Strategic Agility and its Impact on Competitive Advantage, Ambidexterity and Organizational Performance in Tourism Sector in Egypt

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Abstract:

Strategic agility allows organizations to change with volatile environments by aligning strategic goals with external changes, concentrating on the fluidity of resources, leadership, collective commitment, and strategic sensitivity. This paper explores how strategic agility enables the improvement of competitive advantage, ambidexterity, and organizational performance within Egypt's tourism sector. Based on a structured questionnaire analyzed through SPSS, this research has tested these associations through a survey of managers and departmentalheads.

The findings suggest that resource fluidity is decisive for both competitive advantage and ambidexterity, enabling the timely and efficient reallocation of resources in changing conditions. Leadership and shared commitment were found to stimulate collaborative contexts, which increase both

organizational responsiveness and innovation. According to the key dimensions, strategic sensitivity means the ability of an organization to anticipate changes in the market and position itself well in advance. The findings suggest that competitive advantage is a mediating factor between strategic agility and organizational performance, and ambidexterity contributes to operational flexibilityand long-term resilience. These findings indicate the relevance of strategic agility to competitive sustainability in the light of emerging challenges in the dynamic tourism sector. This paper provides practical steps for managers in optimizing resource deployment, developing improved leadership dynamics, and creating a proactive strategic culture that will serve to enhance overall performance.

Key words: Competitive advantage, Strategi agility,Ambidexterity, Resource fluidity, Tourism sector, Egypt, Leadership.

الملخص:

تسمح المرونة الاستراتيجية للمنظمات بالتغيير في البيئات المتقلبة من خلال مواءمة الأهداف الاستراتيجية مع التغييرات الخارجية، والتركيز على سيولة الموارد، والقيادة، والالتزام الجماعي، والحساسية الاستراتيجية. يستكشف هذا البحث كيف تمكن المرونة الاستراتيجية من تحسين الميزة التنافسية، والبراعة، والأداء التنظيمي داخل قطاع السياحة في مصر. استنادًا إلى استبيان منظم تم تحليله من خلال برنامج SPSS، اختبر هذا البحث هذه الارتباطات من خلال مسح للمديرين ورؤساء الأقسام.

تشير النتائج إلى أن سيولة الموارد حاسمة لكل من الميزة التنافسية والبراعة، مما يتيح إعادة تخصيص الموارد في الوقت المناسب وبكفاءة في ظل الظروف المتغيرة. وجد أن القيادة والالتزام المشترك يحفزان السياقات التعاونية، مما يزيد من الاستجابة التنظيمية والابتكار. وفقًا للأبعاد الرئيسية، تعني الحساسية الاستراتيجية قدرة المنظمة على توقع التغييرات في السوق ووضع نفسها في وضع جيد مسبقًا. تشير النتائج إلى أن الميزة التنافسية هي عامل وسيط بين المرونة الاستراتيجية والأداء التنظيمي، وأن البراعة تساهم في المرونة التشغيلية والمرونة طويلة الأجل.

تشير هذه النتائج إلى أهمية المرونة الاستراتيجية في تحقيق الاستدامة التنافسية في ضوء التحديات الناشئة في قطاع السياحة الديناميكي. تقدم هذه الورقة خطوات عملية للمديرين لتحسين نشر الموارد وتطوير ديناميكيات القيادة المحسنة وخلق ثقافة استراتيجية استباقية من شأنها أن تعمل على تعزيز الأداء العام.

الكلمات الافتتاحية : الميزة التنافسية، المرونة الاستراتيجية، البراعه، سيولة الموارد، قطاع السياحة، مصر، القيادة

Introduction

Strategic agility has become one of the contemporary management paradigms, enabling organizations to adapt and thrive in volatile, uncertain environments (Elali, 2021). It emphasizes capabilities like resource fluidity, leadership unity, and strategic sensitivity that, together, permit a business to anticipate and respond effectively to environmental changes.

Unlike manufacturing agility, which focuses on operational flexibility, strategic agility involves proactive knowledge acquisition and alignment of organizational strategies with emerging market demands (Alsharah, 2020).

In highly competitive industries such as tourism, strategic agility has become a prime factor in sustaining relevance or even realizing operational excellence. The tourism industry in Egypt is a good example, with ineffective marketing strategies hindering its potential to position itself as one of the top destinations around the globe. Strategic agility, described by features such as flexibility, accountability, and speed, offers a way out of the predicament (Sajdak, 2015) However, research into the impact of strategic agility on organizational performance in tourism still remains scarce. In this regard, the present study centres upon three critical dimensions, namely resource fluidity, leading, and strategic sensitivity, underlying strategic agility in relation to influencing competitive advantage and ambidexterity in the Egyptian tourism sector, and how these factors together influence organizational performance focusing on sustainability and resilience (Doz & Kosonen, 2008) By analyzing the interactions among these dimensions with updated frameworks and methodologies, this research may contribute both at the academic literature level and in practical insights, helping managers in the tourism business to adopt more dynamic and adaptable strategies for sustained competitiveness.

2. Literature Review:

2.1 Strategic Agility:

A multitude of definitions of agility has arisen from comprehensive research in this field. According to Goldman and

Nagel (1993), adaptability refers to the capacity to function profitably in a market characterized by constant and unpredictable shifts in consumer opportunities. Agility is defined as the ability to swiftly and efficiently adapt to changing markets, facilitated by specifically designed products and services, to endure and prosper in a competitive landscape characterized by continuous and unpredictable change (Gunasekaran, 1999). Table 1 illustrates various definitions of Agility.

Table 1: Different Definitions of Agility.

