hotels and travel agencies shall be better prepared to develop products and services adapted to customer demand and move swiftly to cope with changes in the environment (Şen & İrge, 2020).

Accordingly, organizational agility involves four fundamental skills' development: responsiveness, flexibility, speed, and competence (Akkaya & Qaisar, 2021). In the tourism and hotel realms, organizational agility is achieved when hotels establish these three structural and cultural capabilities: agile management methods in each of the organizational functions; flexible information technology systems that improve hotels' and travel agencies' responsiveness to changes in the environment; and foster cross-unit and departmental collaboration (Darvishmotevali et al., 2020; Mandal et al., 2022). This will strengthen relationships with external stakeholders in the future (Khalil et al., 2023).

2.2. Sustainable performance

According to Kuo et al. (2022), sustainability is a general term that encompasses metrics for hotel and travel agency performance that are social, economic, and environmental. Malesios et al. (2021) identified three patterns of sustainable performance related to organizational performance toward attaining sustainability: social, environmental, and economic performance. These groups can cooperate by highlighting the importance of social cohesiveness, economic progress, and environmental conservation (Rehman et al., 2023). In competitive circles, hotel firms' pursuit of sustainability is seen as a survival strategy when their employees possess special skills that enable them to do jobs correctly (Kuo et al., 2022) and the possibility to work toward better health with lower stresses. Thus, sustainable performance involves creating and maintaining favorable circumstances in which employees can co-exist in productive harmony for current and future generations (Elshaer et al., 2023).

2.3. Organizational excellence

According to Lasrado and Kassem (2021), organizational excellence is the capacity of a business to make a tactical contribution by outperforming its competitors, resolving issues through effective problem-solving. Similarly, Al-Dhaafri and Alosani (2021) defined organizational excellence as making investments in crucial opportunities that come before competent decision-making and dedication to achieve a shared vision that is controlled. Kopelman (2022) went on to describe organizational excellence as a hotel's or travel agency's capacity to adapt to unexpected alterations and use evolving procedures to stabilize its internal structures. Likewise, implementing organizational excellence provides businesses with a high degree of adaptability to changes in their surroundings and exceptional performance (Shakhour et al., 2021). As a result, these hotels and travel agencies gain credibility from the perspectives of other hotels and travel agencies (Lasrado & Kassem, 2021).

Besides, organizational excellence helps hotels and travel agencies obtain distinguished positions and achieve profitability and growth (Saeed *et al.*, 2022). Further, organizational excellence is hotels' and travel agencies' main incentive to keep pace with technological developments (Allal-Chérif *et al.*, 2023) and seek optimal uses of rare resources in a distinctive way that increases their values (Khan *et al.*, 2023). Hence, constant pursuits of merging emerging technologies have a pivotal role in hotels and travel agencies survival in privileged positions (Allal-Chérif *et al.*, 2023). Accordingly, Figure 1 focuses on eliciting the nexus between organizational agility and excellence in the Egyptian hotel context by examining the pivotal role of sustainable performance as follows:

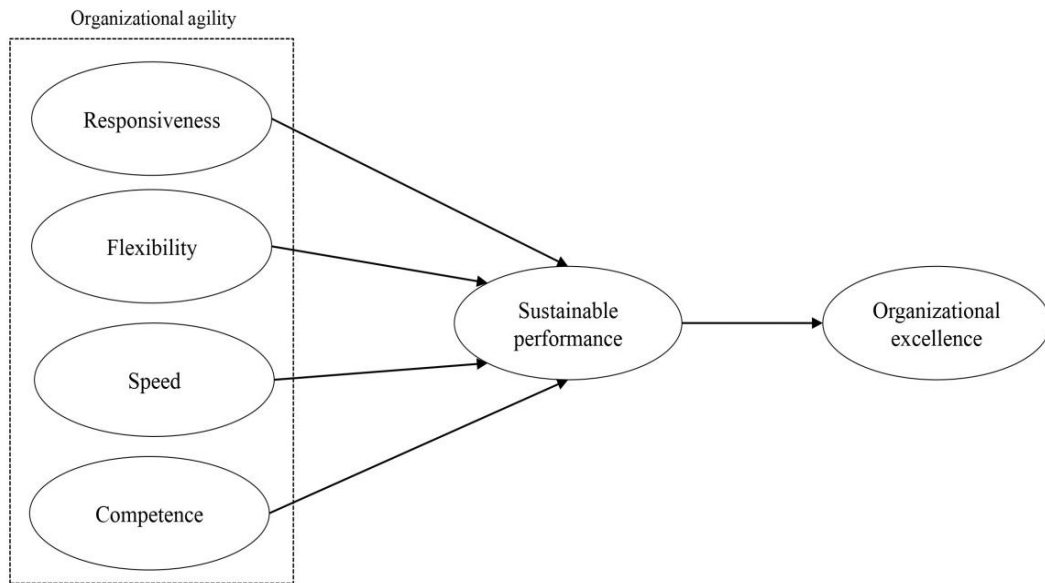


Figure 1. Research model.

2.4. Hypotheses development

2.4.1. Responsiveness and sustainable performance

Responsiveness proves to be one of the primary factors sustaining hotels and travel agencies and giving them competitive edges (Chakraborty & Biswas, 2020). Today, customer needs and demands are ever-changing as a result of technological advancements (Helal, 2023); thus, hotels and travel agencies need to adapt quickly to these changes. According to Taylor *et al.* (2023), responsiveness is a firm's capacity to recognize changes in the surrounding environment and incorporate them into existing procedures in a managed manner. Responsiveness refers to a firm's abilities to recognize and foresee alterations to their surroundings (Richey *et al.*, 2022), as well as respond to these alterations in a reflexive or anticipatory manner (Bouguerra *et al.*, 2021). Within this context, responsiveness describes hotels' and travel agencies' capacities to foresee shifts in their industry and recognize such development benefits through their intuitive core competencies (Songkajorn *et al.*, 2022).

