



Journal of Association of Arab Universities for Tourism and Hospitality (JAAUTH)

journal homepage: <http://jaauth.journals.ekb.eg/>



Do Organizational Agility, Corporate Social Responsibility, and Psychological Empowerment Influence Hotel Performance? Evidence from the Egyptian Hospitality Industry

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ARTICLE INFO

Abstract

Keywords:

Organizational agility;
Corporate social
responsibility;
Psychological
empowerment;
Hotel performance.

(JAAUTH)
Vol 28, No 1,
(June 2025),
pp.339 -361

Despite the growing interest in hotel performance determinants, there remains a gap in the literature concerning the role of organizational agility, corporate social responsibility, and psychological empowerment as key antecedents in the Egyptian hospitality sector. Therefore, the current research aims to investigate the impact of organizational agility, corporate social responsibility, and psychological empowerment on hotel performance in Egypt. Additionally, the research developed and empirically tested a conceptual model grounded in Stakeholder Theory within the Egyptian hospitality industry. To achieve this objective, web-based questionnaires were distributed to a stratified random sample of 306 employees, supervisors, department managers, and general managers working in Egyptian hotels. The research contributes to the Stakeholder Theory paradigm by experimentally investigating the influence of corporate social responsibility on hotel performance in Egypt. The results declared that organizational agility, corporate social responsibility, and psychological empowerment positively impact the model outcome (hotel performance). Furthermore, the results revealed that organizational agility has the strongest effect among the adopted variables. This research addresses a critical knowledge gap and provides valuable managerial insights for improving hotel performance in the Egyptian hospitality sector.

1. Introduction

In today's changing business environment, hotels have become more focused on improving their performance to secure long-term viability and success (Hu et al., 2020; Chwiłkowska-Kubala et al., 2023). In this regard, the adoption and application of organizational agility and corporate social responsibility have shown considerable interest due to their potential to enhance firm performance and foster psychological empowerment (Kim et al., 2018; Malik et al., 2021; Dekoulou et al., 2023; Ludviga & Kalvina, 2024).

Organizational agility (OA) is the ability of an organization to adjust, react, and prosper in a setting marked by swift change and unpredictability (Alqarni et al., 2023). OA involves the organization's capacity to spot and seize opportunities, quickly adjust tactics and operations, and deftly handle obstacles and setbacks (Melián-Alzola et al., 2020). OA is also defined as the aptitude of a hotel to quickly recognize opportunities and risks in the external environment, which is crucial in today's competitive market (Devie et al., 2023; Atienza-

Barba et al., 2024). Hence, it allows organizations to manage operations during uncertainty and quickly adjust to changes. Moreover, agility is essential for hotel success (Felipe et al., 2020; Atobishi et al., 2024).

Corporate social responsibility (CSR) is a crucial strategy for companies, particularly in the hotel industry (Qian et al., 2021). CSR is a self-driven operational initiative to improve society's well-being, and CSR has become a key part of hotel operations (Wang et al., 2020). CSR practices include adopting eco-friendly facilities, providing real-time assistance to communities, and improving employee well-being (Mariño-Romero et al., 2020; Sarwar et al., 2024). Hotels have employed CSR initiatives to positively impact local communities, boost employee well-being, and engage in environmental conservation (Wang et al., 2020; Lin et al., 2022). CSR initiatives also strengthen hotels' resilience, make market data collection easier, improve hotel performance, and build positive customer interactions (Shin & Hong, 2022; Khan et al., 2023; Li & Rabeeu, 2024).

Psychological empowerment (PE) is a motivational construct with four sub-dimensions: meaning, competence, self-determination, and impact (Yilmaz & Toyman, 2021). PE is a crucial factor in organizational success, developing effort, improving corporate reputation, and enhancing productivity and performance (Khatoon et al., 2024). PE develops work relationships and organizational effectiveness (Papacharalampous & Papadimitriou, 2021). Moreover, empowered employees share knowledge, are responsible, and have a positive attitude, influencing their behavior and work outcomes (Abubakar & Sanda, 2024). They are also well-distributed in responsibilities, resources, and work outcomes (Kiran et al., 2019; Iqbal et al., 2020). Numerous studies have addressed that PE is a predictor of different behaviors in organizational settings, including innovation, organizational citizenship, superior performance, positive job satisfaction, and commitment (Pacheco et al., 2023; Pacheco & Coello-Montecel, 2023).

Hotel performance (HP) is a reflection of a company's achievement or productivity, indicating the degree to which its goals have been reached (González-Rodríguez et al., 2021). HP refers to an organization's efficiency in allocating resources to achieve goals (Hameed et al., 2021). HP can be measured through efficiency, productivity, and competitiveness (Wei et al., 2020). HP concentrates on a company's long-term success aspects, including research and development, customer satisfaction, internal business process efficiency, innovation, and staff satisfaction, and capturing performance improvements (Miller et al., 2020).

Previous studies have examined the relationship between OA and several variables such as environmental uncertainty and innovation (Abdel-Aty & Deraz, 2022); organizational trust and ambidexterity (Khairy et al., 2023); intellectual capital and organizational resilience (Alshiha et al., 2024); sustainable performance and institutional excellence (Khalaf, 2024); organizational creativity and competitive advantage (Magdy & Elmakkawy, 2024). However, there is a shortage of studies investigating the relationship between OA and HP in the Egyptian hospitality setting.