Definition	Reference
The capacity of an organization to flourish in a business climate that is uncertain and continually changing.	(Rigby, Day, Forrester, & Buene, 2000)
The ability of enterprises to manage unexpected alterations, withstand extraordinary risks from the business landscape, and capitalize on opportunities arising from these changes.	(Zhang & Sharifi, 2000)
Ability of the organization to achieve a competitive advantage by quickly, intelligently, and pro-actively grabbing opportunities and responding to challenges.	(Meredith & Francis, 2000)
A business's ability to complete profitable activities in a global market that is constantly dividing and changing is known as agility.	(Tsourveloudis & Valavanis, 2022)
The capacity to both innovates and adapt to change is what it takes to succeed in a challenging business climate.	(High, 2004)
The capacity to alter functioning modes in a successful manner in response to unknown and changing demands placed upon it	(Narasimhan, Swink, & Kim, 2006)

The concept of agility was expanded under the categories of Business Agility, Strategic Agility, Organizational Agility, and Operational Agility. The organizational strengths include the following attributes: Velocity, engagement in societal matters, responsibility, collaboration, flexibility, and technological utilization (Gao, Zhang, Gong, & Li, 2020). The concept of IT-enabled companies has garnered significant scholarly attention regarding corporate agility. Flexibility has sped and increased in

speed since its inception. Tan, Pan, and Zuo (2019) assert that enterprises must be classified into three categories: resilience, responsiveness, and efficiency, to achieve operational agility. Strategic agility encompasses various complementary elements, including strategic flexibility, resilience, adaptation, and absorptive capability, highlighting the imperative for enterprises to respond to rapid climate change (Lungu, 2020). Table 2 presents definitions of the aforementioned forms of agility as referenced in prior research.

Table 2: Different Types of Agility and their definitions.

Agility Type	Definition	Reference
Business Agility	**The ability of an organization to identify environmental changes and respond to them effectively and efficiently.**	**(Prikladnicki, Lassenius, & Carver, 2020)**
Strategic Agility	**Strategic agility can improve an organization's competitive activity inventory, help it respond appropriately to external changes, and ultimately improve performance.**	**(Tallon & Pinsonneault, 2011)**
Organizational Agility	**Organizational agility is essential for firms to effectively utilize production aspects to achieve the objectives of the company, its personnel, and its shareholders amid evolving circumstances.**	**(Shahrabi, 2012)**
Operational Agility	**This is a system where the production procedures for a variety of products with different production schedules have been automated under circumstances that might be compared to mass production, with a lower or equivalent prime cost and higher productivity.**	**(Tan, Tan, Wang, & Sedera, 2016)**
Leader Agility	**This denotes the capacity of leadership to adjust and react proficiently to altered conditions, difficulties, and opportunities. Agility integrates cognitive flexibility, emotional intelligence, and strategic thinking..**	**(Northouse, 2016)**

Historically, businesses have reacted to change through strategic planning, the foresight provided by scenarios, or through corporate enterprises and an entrepreneurial spirit. Today's change is both quick—where businesses can offer a solution—and complex—in that it is the product of numerous difficult to predict systemic interconnections. Due to the rapid

and unpredictable nature of change, strategic planning is no longer appropriate (Yves, 2014). This calls for the performance indicator of strategic agility.

A lot of research connects the idea of strategic agility to both dynamic skills and being able to do two things at once. A careful study of the literature shows that all of these ideas are linked in some way, but the different pieces of evidence make it hard to fully understand these links. In terms of the link between dynamic capabilities and strategic agility, the main point of these efforts is to show that some dynamic capabilities are actually meta-capabilities that help businesses become more strategic agile. For instance, Ivory and Brooks (Ivory & Brooks, 2018) said that three organizational meta-capabilities are strategic sensitivity, collective commitment, and resource fluidity. They said that strategic agility "requires [the organization] having a keen awareness of incipient trends, the ability to quickly make bold decisions, and knowing how to reconfigure business systems and redeploy resources." (Teece, 2007) showed that dynamic skills can be broken down into three main groups. These groups help the company stay competitive and alive over time, even as technology and customer needs change. These sets are (a) "sensing" unknown futures by noticing big changes in the environment; (b) "seizing" by allocating resources in the best way; and (c) "shifting" by always learning new skills. Hock et al. (2016) (Hock, Clauss, & Schulz, 2016) talked about how

"novelty-oriented cultural values" might help with strategic agility (strategic sensitivity, collective commitment, and resource fluidity) so that they can come up with new ways to run their business. The reverse was said by other authors. As an example, Fourné et al. (2014) (Fourné, Jansen, & Mom, 2014) looked at several Fortune 500 multinational enterprises and came up with the idea of strategic agility as a meta-capability that lets companies do three dynamic things: (a) finding local opportunities; (b) promoting global complementarities; and (c) taking advantage of local value.

2.1.1 Strategic Agility Dimensions

This study utilized the paradigm proposed by Doz and Kosonen (2008), which delineates three characteristics of strategic agility: strategic sensitivity, resource flexibility, and collective commitment. Furthermore, as stated by Doz and Kosonen (2008), strategic agility denotes an organization's continual ability to swiftly and effectively assess its environment, reallocate resources promptly and adequately, and adhere to a unified set of objectives. The following will examine these three dimensions in detail based on prior literature:

Resource fluidity denotes the capacity to dynamically transfer resources from one location to another as required. To do this, a varied portfolio of autonomous units, a team of general managers capable of transitioning between units, centralized corporate oversight of essential resources, and organized

processes for. It is also crucial to establish new principal accounts that introduce people to an idea for change and guide them through the change process Furthermore, it helps in learning to pivot quickly and maintaining momentum while the company is transformed and renewed. Flexibility in financial resource allocation and use, as well as in the movement of people and knowledge, are crucial components of resource fluidity (Atieno & Senaji, 2017)

Strategic sensitivity relies on management's involvement in extensive external and vigorous internal discussions over strategy; it does not entail possessing flawless foresight. Rather, it pertains to being prepared to capitalize on change and selecting the most effective strategies and counterstrategies for the organization. It pertains to a company's ability to progress all employees along the strategic agility continuum from "I am completely unaware of the prospective changes that can damage the company" to "I see it coming and am prepared to do something about it" (Atieno & Senaji, 2017). Strategic sensitivity is keeping connections with a number of different people and organizations in order to be as open to information, intelligence, and innovations as possible. Strategic sensitivity is the capacity to gather relevant data from the environment, transform that data into knowledge, understand that knowledge, and evaluate it to identify opportunities and dangers in the business environment (Al-Qeed , 2019). Strategic sensitivity is defined as the keenness of perception and increased attention to

detail within the organization. A corporation is capable of sensibly updating and changing current market opportunities and risks. This kind of skill is required to transition from an insight-based strategic sensitivity that can depend on circumstances rather than prospective anticipations, to a forward-looking strategic strategy. As the planning stage becomes more open, strategic sensitivity is discovered in encouraging open strategic conversations. As with noticing patterns in the environment, strategic sensitivity necessitates that a company be perceptive and obtain insights into new realities as they arise. Though it may seem contradictory, people frequently adhere to well-established cognitive and emotional habits, making pattern recognition difficult (Seyadi, 2021).