Anning-Dorson and Nyamekye (2020) claimed that responsiveness's concept in the tourism and hotel literature is evolving. According to Kazancoglu *et al.* (2022), this concept stimulates addressing market situations, satisfying consumer demands, and minimizing environmental uncertainties. Another definition of responsiveness is the capacity to anticipate market situations and make timely responses (Chakraborty & Biswas, 2020). As long as hotel firms can respond effectively to changes in their environment, they may be able to gain

competitive edges (Taylor et al., 2023). This is regarded as one of the benefits that arise from competition, particularly with regard to timing (Lin et al., 2023). In other words, hotel firms must create systems that enable ever-faster reactions (Mandal et al., 2022).

A just-in-time idea, which has been employed in contemporary service settings, is one of the hotel service outcomes (Kazancoglu et al., 2022). The fundamental tenet of just-in-time is that no system product/service should be produced before it is required (Karim & Qamruzzaman, 2020). According to Schulze et al. (2022), responsive firms would outperform their competitors in terms of financial success, organizational innovation, and business performance. Accordingly, Asamoah et al. (2021) discovered that quality responsiveness was positively correlated with expenses' size, financial performance, and customer retention. Freixanet and Rialp (2022) argued that firms with a focus on emerging markets performed better in terms of sales growth. Otherwise, Branicki et al. (2023) proved that organizational responsiveness positively affected job performance associated with social issues. In the tourism and hotel realms, this paper assumes that:

H1. Responsiveness has a statistically significant effect on sustainable performance.

2.4.2. Flexibility and sustainable performance

Flexibility is a critical factor in hotels' and travel agencies' operations in tourism and hotel settings (Brito et al., 2020). As such, departmental supervisors' capacities to employ various procedures and options to accomplish objectives are known as flexibility (Shukor et al., 2021). In this regard, organizational flexibility is characterized by hotels' and travel agencies' capacity to develop and boost outputs (Chatterjee et al., 2022). As such, flexibility is a different concept from agility in the organizational realm (Christofi et al., 2021). Hence, flexibility is the inward-focused skill that underpins agility, whereas agility itself is a fluid, outward-focused talent (Harsch & Festing, 2020). Accordingly, hotels' and travel agencies' flexibility may be defined as interactive phenomena that call for vitality in leadership (Shukor et al., 2021) in addition to firm abilities to respond to their customer requirements and needs (Chatterjee et al., 2022).

To meet changing customer needs, agile hotels and travel agencies are constantly reorganizing their resources (e.g., employees, equipment, facilities, and technologies) (Darvishmotevali et al., 2020), accommodating new resources and skills, and adapting their product and service delivery to a variable scope (Holbeche, 2023). As the primary feature of agility in hotel service management, flexibility is one of its essential traits or qualities (Shahzad et al., 2020). Apart from being adaptable, most agility definitions examined also have the qualities of efficiency, responsiveness to demands or changes in capabilities, and efficiency (Darvishmotevali et al., 2020). When workplace flexibility is considered, one needs to discuss it from hotels and travel agencies and employees' angles (Bal & Izak, 2021). Thus, flexibility refers to an employee's ability to choose the location, time, and length of their work-related activities (Davidescu et al., 2020). Therefore, this paper assumes that:

H2. Flexibility has a statistically significant effect on sustainable performance.

2.4.3. Speed and sustainable performance

Firms' capacity to complete their duties and obligations as quickly as feasible is referred to as speed (Pillai et al., 2020). It is understood that hotels' and travel agencies' speed at which new items are introduced or with which services are delivered are all closely linked to one another (Kumar et al., 2020). The capacity to speed is seen as an extra component necessary to ensure sensitivity (Gao & Zheng, 2020). Accordingly, firms will find it ineffective to react to environmental changes when it is not required or after the window of opportunity has

closed (Felzensztein *et al.*, 2022). In this context, speed and responsiveness are strongly associated.

Employee performance has recently been significantly improved when environmental sustainability principles have been included in several HR management areas, such as hiring, training, and monitoring employee well-being (Amjad *et al.*, 2021). For businesses to succeed in the present competitive environment, they must thus be able to react quickly (Kuang *et al.*, 2021). This is especially true when it comes to their innovation skills (Amjad *et al.*, 2021), which require them to create new knowledge in response to emerging changes (Khan *et al.*, 2023). Further, hotels' and travel agencies' completion acceleration is revealed by the speed dimension (Yadegaridehkordi *et al.*, 2020). This capability shows how quickly hotels and travel agencies can carry out their operations, solve issues, generate new information, and make choices (Gao & Zheng, 2020). As a result, agile hotels and travel agencies are characterized by the required speed with which time is allocated and production times are adjusted (Holbeche, 2023; Kula *et al.*, 2021).

Hotels and travel agencies can establish a speed culture during production that benefits hotels and travel agencies and their employees and aids in achieving sustainable performance (Hussian *et al.*, 2020; Saha *et al.*, 2022) by adopting practices that promote environmental sustainability and encouraging environmentally friendly behavior among employees. Firms that deliver quickly are more likely to receive orders and gain market share (Usman *et al.*, 2023). Getting new services/products into targeted markets sooner may save money for hotel firms (Kula *et al.*, 2021). Thus, this paper assumes that:

H3. Speed has a statistically significant effect on sustainable performance.