Numerous studies have investigated the relationship between CSR and several variables such as customer loyalty (Mohamed & Fahmi, 2014); employee retention (Radwan, 2015); job satisfaction, organizational commitment, and turnover intention (Abdelhakim & Agwa, 2022); green perceived value, green attitude, and environmental well-being (Khairy et al., 2023); employee engagement (Ibrahim et al., 2024). Nevertheless, there is a lack of studies examining the relationship between CSR and HP in the Egyptian hospitality context. In addition, several studies have failed to find a substantial impact of CSR on HP (Hakimi et al., 2023; Yeon et al., 2021). This variance may be due to different methodologies, study periods,

and variables used to evaluate CSR (Úbeda-García et al., 2021). Thus, the present research attempts to explain the effect of CSR on HP.

Earlier studies have explored the relationship between PE and several variables such as organizational change (Nassar, 2017); authenticizotic climate, innovative work behavior, and leader-member exchange (Abdelkawi et al., 2023); innovative work behavior (Tager et al., 2023); employee resilience (Alshiha et al., 2024); authentic leadership and workplace bullying (Al-Romeedy & Khairy, 2024); sustainable performance (Mostafa et al., 2024). However, there is a shortage of studies uncovering the relationship between PE and HP in the Egyptian hospitality context.

Moreover, there are no previous studies have explained the relationship between OA, CSR, PE, and HP in the Egyptian hospitality contexts. Hence, there is a necessity to uncover the relationship between OA, CSR, PE, and HP variables and fill the above-mentioned research gap. Therefore, the current research intends to develop a conceptual model that includes the four mentioned variables and examine the unexplored relationships in the Egyptian hospitality context: the effect of organizational agility on hotel performance, the impact of corporate social responsibility on hotel performance, and the effect of psychological empowerment on hotel performance.

2. Literature Review and Hypotheses Development

2.1. Hotel Performance

HP is an organization's capacity to fulfil certain goals through consistent dedication, proper management, and excellent governance (Nicolau et al., 2024). Hotels that provide products and services should need to take advantage of conformist viewpoints to increase profits (Yoo et al., 2022). For organizations to thrive and progress, consistent performance should be the highest focus (Kuzey et al., 2021; Lim, 2024). HP is also the effectiveness and efficiency of an organization in allocating and utilizing its resources to accomplish its pre-determined objectives (Ibrahim et al., 2024; Zeng, 2024).

2.2. The Stakeholder Theory

The current research adopts the stakeholder theory (Freeman, 2001) to explain the relationship between CSR and HP in hospitality. According to stakeholder theory, hotel managers should focus on groups influenced by a hotel's commercial activity, such as stockholders, employees, customers, and the community (Goffi et al., 2022). CSR refers to how a hotel handles stakeholders regarding moral obligation (Babajee et al., 2022). Stakeholder theory can explain the motivation for CSR behaviors, a potential theory to "match" the CSR notion (Theodoulidis et al., 2017). Furthermore, stakeholder theory is a well-known concept in the field of CSR (Farmaki, 2019). CSR focused on more practical challenges in 1990 (Goffi et al., 2022). In the 1990s, CSR focused on practical issues, linking benefits to specific business cases and addressing tangible benefits (Babajee et al., 2022). During the late 1990s, scholars incorporated CSR into strategic management to create a link between ideas and market results (Dmytriiev et al., 2021). Since the 20th century, CSR has seen an increase in value creation, enabling businesses to attract valuable human resources and build a positive corporate image (Yang et al. 2019). In the new millennium, CSR has become a focus on sustainability, focusing on maximizing long-term good outcomes while minimizing negative societal impacts (Yoon & Chung, 2018). Moreover, CSR activities are now considered a vital component in business objectives to achieve sustainability (Alrousan

et al., 2015). Furthermore, stakeholder theory implies that hotels are under pressure from a variety of stakeholders, including employees, consumers, suppliers, the government, and the community, to incorporate CSR practices (Koseoglu et al., 2021). These externalities can encourage businesses to solve societal challenges such as environmental degradation while also improving their reputation through socially responsible actions such as charitable donations and community involvement (Rodríguez-Fernández et al., 2020). This theory can explain why hotels engage in CSR and how they allocate resources to manage stakeholder relationships to improve their well-being (González-Rodríguez et al., 2019).

2.3. Hypotheses Development

2.3.1. Organizational Agility and Hotel Performance

OA enables hotels to quickly respond to market opportunities and threats, enhancing their competitive edge and market share (Liu et al., 2014; Caesari et al., 2023). On the one hand, OA enhances HP by expanding innovation and responding quickly to changes (Jayampathi et al., 2022). On the other hand, OA emphasizes an entrepreneurial mindset, helping hotels make strategic decisions in uncertain conditions (Cegarra-Navarro et al., 2016). Also, OA gains market intelligence and explores competitive opportunities, ultimately improving HP (Chakravarty et al., 2013; Atobishi et al., 2024). Moreover, agile hotels innovate constantly, respond to customer demand, and capitalize on market opportunities, eventually improving their bottom-line performance (Darvishmotevali et al., 2020; Khalil, 2023). In addition, agile enterprises can develop competitive products and increase their chances of success by shortening the time to market, which leads to improved customer satisfaction, market effectiveness, and profitability in the global market (Zhou et al., 2019; Cho et al., 2023). Based on the above, the research proposes the following hypothesis:

H1: Organizational agility has a positive and significant effect on hotel performance.