Strategic and structural decisions that make collaboration among the leadership team essential result in collective commitment. The ability of the leadership team to make risky judgments is collective commitment. The best-performing firms' leaders identified their roles as finding and consistently expressing shared values, enhancing those values to improve performance, ensuring that those around them are capable, and upholding those shared values themselves (Atieno & Senaji, 2017). Leadership unity is described as the capacity of an organization's members to comprehend and trust one another. This enables organizations to quickly make risky strategic decisions and encourages organization members to commit to the agreed-upon strategy changes as a whole. Ownership of a

business and the alignment of interests among firm members are frequently viewed as unnatural behaviors that determine a corporation's capacity to fulfil group obligations. In summary, when top managers "care," it demonstrates a characteristic of leadership unity that distinguishes those businesses that can change their business models (Ahmad, Hamid, Kasman, & Hanafi, 2020). Collective commitment requires interdependence and a safe environment to present opposing viewpoints. Similar to this, collective commitment needs to include caring so that decisions take into account the commercial context while also taking into account the organization's and its employees' larger requirements (Shirey, 2015).

2.2 Competitive Advantage

Competitive advantage is described as the value a business offers that encourages customers to choose its products or services above those of competitors, while also creating barriers to copying by current or potential rivals (Christensen, 2010). It refers to a competitive advantage that a corporate organization possesses over its rivals, evaluated using approved performance metrics, which may be financial, non-financial, or a combination of both (Nkuda, 2017).

2.2.1 Competitive Advantage Dimensions

Competitive advantage is closely linked to market leadership, production, innovation, and the efficiency of services.

As signs of a competitive advantage, price advantage, product quality advantage, product differentiation, and product fit to customer wants were all used. An important thing about competitive advantage is that it helps businesses defend their market positions and stay ahead of their competitors. It does this by improving the company's production and marketing skills, keeping records of its relationships with customers, and helping management make better decisions. The standard of services, profits, market share, creativity, and new ideas are some of the most important factors that determine a company's competitive advantage (Munizu, 2013).

Some things that are used to measure competitive edge, according to Dirisu et al. (2013) (Dirisu, Iyiola, & Ibidunni, 2013), are how unique a product is, how good it is, and how competitive its price is. If a company combines art and customer demand, the first sign is that their products are special. Product quality is the level of design quality from the company. Competitive price is the last measure, which shows how well the company can match the price of its products to the market price. There is a lot of competition in the aviation market right now, and things change quickly because of things like deregulation, fast technology progress, industry consolidation, and new ideas. It was also said by Yuleva (2019) that every company can pick between different competitive benefits for a certain amount of time. The most important ones are chosen based on their

importance, uniqueness, specificity, rivals, superiority, justifiability, and efficiency (Yuleva, 2019).

Al-Romeedy (2019) (Al-Romeedy B. , 2019) presented the definitions of these dimensions as follows:

- Innovation: Refers to the capability of an organization in developing new Services, processes and working Methods,
- Service Quality: Refers to the capability of an organization in providing services that conform to established specifications, are reliable and provide overall satisfaction to the customers,
- Process Flexibility: Refers to the capability of an organization to provide a large variety of services within its existing facility

2.3 Ambidexterity

Ambidexterity refers to a firm's capacity to concurrently engage in opposing strategic orientations. Ambidexterity refers to a firm's ability to enhance the efficiency of existing operations (exploitation) while simultaneously pursuing new opportunities and transformative breakthroughs (exploration). It should make sure that businesses can conduct research for long-term expansion while taking advantage of current business techniques to generate the highest possible profits (Zhang, Edgar, Geare, & O'Kane, 2016). Therefore, balancing naturally different sets of activities for exploitation, which is characterized by "refinement, choice, production, efficiency, selection, implementation, execution," and exploration, which includes "search, variation,

risk taking, experimentation, play, flexibility, discovery, innovation," is at the core of ambidexterity. Given that they are based on competing interests, exploration and exploitation in some ways hinder one another. There will always be a trade-off. Occasionally, the term "ambidexterity" is also used to describe the broad continuing process of weighing trade-offs between many choices, such as the simultaneous use of contradictory methods. Ambidexterity's purpose is to maintain an organization's competitiveness throughout the long and short terms (Rosing & Zacher, 2016).

2.3.1 Ambidexterity Dimensions

According to O'Reilly and Tushman (2013) (O'Reilly & Tushman, 2013), organizational ambidexterity is "an organization's ability to both explore and exploit—to compete in mature technologies and markets where efficiency, control, and incremental improvement are valued and to also compete in new technologies and markets where flexibility, autonomy, and experimentation are needed." There is enough balance between the parts of exploitation and research for both to happen at the same time. Exploration is usually more important than profit, though (Zabiegalski, 2015)

The process of searching for and pursuing new information in the exterior domains of an organization is referred to as exploration. It encompasses the development of variety, the quest for distant objects, the taking of risks, the experimentation, and

the find. Change, play, experimentation, flexibility, discovery, innovation, organic, informal structure, knowledge sharing, loosely coupled systems, breaking new ground, improvisation, autonomy, chaos, emergence, decentralized, densely connected social relations, flat organizations, decentralized control, change, heterogeneity, and revolution are all characteristics that are associated with the concept of change. Within the context of organizations, these words indicate behavior that is both exploratory and selfish. According to Zabiegalski (2015), they provide us with a literary point of reference that may be used to describe both sorts of organizational ambidextrous behavior among employees.

A number of new studies have looked at this connection from various angles. D'souza et al. (2017) (D'Souza, Sigdyal, & Struckell, 2017) said it's important to put the effects of E&E activities in the context of how the market is changing, since ambidexterity doesn't always mean that E&E activities will work well together in a set way. Because of this, ambidexterity is seen as an important organizational skill for surviving in settings that are always changing (Anzenbacher & Wagner, 2020), where E&E find a state of dynamic equilibrium over time as the environment changes.

Ambidextrous innovation has been linked to environmental dynamism in a good way. This is because of how technological changes affect organizations, either by making it hard for them to

adapt or by giving them a long-term competitive edge (Patel & Husairi, 2018). Ambidextrous innovation in small and medium-sized businesses is driven by IT, knowledge management, and a changing climate. Also, Khan and Mir (2019) looked at factors like the role of external forces, such as generosity and energy, and the internal resource base in the connections between organizational culture and innovation in Indian high-tech companies and found a positive link (Khan & Mir, 2019).