2.4.4. Competence and sustainable performance

Competence is the ability to decide when and how to use the other three organizational agility skills (i.e., responsiveness, flexibility, and speed), either individually or in combination (Mao *et al.*, 2021). As such, competence is a process that requires hotels and travel agencies to be aware of internal and external competences within their reach (Salman *et al.*, 2020). Innovation-oriented strategies may be considered essential for firms to ensure the realization of high-quality services while reducing the duration of relevant firm procedures and saving time (Xu *et al.*, 2023). This technique is required since innovation methods are the only way for particular procedures to become efficient. Within hotels and travel agencies, specific abilities need to be acquired or obtained to guarantee innovation orientation (Donate *et al.*, 2022; Hussein *et al.*, 2020).

Organizational competences are seen as assets in firms and employees' fundamental talents (Mao *et al.*, 2021). These are non-uniform entities that are difficult to observe from the exterior (Salman *et al.*, 2020). Therefore, organizational competences are difficult for rivals to simply copy or transfer (Khan *et al.*, 2023). Briefly stated, competency is defined as a broad range of skills that contribute to profitability, efficacy, and effectiveness in the pursuit of firms' objectives (Škrinjarić & Domadenik, 2020). Hotels and travel agencies that possess these competencies are able to use their competitive advantages to react swiftly to shifting market conditions. Thus, the capacity to respond is directly related to competence, which enhances employee performance towards sustainability (Dzhengiz & Niesten, 2020). Therefore, this paper proposes that:

H4. Competence has a statistically significant effect on sustainable performance.

2.5. Sustainable performance and organizational excellence

According to Lasrado and Kassem (2021), hotels and travel agencies can achieve enhanced performance and a competitive edge by utilizing organizational excellence as a strategic tool. Businesses may assess their performance, find new opportunities for change, and outperform competitors in expanding markets by pursuing excellence (Kopelman, 2022). In addition, organizational excellence enables businesses to foster a culture of continuous development, support their strategic initiatives, and provide the best results possible (Lasrado & Kassem, 2021). The nexus between organizational excellence and sustainable performance was investigated (Al-Dhaafri & Alosani, 2021). They saw the nexus as productive, where departmental supervisors may attain organizational excellence and a greater appreciation for their companies through sustained success. However, because it enhances organizational excellence, sustainable performance is seen as comprehensive (Akanmu, 2021). As a result, hotel companies must efficiently deploy and utilize their resources (Salman et al., 2020). Hence, this paper assumes that:

H5. Sustainable performance has a statistically significant effect on organizational excellence.

Next, this paper also tests the mediating effect of sustainable performance in the tourism and hotel industry. Wang and Jiang (2023) explored that sustainable performance mediated the effect of green bond issuance on stock price informativeness. However, recent empirical studies have not examined sustainable performance as a mediator between agility and excellence. Therefore, this paper highlights that:

H6. Sustainable performance mediates the nexus of organizational excellence and a) responsiveness, b) flexibility, c) speed, d) competence.

3. Methods

3.1. Study population and sample

The research population consists of departmental supervisors in five-star hotels and five A-class travel agencies within Luxor and Aswan. Two Upper Egyptian cities, "Luxor and Aswan," are recognized for having about 4,000-year-old ancient Egyptian temples (Hussein et al., 2020). Almost one-third of the world's ancient monuments are located in Luxor, while "Egyptian Paradise" is how the locals refer to Aswan (Labibe et al., 2023), which is a city of open-air markets, felucca cruises, and serene vistas beyond its exotic temples and extensive history (Selem et al., 2022). As such, respondents were selected via simple random technique. According to Chaokromthong and Sintao (2021), if the target population size exceeds 250,000 individuals, the appropriate sample size must be greater than 200 cases. In this paper, a hypothetical sample size of 700 cases was determined to be representative of the research population. The targeted hotels were selected according to Egyptian Hotel Association (2024), as there are five-star hotels in Luxor and five-star hotels in Aswan. The governorates of Luxor and Aswan were chosen, as the rates of reservations for tourists coming to visit them starting from the second half of September until the end of the year are very high, according to statements by the Hotel Establishments Chamber of the Egyptian Federation of Tourist Chambers, pointing out that many of the hotels and floating hotels operating between Luxor and Aswan have increased. Full logo and there are no vacant places during the winter season. They also pointed out that the increase in demand for archaeological and cultural cities such as Luxor and Aswan governorates during the 2023-2024 winter seasons is also matched by an increase in the number of arriving tourists, and tourist visits and large demand from various countries of the world continue to enjoy winter trips the most prominent around the world.

3.2. Questionnaire design and pre-test

The questionnaire was employed to measure the focal role of organizational agility dimensions in organizational excellence through sustainable performance in hotels and travel agencies through a set of questions that included four sections. The first section was devoted to collecting respondents' information (i.e., gender, age, education, and job experiences). The second section focused on assessing organizational agility dimensions (i.e., responsiveness with four items, flexibility with nine items, speed with four items, and competence with five items), which developed from Walter (2021). The third section was dedicated to assessing sustainable performance with seven items, cited from Ishaq et al. (2023).

The last section consisted of four items, modified from Al-Abbadi et al. (2024). All measurement items were measured on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Accordingly, questionnaires were validated through a pilot study on 40 departmental supervisors (i.e., 20 of those were within targeted hotels and 20 of whom were within travel agencies). They examined the content and informed researchers to attempt to improve the second item of flexibility construct and the third item of sustainable performance. Hence, participant observation was employed to determine the validity of the questionnaire content. Prior to pre-test performance, a reverse-translation approach was conducted to translate the questionnaire phrases from English as the original text and the item content obtained from foreign studies into Arabic text. This will match the dialect spoken by potential participants in this paper. In this regard, two linguistic auditors in the tourism and hotel sectors were called to review the extent to which the translated content matches the original text. Accordingly, these proofreaders confirmed that the translated questionnaire content was highly suitable for the potential sample after making minor improvements to the translated content.