2.3.2. Corporate Social Responsibility and Hotel Performance

CSR is measured using three stakeholder dimensions: CSR environment, CSR local, and CSR customers (Sarwar et al., 2024; Jiang et al., 2025). Earlier research revealed that CSR promotes better HP by attracting socially responsible customers, mitigating the risk of regulation, and improving a hotel's reputation with customers (Laskar & Gopal Maji, 2018; Al-Shammari et al., 2022; Jaaron et al., 2024). Martinez-Conesa et al. (2017) discovered that when a hotel invests in CSR, it receives a higher financial return, which leads to a better hotel image. Besides, Yang et al. (2019) stated that a corporation can boost its performance by sharing more information about CSR to satisfy stakeholders' needs. Hence, Wei et al. (2020) demonstrated that CSR enhances reputation, which improves HP. In addition, numerous studies have confirmed that CSR is a crucial mechanism to expand the efficiency of enterprises (Kong et al., 2020; Babajee et al., 2022; Lee et al., 2024). Thus, the following hypothesis is formulated:

H2: Corporate social responsibility has a positive and significant effect on hotel performance.

2.3.3. Psychological Empowerment and Hotel Performance

PE is a motivational construct that has four sub-dimensions: meaning, self-determination, competence, and impact (Sun et al., 2024; Liu et al., 2025). Meaning refers to the fit between the requirements of a task and an employee's values and ideas; competence refers to the employee's ability to perform a task successfully; self-determination refers to the employee's ability to choose his/her tasks; and impact refers to the employee's contribution to the job makes an impact on the overall performance of the organization (Lim et al., 2024). Pacheco et al. (2023) addressed that employees who feel psychologically attached and identify with the organization are more likely to contribute to its success. Also, Iqbal et al. (2020) noted that empowered employees with applicable knowledge, skills, and competencies can deliver exceptional organizational results. Prior studies showed that PE directly impacts HP, enabling employees to perform their jobs effectively (Francis & Alagas, 2020; Sahadev et al., 2024). Hence, the effectiveness of PE depends on the individual's commitment to the organization (Özbağ & Çekmecelioğlu, 2022). Moreover, effectively devoted employees contribute unique and valuable resources to the hotel, giving it a competitive advantage over its competitors and enhancing the enterprise's success (Chiang & Hsieh, 2012; Ma et al., 2021). Based on the above, the research develops the following hypothesis:

H3: Psychological Empowerment has a positive and significant effect on hotel performance.

2.4. Research Theoretical Framework

Based on an analysis of the literature, the research model illustrates that OA, CSR, and PE positively impact HP as shown in Figure 1.