2.4 Organizational Performance

(Wheelen, Hunger, Hoffman, & Bamford, 2017) defined organizational performance as being defined by the long-term results of managerial actions and decisions. Organizational performance lacks a universally agreed definition; rather, it is contingent upon the objectives established by the corporation. According to (Muthuveloo, Shanmugam, & Teoh, 2017), assert that organizational success encompasses both financial and non-financial elements, including return on investment (ROI), return on assets (ROA), revenue growth, and sales growth. Unlike conventional performance appraisal and management systems that prioritize the regulation of individual employee behavior, (Murphy, 2020) suggested that an effective performance evaluation system should focus on understanding the reasons behind employee deviations from plans and identifying methods to assist and motivate employees in achieving their objectives. Substantial internal modifications are induced by alterations in

the organizational environment that jeopardize organizational performance. Organizational performance is consequently one of the most extensively studied dependent variables in management literature (George, Walker, & Monster, 2019).

2.4.1 Organizational Performance dimensions

Based on the evaluation of traditional interest calculations, asset information, and profit enhancement, the financial perspective, which is considered to be an antecedent element of the chain, outlines the method of execution. Those who hold shares have an impact on expectations. The BSC model is built on the foundation of financial objectives and their interpretation, which serves as the financial stimulus for long-term sustainable wealth development. Additional financial metrics, such as overall operating income, augmented economic value, and revenue from rental capital, are incorporated into the BSC model along the process of its development. According to Kaplan and Norton's "The balanced scorecard: translating strategy into action," published in 1996a, increasing the growth of income-generating channels can boost revenue while simultaneously working to increase the value of existing customers. The firm plan must be matched with the financial objective of a balanced scorecard, which represents the financial results of the strategy. These results include revenue, profit, total assets, outstanding debt, and the ratio of bad debt.

Perspective of the Client, BSC places an emphasis on the correlation between products and the level of satisfaction experienced by customers. The characteristics of goods and services that are intended to satisfy the requirements of customers are known as value propositions. A great number of businesses have a corporate purpose that places an emphasis on their company's clients. As a consequence of this, senior management now places a higher priority on the performance of a company as seen by its customers (Kaplan & Norton, The Balanced Scorecard: Measures that Drive Performance, 1992). The features of a product, such as its functionality, quality, and timeliness, are what determine the cost-effectiveness of the product. A few examples of attributes that characterize customer interactions include service, convenience, and prompt response. Image attributes and reputation are intangible factors that attract customers to the business, as stated by Kaplan and Norton in their article "Linking the balanced scorecard to a strategy" (1996)b. These factors influence how these attributes are communicated to clients through advertising and the professional qualifications that are required for execution.

The third perspective that is contained within the Balanced Scorecard (BSC) is the internal business process perspective, which focuses on the implementation stages. The effectiveness of providing value to customers is evaluated through the use of internal process evaluation. It is possible to incorporate both

short-term and long-term goals into the balanced scorecard (Kaplan & Norton, Using the balanced scorecard as a strategy management system, 1996c). It is necessary to divide the model of the internal value chain into four primary categories, which are as follows: process enhancement, operational processes, customer management processes, and social process management. The management of social processes is connected to the participation in social activities, the creation of a positive working environment, and the health and happiness of employees. The evaluation of the process included references to the length of time, the quality of the supplemental resources, and the cost of those resources (Kaplan & Norton, The balanced scorecard: translating strategy into action, 1996a). The success of an organization is, to a large extent, dependent on this perspective. It is made up of internal business procedures that ensure the highest possible quality in relation to both the products and the services that are provided.

Learning and growth constitutes the fourth aspect that is included in the balanced scorecard. The evaluation of opportunities for learning and development is a defining characteristic of sustainable investment for the future. This aspect relates to the opportunities for employees to improve their skills, become more involved with the organization, and advance their careers. There are three key categories that Kaplan and Norton (1996a) identified as being associated with learning and

development. Ability of staff, effectiveness of information system, enhancement, empowerment, and connection are all important factors. The development of completely new products that have improved capabilities is a requirement for businesses, which must simultaneously work to improve their present processes and products.

3. Methodology

The research model investigates the link between resource availability, leadership effectiveness, shared individual commitment, and an organization's ability to respond to the strategic changes. This is a statement that shows the ability of effective resource management, having a positive impact on achieving the competitive advantage, and effective leadership contributing positively towards the development of the common commitment among the team members. To this effect, strategic sensitivity has a positive effect on competitive advantage. Likewise, resource flexibility has positive ramifications for ambidexterity. The model presented offers a basis for examining the relationship between different dimensions of strategic agility and organizational performance. This can be assessed through statistical analysis.

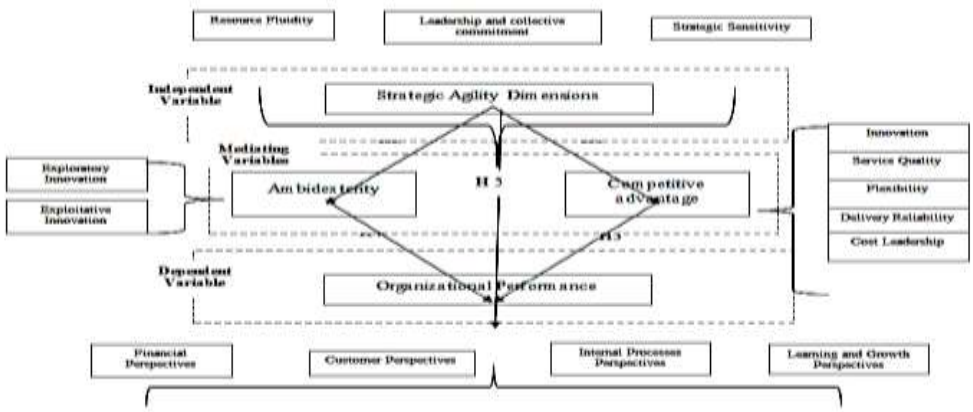

Figure 1: Conceptual Framework

3.1 Research hypothesis

Hypothesis	
H1	There is a statistically significant relationship between Strategic Agility and Organizational Performance ($p \leq 0.05$).
H2	There is a statistically significant relationship between Strategic Agility and Competitive Advantage ($p \leq 0.05$).
H3	There is a statistically significant relationship between Competitive Advantage and Organizational Performance ($p \leq 0.05$).
H4	Competitive Advantage mediates the relationship between Strategic Agility and Organizational Performance ($p \leq 0.05$).
H5	There is a statistically significant relationship between Strategic Agility and Ambidexterity ($p \leq 0.05$).
H6	There is a statistically significant relationship between Ambidexterity and Organizational Performance ($p \leq 0.05$).
H7	Ambidexterity mediates the relationship between Strategic Agility and Organizational Performance ($p \leq 0.05$).