3.3. Data collection process

This study adopted a quantitative approach by using a questionnaire as a tool for data collection. Data was distributed from December 2023 to February 2024, both online and manually, to investigate hotels and travel agencies. A total of 400 questionnaire forms were sent to departmental supervisors in five-star hotels in Luxor and Aswan; 343 valid questionnaire forms were retrieved. Further, a total of 300 questionnaire forms were sent to departmental supervisors in travel agencies in Luxor and Aswan; 246 valid questionnaire forms were retrieved. Thus, the percentage of valid returned surveys constitutes approximately 85.7% of the total surveys distributed by the hotel sample and 82% of the total surveys distributed by the travel agency sample.

On the two samples, a post-hoc power analysis was conducted to check sample size adequacy. As a result, the power index indices for the hotel and travel agency samples were greater than 0.80, indicating an adequate sample size for additional research. Prior to the surveys being sent out, each participant received assurances about their identities. Respondents were also encouraged to provide honest replies, i.e., there was no right or wrong response. Statistically, the first component explained 30.63% and 29.58% of the difference in the hotel and travel agency samples, respectively, using the Harman test in SPSS 28. Therefore, common method bias was not a worry in this work.

3.4. Analysis technique

To extract sample characteristics, SPSS v. 28 was run to identify the highest frequencies and the percentages of these frequencies (Selem et al., 2023). Partial least squares structural equation modeling, or PLS-SEM, was established in this paper (Memon et al., 2021). Because SEM may combine explanatory and predictive perspectives, PLS-SEM-based

models are perfect for exploratory studies (Schuberth *et al.*, 2023). Prior to conducting a two-phase analysis of possible correlations, SmartPLS4 was used to evaluate the measurement and structural models of the two groups (Cheah *et al.*, 2023; Guenther *et al.*, 2023). Besides, PLS-SEM uses a large sample size that reaches 8000 cases. Moreover, PLS-SEM facilitates the estimation of the measurement model and multi-group analysis (MGA) (Henseler *et al.*, 2016). In this context, the permutation test in MGA may be used by PLS-SEM to examine variations between two samples. Lastly, this paper employed R^2 , Q^2 , and f^2 to assess goodness-fit model, along with PLS-bootstrapping approach using confidence intervals (CIs) to test indirect paths, while t-value and beta values to gauge direct paths.

5. Results

4.1. Respondent profile

Table 1 shows the demographic characteristics of participants in the two samples, where there were 96.2% and 77.2% of males in the hotel and travel agency samples, respectively. The majority of participants were between 46 and 55 years old, with a ratio of 47.8% and 48.8% for the sample of hotels and travel agencies, respectively. Moreover, the educational qualifications of the participants were based on a bachelor's degree, at a rate of 99.4% and 99.6% for the sample of hotels and travel agencies, respectively. Finally, most participants had between 6 and 10 years of professional experience, 34.1% and 31.7%, respectively.

Table 1. Demographic characteristics.

Characteristics	Category	Hotel sample (n = 343)		Travel agency sample (n = 246)	
		Frequency	%	Frequency	%
Gender	Male	330	96.2	191	77.6
	Female	13	3.8	55	22.4
Age (years)	25-35	33	9.6	20	8.1
	36-45	72	21.0	53	21.5
	46-55	164	47.8	120	48.8
	56 and more	74	21.6	53	21.5
Education	Diploma	0	0	0	0
	Bachelor	341	99.4	245	99.6
	MSc/PhD	2	.6	1	.4
Job experiences (years)	Below 5	69	20.1	55	22.4
	6-10	117	34.1	78	31.7
	11-15	90	26.2	63	25.6
	16-20	47	13.7	32	13.0
	20 and more	20	5.8	18	7.3

4.2. Outer model

Table 2 proves that all indicator loadings for the hotel and travel agency samples were greater than 0.708, suggesting strong indicator reliability (Cheah *et al.*, 2023). Minimum composite reliability values for two samples were greater than 0.70, and average variance extracted (AVE) was greater than 50% of the total variance (Guenther *et al.*, 2023). As a result, the model exhibits good construct reliability and convergent validity for the two samples. Utilizing the heterotrait-monotrait (HTMT) ratio, discriminant validity was examined (Selem

et al., 2023). Table 3 indicates satisfactory discriminant validity as it does not display any construct correlations for any group-generated value that is more than 0.85, the conservative criterion (Schuberth et al., 2023).

Table 2.Indicator loadings and convergent validity.