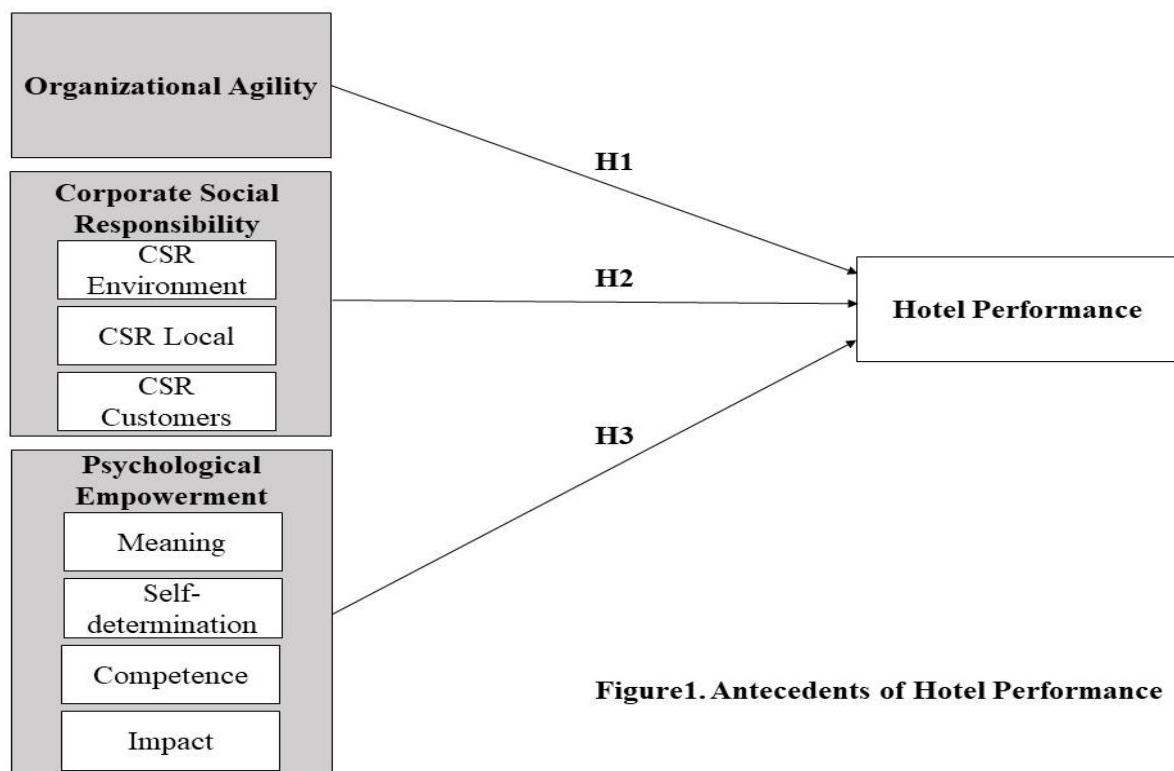


Figure1. Antecedents of Hotel Performance

3. Research Methodology

3.1. Sampling and Data Collection Procedure

The current research adopts numerous data collection measures. The researchers tested the effect of three novel antecedents on hotel performance in the hospitality industry in Egypt. The appropriate respondents were hotel employees, supervisors, department managers, or general managers who work in one of the hotels in Egypt. The questionnaire asked respondents two screening questions to set the appropriate criteria for choosing a suitable sample. The first question dealt with consent; it informed them that their contribution to the survey was voluntary. The second screening question asked whether the respondent works at a hotel in Egypt (as an employee, supervisor, department manager, or general manager). If the respondent was not a hotel employee, supervisor, department manager, or general manager, he/she was immediately directed to the disqualification page by the system.

Based on Cohen's (1992) suggestions for multiple OLS regression, this research detected the appropriate sample size and used the G*Power program version 3.1.9.2. By identifying the effect size (F^2) as small, medium, and large. The largest required sample size: 699 for small effect sizes ($F^2=.02$), 98 for medium effect size ($F^2=0.15$), and 45 for big effect size ($F^2=0.35$). Based on the G*Power results above, the researchers decided that 300–350 completed questionnaires would be the most appropriate sample size for this study, taking into account time and cost considerations. To find eligible participants, the stratified random sampling technique was adopted.

To facilitate data collection, the questionnaire survey was designed using Google Forms. The questionnaire link was distributed to hospitality employees in two ways: hotel employees' social media communities, and to the hotel managers and department managers who have network connections with the researchers. Data were collected from August to October 2024. Google Forms gave the researchers 367 completed questionnaires, all participants fulfilled the requirements for contribution to this research. The researchers kept 306 questionnaires for analysis after removing 61 misleading answers. Hence, the number of respondents exceeds the minimum required sample size.

Additionally, according to Hair and Alamer (2022), the sample size was determined by applying the "10-times rule," which states that the number of observations could range from 5 to 10 times the number of measurement items. The current research employed (38) items from previous studies. Based on the above-mentioned rule of thumb, the appropriate sample size for a questionnaire includes (38) questions, and 190 to 380 respondents. This sample size is considered acceptable for inspection of the research model with Smart-PLS software v4, exceeding the recommended minimum sample size. Additionally, PLS-SEM does not need a large sample size.

3.2. Measurement Items

The survey comprised six sections. The first section of the questionnaire explained the prerequisites for the questionnaire, anonymity, confidentiality, and the screening questions. The second section involved basic demographic data of the respondents (gender, age, educational level, years of experience, managerial level, and city of work). The sections, from

3 to 6, measure the research variables: OA, CSR, PE, and HP, respectively. The proposed conceptual model includes four constructs: OA, CSR, PE, and HP. The assessment of items is anchored on a five-point Likert scale ranging from (1 = *strongly disagree*, to 5 = *strongly agree*). To measure OA, 6 measurement items were adapted from Cegarra-Navarro et al. (2016). For the valuation of CSR, the researchers adopted a total of 10 items to measure CSR from González-Rodríguez et al. (2019). The scale consists of three dimensions: environment (3 items), local (4 items), and customers (3 items). Finally, 12 items were modified to test PE, including four dimensions (meaning, competence, self-determination, and impact); each dimension has three items (Spreitzer, 1995). To measure the main outcome of the proposed model, the researchers employed 10 measurement items for HP (López-Nicolás & Meroño-Cerdán, 2011). Items' wording slightly changed to accommodate the hospitality industry.

3.3. Data Analysis

The researchers employed three software programs for data analysis. First, IBM SPSS v. 30 was used for the analysis of the respondents' demographic characteristics and the assessment of common method bias (Harman's single-factor test). Second, G*Power v. 3.1.9.2 was used for the examination of the sample size of the proposed model. Third, PLS-SEM (Smart-PLS v.4) is used for the assessment of the inner model and outer model.

4. Results

4.1. Demographic characteristics of respondents

Table 1 shows the background characteristics of the respondents. More than three-quarters of the respondents were male (77.2%). Almost 75% of their ages ranged between 30 and 50. Around 60% of them had at least a bachelor's degree. More than 90% of the participants had 5 years of experience or more. Nearly half of the sample were employees without managerial positions. However, the rest of the respondents were supervisors, department managers, or senior management level. The sample included respondents from Minia (24.4%), Sharm El-Sheik (25.6%), Hurghada (24.4%), Cairo (18.4%), Luxor (12.4%), Alexandria (9.6%), and other (1.6%).