A total of 298 questionnaires were disseminated. In total, 257 responses were received, all of which were valid, giving a response rate of 86.2%. Only closed-ended questions were used in the creation of the questionnaire due to their advantages. Five major sections comprise the questionnaire.

- **Section One: Demographic Variables**

The demographic information was gathered using closed-ended questions and five different characteristics, including

gender, age, educational attainment, employment position, and experience.

- **Section Two, Three, Four, and Five** (Alyasiry, Alhasnawi, & Amanah, 2020)**,** (Elgammal & Ali, 2016) **and** (Al-Romeedy B. , 2019)

The first section concerns with some demographic data. The second section concerns with the dimensions of strategic agility. The third one concerns with the dimensions of competitive advantage. The fourth and last sections concern with the dimensions of ambidexterity and organizational performance respectively. The structured segments of the questionnaire's replies are based on a Likert scale of five ordinal ratings of agreement with each topic from (1 to 5).

4. Results and Discussion

Table 3: Demographic characteristics

Total	Age							
257	22:30		31:40		41:50		Above 50	
	66	25.7%	86	33.5%	76	29.6%	29	11.3%
	Gender							
	Male				Female			
	206		80.2%		51		19.8%	
	Education							
	High School Diploma		Bachelor's Degree		Graduate Degree (Masters, Ph.D.)		Other	
	42	16.3%	108	42%	65	25.3%	42	16.3%
	Position							
	Head Department		Unit Manager		Vice President		General Manager	
	59	23%	47	18.3%	25	9.7%	34	13.2%
	Other	92	35.8%					
	Experience							
	Recently Employed		1:5 years		6:10 years		Above 10 years	
	33	12.8%	76	29.6%	45	17.5%	103	40.1%

Source: prepared by the researcher

In the analysis of the questionnaire statements' descriptive statistics, it was observed that the mean scores for items

assessing strategic agility ranged from 3.73 to 4.04, for competitive advantage from 3.86 to 4.12, for ambidexterity from 3.80 to 4.00, and for performance from 3.74 to 3.96. The consistent range of mean scores between 3.73 and 4.12 across these variables suggests a prevalent tendency among study participants to provide agreement responses when evaluating the components related to all study variables.

Table 4: Descriptive statistics

Items of	Mean		Std. Deviation		Skewness		Kurtosis	
	Lowest	Highest	Lowest	Highest	Lowest	Highest	Lowest	Highest
Strategic Agility	3.73	4.04	0.948	1.109	-1.199	-0.522	-0.484	1.084
Competitive advantage	3.86	4.12	0.905	1.086	-1.212	-0.776	0.018	1.813
Ambidexterity	3.8	4	0.926	1.039	-0.965	-0.691	-0.143	0.713
Org. Performance	3.74	3.96	0.933	1.054	-1.07	-0.715	-0.021	1.225

Source: prepared by the researcher

Table 5: Descriptive statistics with dimensions

Items of	mean		Std. Deviation		Skewness		Kurtosis	
	Lowest	Highest	Lowest	Highest	Lowest	Highest	Lowest	Highest
Strategic Agility (Resource fluidity)	3.73	4.04	0.948	1.109	-1.199	-0.522	-0.484	1.084
(Leadership and Collective Commitment)								
(Strategic Sensitivity)								
Competitive advantage (Innovation)	3.86	4.12	0.905	1.086	-1.212	-0.776	0.018	1.813
(Service Quality)								
(Process Flexibility)								
(Delivery Reliability)								
(Cost Leadership)								
Ambidexterity (Exploratory Innovation)	3.8	4	0.926	1.039	-0.965	-0.691	-0.143	0.713
(Exploitative Innovation)								
Org. Performance (Financial Perspectives)	3.74	3.96	0.933	1.054	-1.07	-0.715	-0.021	1.225
(Customer Perspectives)								
(Internal Process Perspectives)								
(Learning and Growth Perspectives)								

The standard deviation values for the items of all study variables fell within the range of 0.905 to 1.109, indicating a

relatively low dispersion of responses around a mean of approximately 1 from the sample members. Furthermore, the skewness and kurtosis values for the items of all variables were within the range of -2.58 to 2.58, suggesting a normal distribution of responses.

4.1Construct validity

Construct validity is a critical aspect of measurement, reflecting the degree to which a measure captures the intended theoretical construct. This study employed a multi-step approach to ensure construct validity, following the procedures outlined by Gerbing et al. (1996). Exploratory factor analysis (EFA) was conducted initially. This technique facilitated the identification of items that exhibited poor fit with the underlying construct, allowing for their removal and refinement of the measurement model. Subsequently, confirmatory factor analysis (CFA) was employed to assess the fit of the revised model to the data. This approach provided a robust evaluation of the measurement instrument's ability to capture the intended theoretical construct. Furthermore, convergent and discriminant validity were assessed to strengthen the interpretation of the measurement model.

4.2 Exploratory Factor Analysis (EFA)

The scales of Strategic Agility, Competitive advantage Ambidexterity and Org. Performance were originally developed, validated and used in a different environment. So, to ensure a

clear factor structure for the current study, an exploratory factor analysis (EFA) was conducted on the measurement items, The EFA aimed to identify robust factors and eliminate items exhibiting weak factor loadings, thereby enhancing the construct validity of the measurement model for the current study

The EFA was executed using SPSS V25, employing Hotelling's Principal Components method for factor extraction and Varimax rotation for factor interpretation. A minimum factor loading threshold of 0.3 was adopted to ensure the retention of items with substantial loadings on the underlying factors. The initial analysis yielded seven factors. However, upon closer examination of the factor loadings, it was observed that the items exhibited higher loadings on six distinct factors, each with an eigenvalue exceeding one. Collectively, these six factors explained 69.589% of the total variance. Notably, the items pertaining to Strategic Agility loaded onto three sub-factors: Resource Fluidity, Leadership and Collective Commitment, and Strategic Sensitivity. Competitive Advantage items formed a single overarching factor, and similarly, the items for Ambidexterity and Organizational Performance each loaded onto one distinct factor (detailed in Table NO.6). The analysis did not exclude any item, and the least related item to its factor was SASS6, with a loading value of 0.591.