Constructs	Code	Items	Indicator loadings		Composite reliability (CR)		Average variance extracted (AVE)	
			Hotel	Travel agency	Hotel	Travel agency	Hotel	Travel agency
Responsiveness	RES1	We work efficiently and effectively to changes in customer requirements.	.917	.898	.936	.938	.785	.790
	RES2	We master the response to changes in the work environment.	.911	.889				
	RES3	We seek to achieve compatibility between what we can offer and what we expect in performance.	.895	.882				
	RES4	We are easily transferring jobs and tasks in an attempt to respond effectively to the work environment.	.817	.886				
Flexibility	FLX1	We move our employees to different jobs when needed.	.844	.876	.957	.968	.713	.768
	FLX2	Our employees can turn into new jobs within a short period of time.	.846	.877				
	FLX3	Our employees are able to use new skills in a short period of time.	.844	.876				
	FLX4	Many employees have multiple skills used in different jobs.	.845	.877				
	FLX5	The flexibility of our employees' work habits helps us to change according to the market requirements.	.845	.876				
	FLX6	Our employees change their work habits in response to changes in the competitive environment and according to what the work environment requires.	.843	.877				

	FLX7	Most of our employees have enough flexibility to adapt to work requirements.	.843	.876				
	FLX8	Our management practices flexibility helps us to adapt to changing requirements.	.843	.876				
	FLX9	Our employees respond to changing situations in a short period.	.845	.877				
Speed	SPD1	Employees are concerned with performing their work in the least possible time.	.863	.856	.923	.913	.751	.723
	SPD2	Employees work to perform their work at the highest level of accuracy.	.843	.838				
	SPD3	Employees are concerned with completing their work efficiently and effectively.	.891	.864				
	SPD4	Employees cooperate with each other in the completion of the business assigned to them.	.867	.843				
Competence	CMP1	We provide competencies capable of dealing with emergency situations.	.844	.842	.922	.934	.704	.738
	CMP2	We are working to help those with competencies to solve work problems if they need them.	.838	.854				
	CMP3	Relying on decision -making is based on the most qualified competencies to complete the action and requirements of work.	.826	.846				
	CMP4	We rely on competencies to deal with problems without looking at the hierarchical sequence.	.840	.879				
	CMP5	We provide competencies at all administrative levels that are able to complete work efficiently.	.846	.874				
Sustainable performance	SSP1	As a crucial component of a sustainable development policy to safeguard the environment, this hotel/travel agency might implement, uphold, and improve a preventive plan.	.775	.759	.921	.903	.624	.570
	SSP2	This hotel/travel agency management is	.771	.742				

		dedicated to lowering fines related to the environment.						
	SSP3	This hotel/travel agency board acknowledges that its duty for social, economic, and environmental performance falls within its corporate agility function.	.793	.790				
	SSP4	Having a section on agility in our annual report that details this hotel/travel agency's social, economic, and environmental performance.	.779	.764				
	SSP5	Environmental regulations and practices have a major role in driving up sales.	.804	.738				
	SSP6	In this hotel/travel agency, increased sales were a result of customer satisfaction levels.	.809	.738				
	SSP7	Increases in revenue were influenced by employee satisfaction levels in this hotel/travel agency.	.799	.753				
Organizational excellence	ORX1	To achieve optimal performance, this hotel/travel agency management is committed to ongoing system development.	.799	.772	.846	.869	.580	.625
	ORX2	This hotel/travel agency management examines and assesses their entire strategy on a regular basis.	.706	.765				
	ORX3	By offering different training programs, this hotel/travel agency management aims to enhance the skills of their workforce.	.725	.798				
	ORX4	It is financially possible for the management of this hotel/travel agency to fulfill their obligations.	.811	.826				

Table 3.Discriminant validity (HTMT).

	Construct	1	2	3	4	5	6
<i>Hotel departmental supervisor sample</i>							
1.	Competence						
2.	Flexibility	.423					
3.	Organizational excellence	.383	.420				
4.	Responsiveness	.410	.533	.457			
5.	Speed	.452	.477	.427	.542		
6.	Sustainable performance	.346	.511	.434	.520	.386	
<i>Travel agency departmental supervisor sample</i>							
1.	Competence						
2.	Flexibility	.480					
3.	Organizational excellence	.395	.454				
4.	Responsiveness	.245	.498	.503			
5.	Speed	.442	.417	.357	.371		
6.	Sustainable performance	.430	.494	.454	.508	.269	

4.3. Inner model

According to Cheah et al. (2023), Table 4 demonstrated that the two samples' f^2 values had medium and large effect sizes and their Q^2 values had non-zero scores, suggesting that endogenous components had a respectable degree of predictive accuracy. Furthermore, R^2 values indicated that the structural model had a modest level of predictive power because these values were greater than 10% (Guenther et al., 2023). In other words, this value indicates that organizational agility dimensions explained 46.6% and 45.1% of the variance in sustainable performance, while sustainable performance explained 52.8% and 58.4% of the variance in organizational excellence. The permutation test was run to see if two samples at differed in any method (Cheah et al., 2023). Using the same markers and processing methods, data were evaluated consistently between groups to test for configuration invariance (Henseler et al., 2016). Since c values varied substantially from 1, these conceptions showed compositional invariance. Moreover, there was only partial measurement invariance, meaning that certain constructs had unequal means and variances (Guenther et al., 2023). This makes it possible to compare the route coefficients between two groups and use MGA to examine changes in their signals.

Next, findings in Table 4 confirmed that responsiveness positively affected sustainable performance (hotel sample: $\beta = .396$, $t = 23.430$, $p < .001$; travel agency sample: $\beta = .542$, $t = 30.787$, $p < .001$). The findings of the current study agreed with studies of Asamoah et al. (2021) discovered that quality responsiveness was positively correlated with expenses' size, financial performance, and customer retention. Freixanet and Rialp (2022) argued that firms with a focus on emerging markets performed better in terms of sales growth. Otherwise, Branicki et al. (2023) proved that organizational responsiveness positively affected job performance associated with social issues thereby H1 was accepted. Besides, flexibility positively affected sustainable performance (hotel sample: $\beta = .488$, $t = 24.718$, $p < .001$; travel agency sample: $\beta = .385$, $t = 21.577$, $p < .001$), these findings agreed with the results of Darvishmotevali et al. (2020) and study of Holbeche (2023) where they mentioned that To meet changing customer needs, agile hotels and travel agencies are constantly reorganizing their resources (e.g., employees, equipment, facilities, and technologies), accommodating new resources and skills, and adapting their product and service delivery to a variable scope thereby H2 was accepted. Further, speed positively affected sustainable performance (hotel sample: $\beta = .432$, $t = 21.577$, $p < .001$; travel agency sample: $\beta = .374$, $t =$