Table 1. Features of the sample (n=306)

Demographic	Percentages %
Gender	
Male	77.2
Female	22.8
Age	
Less than 30	12.8
From 30 to 40	33.6
From 41 to 50	41.2
More than 50	12.4
Educational level	
Less than a high school degree	1.6
High school graduate	12
Technical degree (2-year)	11.2
Bachelor's degree (4-year)	62.8
Master's Degree	6.8
Doctoral Degree	5.6
Years of experience	
Less than 5 years	8.4
From 5 to less than 10 years	30
From 10 to 15 years	44.8
More than 15 years	16.8
Managerial level	
Non-managerial level	46
Supervisor	16.8
Department manager	22.4
Senior management	14.8
City of Working	
Hurghada	24.4
Cairo	18.4
Sharm El-Sheik	25.6
Alexandria	9.6
Luxor	12.4
Minia	24.4
Other	1.6

4.2. Common method bias

Implementing one data collection method, such as a self-reported questionnaire, may lead to common method bias (CMB) (Eichhorn, 2014). To avoid this possible issue, the researchers performed practical remedies. First, the high-quality data was collected only from participants with sufficient acquaintance. A screening question was asked in the survey to disqualify respondents who did not meet the criteria, and only the most qualified respondents were included. Second, respondents' identities and data confidentiality were rigorously guaranteed. Third, a random presentation of the questions was applied to the online survey configuration. Fourth, the current research adopted the measurement items from different sources.

Additionally, the researchers applied Harman's single-factor test (Podsakoff et al., 2003) and a full collinearity test (Kock, 2015) to detect common method bias (CMB). First, Hair et al. (2017) recommended using Harman's single-factor test to assess CMB. In this research, IBM SPSS Statistics 30 was utilized to perform the test. The results showed that the model

explained 61% of the total variance, with the first factor accounting for 39%, confirming that CMB was not a concern. Second, a full collinearity assessment was conducted using a factor-based PLS-SEM algorithm in Smart PLS 4.0. The variance inflation factor (VIF) values ranged from 1.027 to 3.212 (Table 2). According to Kock (2015), VIF values of 3.3 or lower indicate the absence of multicollinearity and CMB. Therefore, the results confirm that the data are free from common method bias.

Table 2. Full collinearity test

	1	2	3	4
Organizational Agility	-----	3.110	2.728	2.471
Corporate Social Responsibility	1.084	-----	1.088	1.027
Psychological Empowerment	2.891	3.152	-----	2.592
Hotel Performance	3.024	3.212	2.870	-----

4.3. Measurement Model

The measurement model assessment includes evaluating reliability and validity. To examine cross-loadings, the researchers employed a path-based PLS consistent algorithm, analyzing 38 items used to measure four constructs in the proposed model. The item loadings ranged from 0.646 to 0.921 and were statistically significant ($t\text{-value} > 1.96$). According to Henseler et al. (2009) and Hair et al. (2014), item loadings should exceed 0.7 to confirm indicator reliability. However, Hair and Alamer (2022) suggested that values between 0.40 and 0.70 may be acceptable in certain cases. Following this criterion, four items with loadings below 0.6 (PE2, PE3, HP6, HP7) were removed. After purification, the final model retained 34 items, confirming indicator reliability.

To assess internal consistency, the research utilized Cronbach's alpha (α) and composite reliability (CR), following Vinzi et al. (2009). A threshold of 0.7 or higher is required for both α and CR to establish internal consistency (Hair et al., 2014). As both values exceeded this threshold (see Table 3), the model's reliability was confirmed.

Convergent validity was assessed using the average variance extracted (AVE). According to Fornell and Larcker (1981), convergent validity is established when AVE values exceed 0.50. As all AVE values met this criterion (see Table 3), convergent validity was confirmed.

Table 3. Reliability, Convergent Validity, R^2

Constructs	α	CR	AVE	R^2
Organizational Agility	0.912	0.915	0.634	
Corporate Social Responsibility (CSR)	0.951	0.953	0.666	
CSR Customers	0.833	0.838	0.626	
CSR Environment	0.926	0.930	0.811	
CSR Local	0.882	0.883	0.651	
Psychological Empowerment	0.942	0.947	0.630	
Competence	0.920	0.923	0.797	
Self-determination	0.870	0.870	0.690	
Impact	0.894	0.903	0.746	
Hotel Performance	0.921	0.927	0.600	0.746

Discriminant validity is important in assessing measurement models (Henseler et al., 2015). The current research depends on the Heterotrait-Monotrait ratio (HTMT) to identify the lack of discriminant validity. Henseler et al. (2015) demonstrated that $HTMT_{0.9}$ is the best criterion to establish the discriminant validity, and confirmed that HTMT shouldn't exceed 0.9. As shown in Table 4, HTMT values are lower than 0.9, confirming the discriminant validity.

Table 4. Discriminant Validity (HTMT)

Construct	1	2	3	4
Organizational Agility				
Corporate Social Responsibility	0.126			
Psychological Empowerment	0.889	0.146		
Hotel Performance	0.860	0.241	0.877	

4.4. Structural Model

The hypotheses were tested using the path-based PLS consistent algorithm and the consistent bootstrapping (Table 5). The first hypothesis, that OA and HP have a positive connection, is validated ($\beta=0.439$, $p<0.001$). Thus, OA has a significant effect on HP. The confirmation of Hypothesis 2 (H2: $\beta=0.124$; $p<0.001$) shows that CSR significantly affects HP. Furthermore, PE has a significant influence on HP (H3) (H3: $\beta=0.390$; $p<0.001$). This study's examination of all presented hypotheses yielded positive and substantial results ($t>1.96$, $p<0.001$). See Figure 2.