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy yielded a value of 0.942, signifying a meritorious

sampling level according to the criteria established by Kaiser and Rice (1974). Furthermore, Bartlett's test of sphericity produced a statistically significant result (χ^2 = 16490.548, p = 0.00), upholding the suitability of factor analysis for the data.

Table 6: Exploratory Factor Analysis and Cronbach's Alpha

Ind. Variable	Dimensions	Items	Loading	Dep. Variable	Items	Loading
Strategic Agility (α = 0.954)	Resource Fluidity (α = 0.864)	SARF1	0.602	Organizational Performance (α = 0.968)	OPF1	0.743
		SARF2	0.668		OPF2	0.746
		SARF3	0.611		OPF3	0.682
		SARF4	0.643		OPF4	0.671
	Leadership and Collective Commitment (α = 0.931)	SALC1	0.683		OPF5	0.709
		SALC2	0.676		OPC1	0.744
		SALC3	0.675		OPC2	0.778
		SALC4	0.641		OPC3	0.747
		SALC5	0.606		OPC4	0.774
		SALC6	0.661		OPP1	0.717
		SALC7	0.608		OPP2	0.727
	Strategic Sensitivity (α = 0.927)	SASS1	0.725		OPP3	0.749
		SASS2	0.664		OPP4	0.685
		SASS3	0.703		OPP5	0.739
		SASS4	0.636		OPLG1	0.715
		SASS5	0.687		OPLG2	0.735
		SASS6	0.591		OPLG3	0.682
		SASS7	0.659		OPLG4	0.709
Med. Variable	Items	Loading	Items	Loading	Items	Loading
Competitive Advantage (α = 0.974)	CAI1	0.657	CASQ3	0.77	CAPF4	0.725
	CAI2	0.669	CASQ4	0.737	CADR1	0.739
	CAI3	0.684	CASQ5	0.745	CADR2	0.66
	CAI4	0.709	CAPF1	0.729	CACL1	0.752
	CASQ1	0.746	CAPF2	0.747	CACL2	0.749
	CASQ2	0.72	CAPF3	0.681	CACL3	0.765
Ambidexterity (α = 0.922)	AERI1	0.592	AERI3	0.719	AEVI2	0.67
	AERI2	0.68	AERI4	0.65	AEVI3	0.69
	AEVI1	0.706				

Source: prepared by the researcher

Cronbach's alpha (α) was employed to evaluate the internal consistency of the scale using SPSS V25 software. As detailed in Table No.6, all factors demonstrated both satisfactory reliability (α > 0.5) and strong reliability (α > 0.7).

4.4 Confirmatory Factor Analysis (CFA)

A two-stage confirmatory factor analysis (CFA) using AMOS v26 was employed to iteratively assess and refine the measurement model. The first stage involved a first-order CFA of the factors identified through exploratory factor analysis (EFA).

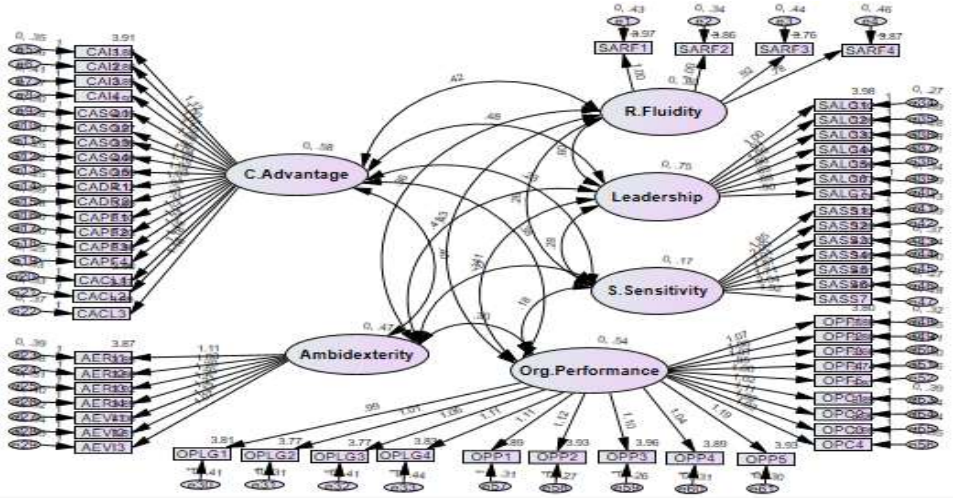

Figure 2: First-order CFA (Start)

Source: prepared by the researcher

The initial unadjusted first-order confirmatory factor analysis of the measurement model yielded a statistically significant chi-square statistic (CMIN/DF = 2.245, DF = 164, p = 0.00). However, fit indices did not meet conventional thresholds for acceptable model fit based on the guidelines of Hu and Bentler (1999) and Browne and Cudeck (1992).

To improve model fit, modification indices were consulted, and a series of adjustments were implemented (detailed in Table NO.7). These modifications primarily involved removing specific items. Following these refinements, the revised model achieved satisfactory fit indices (CMIN/DF = 1.621, CFI = 0.963, IFI = 0.964, NFI = 0.911, TLI = 0.958, RFI = 0.902, and RMSEA = 0.049).