17.858, $p < .001$), this result agreed with the results of Kuang *et al.* (2021) Amjad *et al.* (2021) Khan *et al.* (2023) Yadegaridehkordi *et al.* (2020) Gao & Zheng (2020) Holbeche, (2023). Where they entioned that for businesses to succeed in the present competitive environment, they must thus be able to react quickly. This is especially true when it comes to their innovation skills, which require them to create new knowledge in response to emerging changes).

Further, hotels' and travel agencies' completion acceleration is revealed by the speed dimension. This capability shows how quickly hotels and travel agencies can carry out their operations, solve issues, generate new information, and make choices. As a result, agile hotels and travel agencies are characterized by the required speed with which time is allocated and production times are adjusted .thereby H3 was accepted. Lastly, competence positively affected sustainable performance (hotel sample: $\beta = .454$, $t = 19.733$, $p < .001$; travel agency sample: $\beta = .373$, $t = 10.594$, $p < .001$), this result agreed with the study of Dzhengiz & Niesten(2020) where they mentioned that Hotels and travel agencies that possess these competencies are able to use their competitive advantages to react swiftly to shifting market conditions. Thus, the capacity to respond is directly related to competence, which enhances employee performance towards sustainability thereby H4 was accepted. On the other hand, Table 4 results proved that sustainable performance positively affected organizational excellence (hotel sample: $\beta = .391$, $t = 11.384$, $p < .001$; travel agency sample: $\beta = .299$, $t = 8.845$, $p < .001$), the present study agreed with the results of Lasrado and Kassem (2021) and the study of Kopelman(2022) where they refer that hotels and travel agencies can achieve enhanced performance and a competitive edge by utilizing organizational excellence as a strategic tool. Businesses may assess their performance, find new opportunities for change, and outperform competitors in expanding markets by pursuing excellence. In addition, organizational excellence enables businesses to foster a culture of continuous development, support their strategic initiatives, and provide the best results possible. The nexus between organizational excellence and sustainable performance was investigated (Al-Dhaafri & Alosani, 2021). They saw the nexus as productive, where departmental supervisors may attain organizational excellence and a greater appreciation for their companies through sustained success. Thereby H5 was accepted.

To check for indirect effects, the mediation role of sustainable performance was examined between organizational excellence and four dimensions of organizational agility. As such, confidence interval (CI) values were extracted using the PLS-bootstrapping approach (i.e., zero values did not fall between upper and lower bounds). Hence, Table 4 results showed that responsiveness positively affected organizational excellence through sustainable performance (hotel sample: $\beta = .155$, $t = 4.995$, $p < .01$, CI = .094; .216; travel agency sample: $\beta = .162$, $t = 5.228$, $p < .01$, CI = .101; .223), thereby H6a was accepted. Besides, Table 4 results showed that flexibility positively affected organizational excellence through sustainable performance (hotel sample: $\beta = .191$, $t = 6.155$, $p < .01$, CI = .130; .252; travel agency sample: $\beta = .115$, $t = 3.713$, $p < .01$, CI = .054; .176), thereby H6b was accepted. Further, Table 4 results showed that speed positively affected organizational excellence through sustainable performance (hotel sample: $\beta = .169$, $t = 5.449$, $p < .01$, CI = .108; .230; travel agency sample: $\beta = .112$, $t = 3.607$, $p < .05$, CI = .054; .176), thereby H6c was accepted. Lastly, Table 4 results showed that competence positively affected organizational excellence through sustainable performance (hotel sample: $\beta = .178$, $t = 5.726$, $p < .01$, CI = .117; .238; travel agency sample: $\beta = .112$, $t = 3.598$, $p < .05$, CI = .051; .172), thereby H6d was accepted.