Table 5. Results of Structural Model

Path #	Hypotheses Path	Path Coefficients (β)	t-value	Result
1	OA → HP	0.439	3.461***	<i>Supported</i>
2	CSR → HP	0.124	2.736***	<i>Supported</i>
3	PE → HP	0.390	2.985***	<i>Supported</i>

*** $p < 0.001$ (99.9% significance)

** $p < 0.01$ (99% significance)

* $p < 0.05$ (95% significance)

The proposed model includes one endogenous variable (hotel performance), with an R^2 value of 0.746. Hence, the three exogenous variables (OA, CSR, and PE) explain more than 74% of the variance in HP, and the R^2 value is substantial (see Table 3). Lastly, the goodness of fit of the proposed model was established depending on the criterion of Tenenhaus et al. (2004) which considering measurement model (AVE) and structural model (R^2). The results indicated that the goodness of fit of the proposed model is 0.715. Based on Wetzels et al. (2009) suggestions, the proposed model is considered valid.

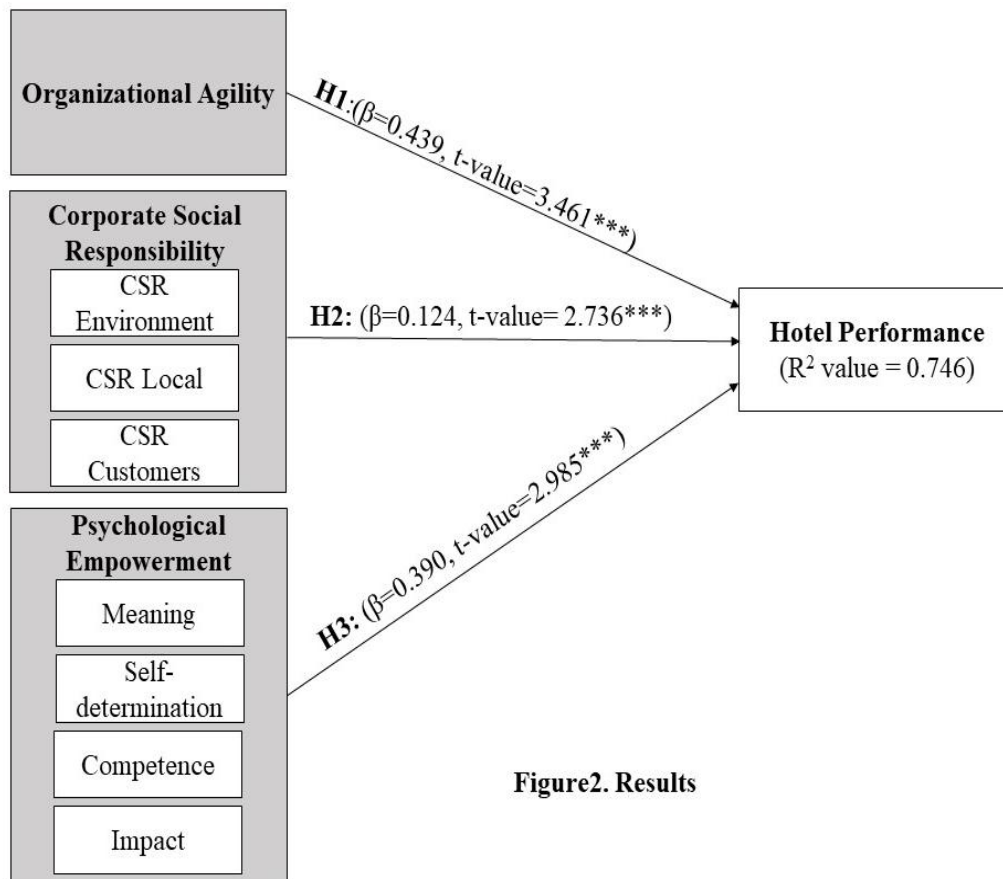


Figure2. Results

5. Discussion and Theoretical Contribution

The findings presented in this research contribute significantly to the existing literature on organizational agility (OA), corporate social responsibility (CSR), psychological empowerment (PE), and hotel performance (HP). First, the researchers expand the Stakeholder Theory paradigm by empirically examining the effect of CSR on HP in Egypt. This research enhances our understanding of how CSR influences HP and provides further empirical support for Stakeholder Theory. Second, while previous studies have explored the relationship between OA and various factors such as environmental uncertainty and innovation (Abdel-Aty & Deraz, 2022), organizational trust and ambidexterity (Khairy et al., 2023); intellectual capital and organizational resilience (Alshiha et al., 2024), sustainable performance and institutional excellence (Khalaf, 2024); and organizational creativity and competitive advantage (Magdy & Elmakkawy, 2024), there remains a lack of research on the direct link between OA and HP in the Egyptian hospitality sector. Therefore, the current research is among the first to empirically assess the impact of OA on HP in the hospitality industry in Egypt. Third, previous studies have focused on the relationship between CSR and several variables, including customer loyalty (Mohamed & Fahmi, 2014); employee retention (Radwan, 2015); job satisfaction, organizational commitment, and turnover intention (Abdelhakim & Agwa, 2022); green perceived value, green attitude, and environmental well-being (Khairy et al., 2023); and employee engagement (Ibrahim et al., 2024).