Table 7: First-order CFA Model Modifications and fit measures

Model Modifications	PCMIN/D	NFI	RFI	IFI	TLI	CFI	RMSEA
	< 3	≥ 0.9	≥ 0.9	≥ 0.9	≥ 0.9	≥ 0.9	< 0.08
NO modifications	2.733	0.733	0.722	0.812	0.804	0.812	0.082
eliminating (OPP2, OPP3)	2.734	0.738	0.726	0.816	0.807	0.815	0.082
+ eliminating (CACL1, OPLG4)	2.696	0.746	0.734	0.824	0.814	0.823	0.081
+ eliminating (OPP1, CASQ4)	2.628	0.756	0.744	0.833	0.824	0.832	0.08
+ eliminating (OPLG3, OPC1)	2.585	0.766	0.754	0.842	0.833	0.841	0.079
+ eliminating (CASQ3, AERI1)	2.599	0.771	0.759	0.846	0.837	0.845	0.079
+ eliminating (CACL3, CAI4)	2.552	0.779	0.767	0.853	0.844	0.852	0.078
+ eliminating (CACL2, SARF3)	2.545	0.786	0.773	0.858	0.849	0.857	0.078
+ eliminating (OPLG2, OPC2)	2.474	0.797	0.785	0.869	0.859	0.868	0.076
+ eliminating (OPLG1, SALC7)	2.467	0.806	0.793	0.875	0.866	0.874	0.076
+ eliminating (OPF4, CAPF2)	2.385	0.818	0.805	0.885	0.876	0.885	0.074
+ eliminating (OPC4, CASQ5)	2.32	0.829	0.816	0.895	0.886	0.895	0.072
+ eliminating (AEVI2, CAI3)	2.245	0.841	0.828	0.905	0.897	0.905	0.07
+ eliminating (OPP5, SALC2)	2.195	0.852	0.838	0.913	0.905	0.913	0.068
+ eliminating (SASS7, OPF3)	2.099	0.862	0.849	0.923	0.915	0.922	0.066
+ eliminating (CAI1, AEVI3)	2.073	0.87	0.856	0.928	0.92	0.928	0.065
+ eliminating (OPF5, CAPF4,)	2.04	0.876	0.861	0.933	0.924	0.932	0.064
+ eliminating (SASS1, OPF1)	1.7	0.901	0.888	0.957	0.95	0.956	0.052
+ eliminating (CADR1, CADR2)	1.621	0.911	0.902	0.964	0.958	0.963	0.049

Notes: CMIN/DF = discrepancy divided by degree of freedom; CFI = Comparative Fit Index; IFI = Incremental Fit Index; NFI = Normed Fit Index; TLI = Tucker-Lewis coefficient; RFI = Relative Fit Index; RMSEA = Root Mean Square Error of Approximation

Source: prepared by the researcher

In the second stage, a second-order CFA was performed. This involved introducing "Strategic Agility" as a second-order latent construct encompassing the previously identified first-order factors: Resource Fluidity, Leadership and Collective Commitment, and Strategic Sensitivity. Notably, Competitive Advantage, Ambidexterity, and Organizational Performance remained as distinct first-order latent variables. The analysis was then repeated, and a series of adjustments were implemented.

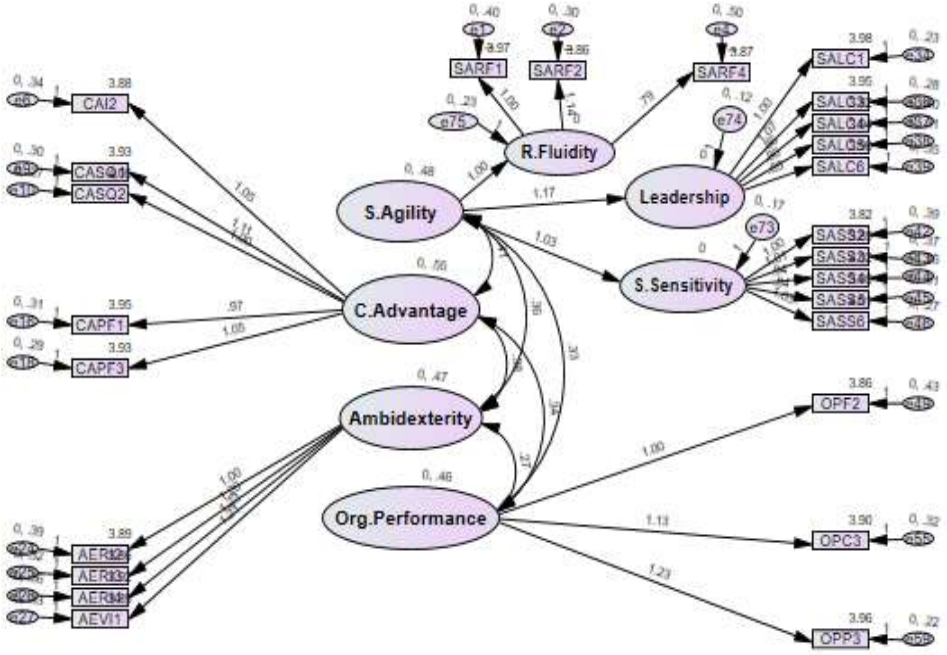

Figure 3: Second-order CFA (End)

Source: prepared by the researcher

4.5 Convergent Validity and Discriminant Validity

Ketchen et al. (2006) reported that Composite Reliability (CR) is an indicator of internal consistency, it can be used in addition to Cronbach's Alpha to assess reliability of a measurement scale. De Vaus (2002) suggested that Cronbach's Alpha and CR should both be equal to or greater than 0.70 for acceptable reliability of research variables.

Table 8: Indicators of internal consistency and validity for the first-order measurement model

Variable	CR	AVE	MSV	MaxR(H)	C.Advantage	Ambidexterity	Org.Performance	S.Sensitivity	Leadership	R.Fluidity
C.Advantage	0.907	0.661	0.568	0.908	0.813					
Ambidexterity	0.878	0.643	0.568	0.881	0.754***	0.802				
Org.Performance	0.805	0.579	0.484	0.808	0.696***	0.631***	0.761			
S.Sensitivity	0.902	0.647	0.625	0.904	0.718***	0.710***	0.611***	0.805		
Leadership	0.913	0.679	0.625	0.92	0.726***	0.679***	0.694***	0.790***	0.824	
R.Fluidity	0.829	0.62	0.599	0.845	0.621***	0.591***	0.643***	0.699***	0.774***	0.787

Source: prepared by the researcher

In the two models, all Variables' CR values were above 0.70, and their Average Variance Extracted (AVE) values were higher than 0.50 and less than (CR). This indicates that the convergent validity of all constructs was satisfactory

Table 9: Indicators of internal consistency and validity for the second-order measurement model

Variable	CR	AVE	MSV	MaxR(H)	C.Advantage	S.Agility	Ambidexterity	Org.Performance
C.Advantage	0.907	0.661	0.632	0.908	0.813			
S.Agility	0.902	0.755	0.632	0.912	0.795***	0.869		
Ambidexterity	0.878	0.643	0.578	0.881	0.754***	0.761***	0.802	
Org.Performance	0.843	0.643	0.506	0.86	0.678***	0.711***	0.588***	0.802

Source: prepared by the researcher

The results related to discriminant validity for all constructs. In each model, the square root of AVE values for each variable is higher than correlations between the variable and other variables. This confirms that all constructs used in the study are unique and distinctive, Overall, these results indicated that validity of these variables were acceptable.