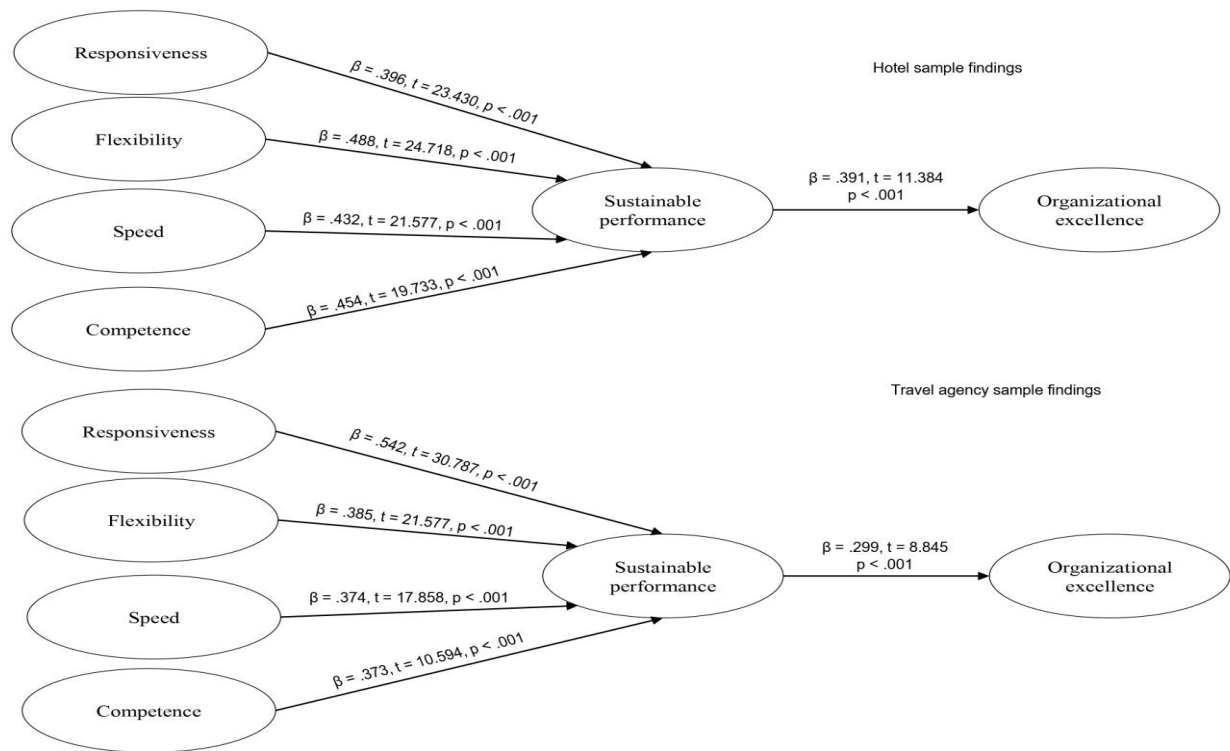


Figure 2. Direct paths' findings

4.4. Multi-group analysis

The significance of the relevant path coefficients differs slightly, as Table 4 illustrates; thus, PLS-MGA was utilized to determine if they were significant for each sample. Hence, the nexus between responsiveness and sustainable performance was significantly different favoring the travel agency sample (Diff = .146, $t = 3.776, p < .05$). Conversely, the association between flexibility and sustainable performance was significant in favor of the hotel sample (Diff = .103, $t = 2.889, p < .05$). Besides, speed was associated with sustainable performance in favor of the hotel sample (Diff = .058, $t = 2.108, p < .05$). Lastly, competence was associated with sustainable performance in favor of the hotel sample (Diff = .081, $t = 5.440, p < .05$). Moreover, sustainable performance was associated with organizational excellence in favor of the hotel sample (Diff = .092, $t = 3.228, p < .05$).

Table 4. Paths testing and PLS multi-group analysis (MGA).

	Paths	Samples	β	t-value	p-value	f ²	Supported?
H1	Responsiveness → Sustainable performance	Hotel sample	.396***	23.430	.000	.355	Yes
		Travel agency sample	.542***	30.787	.000	.471	Yes
		Diff	-.146*	3.776	.026	.142	Yes
H2	Flexibility → Sustainable performance	Hotel sample	.488***	24.718	.000	.429	Yes
		Travel agency sample	.385***	21.211	.000	.307	Yes
		Diff	.103*	2.889	.042	.099	Yes
H3	Speed → Sustainable performance	Hotel sample	.432***	21.577	.000	.366	Yes
		Travel agency sample	.374***	17.858	.000	.294	Yes
		Diff	.058*	2.108	.048	.044	Yes
H4	Competence → Sustainable performance	Hotel sample	.454***	19.733	.000	.402	Yes
		Travel agency sample	.373***	10.594	.000	.297	Yes
		Diff	.081*	5.440	.031	.066	Yes

H5	Sustainable performance → Organizational excellence	Hotel sample	.391 ^{***}	11.384	.000	.325	Yes
		Travel agency sample	.299 ^{***}	8.845	.000	.265	Yes
		Diff	.092 [*]	3.228	.034	.082	Yes
	Paths	Samples	β	t- value	p- value	CI	Supported?
H6a	Responsiveness → Sustainable performance→ Organizational excellence	Hotel sample	.155 ^{**}	4.995	.009	.094; .216	Yes
		Travel agency sample	.162 ^{**}	5.228	.006	.101; .223	Yes
H6b	Flexibility→ Sustainable performance→ Organizational excellence	Hotel sample	.191 ^{**}	6.155	.001	.130; .252	Yes
		Travel agency sample	.115 ^{**}	3.713	.008	.054; 176	Yes
H6c	Speed → Sustainable performance→ Organizational excellence	Hotel sample	.169 ^{**}	5.449	.003	.108; .230	Yes
		Travel agency sample	.112 [*]	3.607	.015	.051; .173	Yes
H6d	Competence → Sustainable performance→ Organizational excellence	Hotel sample	.178 ^{**}	5.726	.002	.117; .238	Yes
		Travel agency sample	.112 [*]	3.598	.017	.051; .172	Yes
<i>Overall model assessment</i>			Sustainable performance			Organizational excellence	
R ² for hotel sample			.466			.528	
R ² for travel agency sample			.451			.584	
Q ² for hotel sample			.397			.460	
Q ² for travel agency sample			.382			.483	

5. Conclusion and discussion

5.1. General discussion

This study concentrated on investigating the linkage between organizational agility dimensions and sustainable performance through organizational excellence in the distinct context of five-star hotels and A-class travel agencies situated in Luxor and Aswan. Regarding our results, they are in harmony with several well-established theories and empirical studies within the broader organizational literature in hotel and tourism settings. Initially, the affirmative associations identified between organizational agility dimensions (i.e., responsiveness, flexibility, speed, and competence) and sustainable performance, accepted in H1–H4. These findings align with perspectives of Chaokromthong and Sintao (2021), Walter (2021), and Ishaq et al. (2023). These studies emphasize the pivotal role of organizational agility in effectively responding to environmental changes and achieving sustainable outcomes.