However, there is limited research examining the direct effect of CSR on HP within the Egyptian hospitality industry. Therefore, the current research addresses this gap by

empirically testing the role of CSR in enhancing hotel performance. Fourth, previous studies have examined the relationship between PE and several factors, such as organizational change (Nassar, 2017); authenticzotic climate, innovative work behavior, and leader-member exchange (Abdelkawi et al., 2023); innovative work behavior (Tager et al., 2023); employee resilience (Alshiha et al., 2024); authentic leadership and workplace bullying (Al-Romeedy & Khairy, 2024); and sustainable performance (Mostafa et al., 2024).

However, there is a lack of examining the effect of PE on HP in the Egyptian hospitality sector. Therefore, the current research fills this gap by examining the role of PE in enhancing hotel performance. Fifth, the current research compares the impact of the three key drivers (OA, CSR, and PE) on HP. While all three factors significantly influence HP, their relative impact varies. Moreover, the findings confirm that OA has the largest effect among them. This result explains the importance of reacting quickly to changes in internal and external business surroundings, acting proactively to seize opportunities, making creative decisions, swiftly adapting to market opportunities, and gaining sustainable competitive advantages. These capabilities contribute to achieving sustainable competitive advantage, enhancing customer satisfaction, improving market effectiveness, and boosting overall hotel performance. Finally, this research advances academic understanding by deepening knowledge of OA, CSR, PE, and HP, while also addressing key research gaps in the literature related to these constructs.

6. Practical Implications

The current research results provide valuable implications for hospitality managers regarding hotel performance. The results elucidate that differences in hotel performance depend on the development of three dynamic competencies: organizational agility (OA), corporate social responsibility (CSR), and psychological empowerment (PE). In other words, this research examines the role of these three drivers in strengthening hotel performance and achieving sustainable success.

First, the findings confirm that OA significantly enhances a hotel's ability to succeed and improve productivity. Hotels with strong OA capabilities are better positioned to achieve their organizational goals than those that merely implement CSR initiatives or rely on PE-driven strategies. OA reflects a hotel's ability to respond swiftly to market changes, proactively seize opportunities, and adjust strategies effectively. Agile hotels perceive change as an opportunity rather than a threat, enabling them to adapt efficiently, deliver value more quickly, and capitalize on new business prospects.

To enhance OA, hotel managers should implement specific strategies. They should empower employees to collaborate within a healthy work environment, facilitate information sharing about customer needs, and promote rapid problem-solving. The effectiveness of agile processes in the hospitality industry relies on employees having a clear understanding of their key performance indicators (KPIs), the necessary actions to achieve them, and the resources available. One of the most effective agile management techniques that hotel managers can adopt is the Kanban method, which allows businesses to visualize workflows, optimize task management, and drive continuous operational improvement. By embracing agility, hotels

can make decisive strategic commitments, swiftly adapt to evolving market conditions, and maintain a flexible approach that meets customer and stakeholder expectations, which leads to enhanced overall performance.

Second, this research highlights the critical role of CSR in improving a hotel's ability to achieve its organizational objectives. Modern customers are increasingly selective, favoring brands that align with their ethical values. Today's consumers are not only concerned with service quality but also with the ethical and social responsibility practices of the brands they support. Hotels that actively engage in CSR initiatives often strengthen their brand image, enhance customer trust, and foster long-term loyalty. To maximize the impact of CSR, hotel managers should ensure that all customers receive fair and unbiased treatment, regardless of age, race, religion, or cultural background. Additionally, hotels should engage with diverse suppliers and business partners who uphold ethical and responsible practices. Customers are also becoming more conscious of the environmental and social impact of their purchasing decisions, favoring hotels that demonstrate a strong commitment to sustainability. By proactively adopting environmentally and socially responsible business practices, hotels can build stronger relationships with customers and gain a competitive advantage. Moreover, philanthropic initiatives such as charitable donations, partnerships with socially responsible suppliers, and sponsorship of community projects further reinforce a hotel's commitment to CSR. Hotel managers should recognize that long-term success extends beyond financial performance to include positive societal impact and environmental responsibility.

Third, the research findings emphasize that hotel managers could consider enhancing hotel performance through PE (meaning, competence, self-determination, impact). When empowerment is effectively implemented, employees contribute positively to the workplace, fostering a more engaged and productive environment. The hospitality industry is unique in that its success heavily relies on its people, who serve as the core component of the hotel experience. To ensure high service quality and guest satisfaction, hotel employees must feel confident, valued, and motivated in their roles. Moreover, empowered employees experience higher job satisfaction, increased productivity, and a greater sense of commitment, all of which contribute to improved hotel performance and profitability. To cultivate this dynamic, hotel managers should actively implement PE practices, fostering a proactive workplace culture that encourages employees to take initiative, innovate, and excel in their roles. Conversely, a lack of empowerment can lead to disengagement, a lack of accountability, a negative workplace climate, and diminished creativity and innovation. When employees feel undervalued or restricted in their roles, their motivation declines, ultimately affecting service quality and overall hotel performance.