4.6 Hypothesis testing

Based on the results of confirmatory factor analysis, the variables were computed and then path analysis was conducted to test the hypothesized relationships. Path analysis model 1 examined the primary hypotheses, while model 2 focused on the secondary hypotheses.

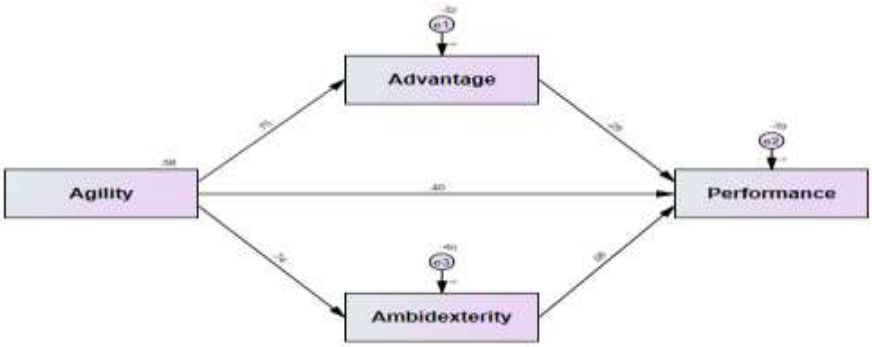

Figure 4: Path analysis 1

Source: prepared by the researcher

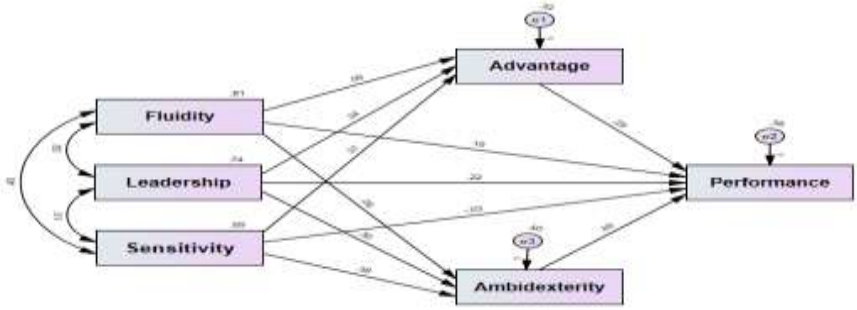

Figure 5: Path analysis 2

Source: prepared by the researcher

Table 10 shows a summary of the findings of the research paper in terms of testing the study objectives and showing the interrelationships between the variables.

Table 10: Results of Hypothesis testing

H. No	Path	Estimate	P	Remarks
H1	Strategic Agility → Organizational Performance	0.4	. ***	Supported
H2	Strategic Agility → Competitive Advantage	0.751	***	Supported
H3	Competitive Advantage → Organizational Performance	0.286	***	Supported
H4	Strategic Agility → Competitive Advantage → Organizational Performance	0.215	0.039	Supported
H5	Strategic Agility → Ambidexterity	0.741	***	Supported
H6	Ambidexterity → Organizational Performance	0.076	0.217	Not supported
H7	Strategic Agility → Ambidexterity → Organizational Performance	0.056	0.383	Not supported
H1.a	Resource Fluidity → Organizational Performance	0.194	0.001	Supported
H2.a	Resource Fluidity → Competitive Advantage	0.09	0.027	Supported
H4.a	Resource Fluidity → Competitive Advantage → Organizational Performance	0.026	0.035	Supported
H5.a	Resource Fluidity → Ambidexterity	0.064	0.293	Not supported
H7.a	Resource Fluidity → Ambidexterity → Organizational Performance	0.006	0.463	Not supported
H1.b	Leadership and Collective Commitment → Organizational Performance	0.217	0.005	Supported
H2.b	Leadership and Collective Commitment → Competitive Advantage	0.342	***	Supported
H4.b	Leadership and Collective Commitment → Competitive Advantage → Organizational Performance	0.099	0.037	Supported
H5.b	Leadership and Collective Commitment → Ambidexterity	0.297	***	Supported
H7.b	Leadership and Collective Commitment → Ambidexterity → Organizational Performance	0.028	0.111	Not supported
H1.c	Strategic Sensitivity → Organizational Performance	-0.031	0.685	Not supported
H2.c	Strategic Sensitivity → Competitive Advantage	0.314	***	Supported
H4.c	Strategic Sensitivity → Competitive Advantage → Organizational Performance	0.091	0.052	Not supported
H5.c	Strategic Sensitivity → Ambidexterity	0.378	***	Supported
H7.c	Strategic Sensitivity → Ambidexterity → Organizational Performance	0.036	0.252	Not supported

Source: prepared by the researcher

5. Conclusion

Strategic agility is the core competency of organizations that enables them to survive and prosper in externally unstable turbulence. It means constant strategy tailoring, product and service innovation, and the construction of valuable business models. Strategic awareness, resource flexibility, leadership, and group commitment are these elements that facilitate enhancement in their agility. All these, in turn, combined with consumer interface adaptability, collaboration, and operations, enable the organizations to respond quickly to changed circumstances, manage costs, expand market share, and finally achieve a competitive advantage. This research explores strategic agility in the Egyptian tourism industry in relation to the competitive advantage, ambidexterity, and organizational performance. This descriptive and survey research method analyzed data from 257 usable responses. The findings have shown a strong positive relation between strategic agility, competitive advantage, and organizational performance. Key dimensions of leadership, resource flexibility, and strategic sensitivity significantly affect the capacity for competitive advantage. However, ambidexterity did not provide a significant direct impact on organizational performance, nor did it emerge as a mediator between strategic agility and performance. Strategic agility is considered to be one of the prime facilitators in sustaining competitive advantage and realizing superior organizational efficiency. It describes strategic

insight, unity within the leadership team, and adaptive resource management as key to enhancing organizational performance. It is, therefore, easy for organizations to integrate such findings into their strategic framework to enable their competitiveness in dynamic market environments, enhancement of decision-making processes, and achievement of growth in the long run. Indeed, these insights would be valued in the tourism industry through actionable strategies that guarantee competitiveness and responsiveness in environmental changes.

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