Besides, the positive influence of sustainable performance on organizational excellence in this paper (accepting H5) mirrors Al-Abbadi et al.'s (2024) discoveries that persistent efforts in environmental, social, and economic dimensions contribute to overall organizational excellence and have garnered support across various sectors. Moreover, this study broadly supports existing literature; certain variations may arise due to the unique characteristics of the hotel industry compared to the tourism industry.

Lastly, this paper acknowledges that distinctions in the strength of relationships were evident in the multi-group analysis in favor of the hotel sample. Particularly, the differing impact of responsiveness, flexibility, speed, and competence on organizational excellence through sustainable performance in hotels and travel agencies implies the presence of industry-specific subtleties. This indicates that hypotheses H6a–H6d were accepted. As such, future research endeavors could delve deeper into these distinctions, exploring whether contextual factors such as market dynamics, customer expectations, or regulatory environments play a role in shaping the relationship between organizational agility and performance within hotel and tourism sectors.

5.2. Conclusions

This paper enhances comprehension regarding the interplay among organizational agility, sustainable performance, and organizational excellence within the unique setting of five-star hotels and travel agencies in Luxor and Aswan. The outcomes underscore the significance of fostering organizational agility as a crucial factor for attaining sustainable performance, consequently paving the way for organizational excellence. Moreover, practical implications derived from these findings advocate for departmental supervisors in tourism and hotel sectors to give priority to and elevate organizational agility practices. This strategic focus is poised to empower hotels and travel agencies to adapt effectively to evolving circumstances. Accordingly, it will enhance sustainable performance outcomes and nurture organizational excellence.

5.3. Limitations and future research

Despite the above keen insights, this study is not devoid of limitations. First, this paper was confined to a specific geographical scope (Luxor and Aswan) and centered on five-star hotels and travel agencies. Consequently, the generalizability of findings to diverse regions and industries may be restricted. Additionally, the cross-sectional nature of the study hinders the establishment of causal relationships. Hence, future research employing longitudinal designs could offer a more holistic understanding of the dynamic relationships that are evolving. Potential future research directions may delve into exploring the moderating impacts of contextual elements on the identified relationships; investigating how cultural influences, regulatory environments, or emerging trends in digitalization affect the interplay between organizational agility and organizational excellence could augment the depth of knowledge in this domain. Lastly, this study primarily focused on managerial perspectives. Expanding the study to include diverse organizational members' viewpoints and integrating qualitative methods may provide a more comprehensive understanding of the intricacies involved.

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دور الأداء المستدام في إبراز العلاقة بين الرقابة التنظيمية والتميز المؤسسي في الفنادق وشركات السياحة المصرية

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ملخص	معلومات المقالة
<p>تمثل الرقابة التنظيمية اتجاهاً إدارياً حديثاً في أدبيات التنظيم الإداري، والتي تُمكن المنشآت السياحية والفندقية من مواجهة التغيرات المحتملة في البيئة المحيطة. كما يجب أن تتمتع المنشآت السياحية والفندقية بمهارات ديناميكية لتكون مستدامة، إذ تعتبر الرقابة التنظيمية واحدة من تلك المهارات الحاسمة، وهذا بدوره يؤدي إلى تحقيق التميز المؤسسي. تسلط هذه الورقة الضوء على استكشاف التأثير المحتمل لأبعاد الرقابة التنظيمية على التميز المؤسسي في القطاع السياحي والفندقي. علاوة على ذلك، تسلط هذه الورقة الضوء على التأثير المحوري للأداء المستدام في العلاقة بين الرقابة والتميز المؤسسي. باستخدام الاستبيان الإلكتروني والورقي، وقد تم جمع البيانات من ٢٤٦ مشرف بالأقسام المختلفة داخل شركات السياحة من فئة أ و ٣٤٣ مشرف بالأقسام المختلفة داخل فنادق الخمس نجوم بالأقصر وأسوان وتم تحليل استجاباتهم باستخدام SmartPLS v.4.4. وأكدت النتائج أن الأبعاد الرئيسية الأربعة للرقابة التنظيمية أثرت بشكل إيجابي على التميز المؤسسي من خلال الأداء المستدام. وأثبتت نتائج التحليل متعدد المجموعات أن الأداء المستدام تأثر بشكل إيجابي بالاستجابة، السرعة والكفاءة لصالح مجموعة مشرفي الأقسام الفندقية، في حين أثرت الاستجابة بشكل إيجابي في الأداء المستدام لصالح مجموعة مشرفي أقسام شركات السياحة. علاوة على ذلك، أثر الأداء المستدام بشكل إيجابي في التميز المؤسسي لصالح مجموعة مشرفي الأقسام الفندقية. بناءً على ذلك، تساهم هذه الورقة بروى قيمة لصناع القرار والممارسين في صناعتي السياحة والفنادق. وذلك من خلال إعطاء الأولوية لممارسات الرقابة التنظيمية، والتي تهدف لتمكين المنشآت الفندقية من التكيف بفعالية مع المتغيرات، وبالتالي فإن التميز المؤسسي سيوفر للإدارة الفندقية والسياحية درجة عالية من الأداء الاستثنائي ويكسبها مصداقية مقارنة بمنافسيها.</p>	<p>الكلمات المفتاحية الاستجابة؛ التميز المؤسسي؛ الفنادق؛ الأداء المستدام؛ شركات السياحة.</p> <p>(JAAUTH) المجلد ٢٦، العدد ١، (٢٠٢٤)، ص ١١٣-١٣٦.</p>