To enhance PE, hotel managers should focus on delegation and trust. They should provide employees with clear responsibilities while granting them the authority to make decisions. Additionally, offering flexibility, such as allowing staff some autonomy in organizing their schedules, could foster a sense of ownership and motivation. Moreover, a culture of appreciation also plays a vital role in empowerment. When employees receive recognition and gratitude from their managers, they feel valued and confident, which boosts self-esteem

and reduces stress, anxiety, and workplace dissatisfaction. Empowered employees are more engaged, productive, and committed to organizational success.

In conclusion, current research contributes to hospitality literature by offering empirical insights into the interplay between OA, CSR, PE, and hotel performance. The findings provide practical recommendations for hotel managers, enabling them to develop and implement strategies that foster organizational agility, reinforce corporate social responsibility, and empower employees, which are essential for sustaining competitive advantage and long-term success in the hospitality sector.

7. Conclusion

The current research explored the key antecedents of hotel performance in the Egyptian hospitality industry. A conceptual model was developed that included OA, CSR, and PE as the three drivers of HP. Grounded in stakeholder theory, the research specifically examined the effect of CSR on HP. To collect primary data, the researchers conducted a survey among 306 hotel staff members, including employees, supervisors, department managers, and general managers, between August and October 2024. The data were analyzed using PLS-SEM, ensuring a robust statistical approach. The findings confirmed that OA, CSR, and PE all have a significant positive impact on HP. Among the adopted variables, OA has the largest effect, highlighting the critical role of adaptability and responsiveness in achieving superior hotel performance. Additionally, the research contributed to stakeholder theory by empirically validating the proposed theoretical framework. Beyond theoretical contributions, this research offers valuable practical implications for hotel managers, emphasizing the importance of enhancing OA, CSR, and PE to drive sustainable growth and competitive advantage in the hospitality industry.

8. Limitations and Further Research

Despite the theoretical and empirical implications, the current research has some limitations. First, the research depends on one data collection method (questionnaire) and a quantitative research design. Future research could adopt additional tools, such as interviews or mixed-method approaches, for more comprehensive qualitative findings. Second, the data were collected from hotel employees, supervisors, department managers, and general managers who are working in Cairo, Alexandria, Hurghada, Sharm El-Sheikh, Minia, and Luxor within the Egyptian hospitality industry. However, differences between employees from various regions might not be accurately represented by this sample. Future research could include participants from diverse geographical locations or international hospitality markets for broader generalizability. Third, the research focused on three key drivers of hotel performance: organizational agility (OA), corporate social responsibility (CSR), and psychological empowerment (PE). Future scholars should adopt other antecedents, such as entrepreneurial orientation, to enable hotel managers to better understand the triggers of hotel performance. Finally, this research examined only direct relationships between the proposed variables. Future research could introduce mediating variables, such as hotel reputation, and moderating constructs, like innovation capability, to provide deeper insights into the mechanisms influencing hotel performance and enhance hotel managers' comprehension of how various factors interact to drive overall success.

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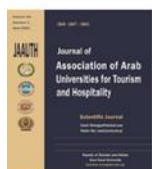
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هل تؤثر الرقابة التنظيمية والمسؤولية الاجتماعية والتمكين النفسي على أداء الفنادق؟ أدلة من صناعة الضيافة المصرية

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المعلومات المقالة	الملخص
<p>الكلمات المفتاحية</p> <p>الرقابة التنظيمية؛ المسؤولية الاجتماعية؛ التمكين النفسي؛ أداء الفنادق.</p> <p>(JAAUTH) المجلد 28، العدد 1، (يونيه 2025)، ص 339-361</p>	<p>على الرغم من الاهتمام المتزايد بعوامل أداء الفنادق، لا يزال هناك فجوة في الأدبيات المتعلقة بدور الرقابة التنظيمية، والمسؤولية الاجتماعية، والتمكين النفسي كعوامل رئيسية تؤثر في أداء الفنادق في قطاع الضيافة المصري. لذلك، يهدف البحث الحالي إلى دراسة تأثير الرقابة التنظيمية، والمسؤولية الاجتماعية، والتمكين النفسي على أداء الفنادق في مصر. بالإضافة إلى ذلك، قام البحث بتطوير واختبار تجريبي لنموذج مفاهيمي مستند إلى نظرية أصحاب المصلحة ضمن قطاع الضيافة المصري. لتحقيق هذا الهدف، تم توزيع استبيانات بشكل إلكتروني على عينة عشوائية طبقية من 306 موظفًا، مشرفًا، ومديري أقسام، ومديري عموميين يعملون في فنادق مصرية. يُسهم البحث في توسيع إطار نظرية أصحاب المصلحة من خلال الدراسة التجريبية في تأثير المسؤولية الاجتماعية على أداء الفنادق في مصر. أظهرت النتائج أن الرقابة التنظيمية والمسؤولية الاجتماعية والتمكين النفسي تؤثر إيجابيًا على أداء الفنادق. علاوة على ذلك، كشفت النتائج أن الرقابة التنظيمية لها التأثير الأكبر بين المتغيرات المستخدمة. يساهم هذا البحث في سد فجوة معرفية هامة ويوفر رؤى إدارية قيّمة لتحسين أداء الفنادق في قطاع الضيافة المصري.</p>