
THE IMPACT OF ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF TRAVEL AGENCIES IN EGYPT

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ABSTRACT

This study examines the relationship between organizational culture and the performance of travel agencies in Egypt, focusing on those classified under category A. The goal is to explore to what extent the organizational culture of travel agencies category A operating in Egypt impacts their performance. This study depends on quantitative research techniques through using an online questionnaire disseminated to a sample of 121 of travel agencies category A operating in Egypt from October 2023 to Mid of November 2023. The statistical analysis depends on correlation coefficient and multi-regression tests. Findings reveal a moderate positive correlation between organizational culture and the performance of Category A travel agencies in Egypt, with adaptability demonstrating the highest positive correlation. Involvement, however, shows a negative correlation, suggesting a potential decrease in performance with increased involvement. A multiple regression model emphasizes the significance of consistency and adaptability on performance, cautioning against an overly involved approach and indicating the need for mission refinement. Further analysis explores the correlation between organizational culture constructs and specific performance variables. Adaptability emerges as a significant positive correlation with top management performance and quality. Regression analysis confirms a statistically significant positive relationship between organizational culture and performance, explaining 24.7% of the variance. Implications include strategic prioritization of adaptability and consistency, caution with involvement initiatives, a reassessment of mission components, and a comprehensive approach to shaping organizational culture for sustained high performance.

KEYWORDS: Organizational Culture- Performance - Travel Agencies in Egypt- Denison's model.

INTRODUCTION

Organizational culture has been a focal point of research for over six decades and remains a dynamic and compelling field of study. Researchers have continuously refined definitions and interpretations of organizational culture, conceptualizing it in various ways—ranging from being the keystone of the social fabric (Pettigrew) to the collective programming of the mind (Hofstede), or a pattern of norms, values, beliefs, assumptions, and attitudes influencing behavior within an organization (Kassem et al., 2018). The concept of organizational culture has evolved into a foundational element in the realms of business, management, psychology, and sociology. An increasing emphasis on organizational culture underscores its integral role in daily organizational operations, as performance intricately ties to its cultural dynamics. A robust organizational culture signifies a shared mindset among employees, guided by unified principles about the business (Racelis, 2010).

Consequently, organizations can effectively achieve their objectives when their culture aligns harmoniously with managerial coordination. The implementation of an appropriate culture empowers employees to exercise control over their work, thereby fostering optimal performance. Thus, organizational performance becomes contingent on the organization's culture, serving as a clear indicator of business survival (Racelis, 2010). Numerous studies (Christopher and Edwinah 2022; Pathirana 2019) have identified a robust connection between organizational culture and performance.

In the contemporary competitive landscape, organizations grapple with the challenge of maintaining viability (Fekete and Borscei, 2011). Actively seeking strategies to enhance competitiveness, foster innovation, and encourage creativity has become imperative for their survival. Drawing on Barney's (1996) resource-based view (RBV) theory, organizational culture (OC) emerges as a critical intangible resource that companies can leverage to improve performance and secure a competitive advantage (Elshaer & Azzaz, 2016).

PROBLEM STATEMENT

Despite numerous theoretical and empirical studies investigating the link between organizational culture and performance, in terms of financial performance and competitive advantage, the findings are inconsistent (Yesil & Kaya, 2013). Specifically, some researchers including Kim et al., 2004; Oparanma, 2010; Zheng et al., 2010; Duke and Edet, 2015, contend that organizational culture positively impacts performance. Conversely, another set of studies finds no significant association between

organizational culture and performance (Shahzad et al., 2012; Yesil and Kaya, 2013). This study aims to examine the relationship between organizational culture and performance of travel agencies category A operating in Egypt.

OBJECTIVES

This study aims to explore the extent to which the organizational culture of travel agencies category A operating in Egypt impacts their performance. The primary goals include:

1. Examining the relationship between organizational culture and the performance of travel agencies in Category A to identify whether this relationship is positive or negative.
2. Determining which dimensions of organizational culture are most closely related to the performance of travel agencies and have the most significant impact.
3. Developing a statistical model that can guide travel agencies in enhancing their performance.

By addressing these objectives, the study seeks to provide valuable insights into the intricate relationship between organizational culture and the performance of travel agencies, offering practical implications for performance improvement strategies.

LITERATURE REVIEW

DEFINITION OF ORGANIZATIONAL CULTURE

Organizational culture is widely acknowledged as the foundational structure of shared values, playing a crucial role in promoting consistency in employee behaviors and beliefs (Christopher and Edwinah, 2022). According to Kurniady et al. (2020), each organization possesses a unique characteristic identified as organizational culture, reflecting the interplay of norms, values, beliefs, and behavioral patterns that guide how individuals or groups approach tasks.

Oyafunke et al. (2014) provide a precise definition of organizational culture as a set of shared underlying assumptions within an organization, shaping what is valued, how individuals are expected to conduct themselves, and the beliefs that establish the 'normal' within the organizational context (Tsai, 2011). These shared assumptions are evident in both formal structures, such as policies and processes, and informal guidelines, including commonly understood expectations, standards, and norms. They collectively guide workplace behavior, delineating acceptable and unacceptable actions (Christensen et al., 2022).

Organizational culture, as highlighted by Önday and Özgür (2016), represents a shared tradition within an organization dictating how individuals collectively perceive and approach tasks. It consists of established norms embraced by all members, with new members required to align with or partially accept these norms for successful integration into the organizational fabric.

Like an organization's personality, organizational culture acts as a combination of factors influencing the behavior of employees across all hierarchical levels. It serves as a signaling mechanism, providing direction on priorities, emotional responses, and appropriate actions in diverse situations (Limeade, 2020).

MODELS OF ORGANIZATIONAL CULTURE

Numerous studies present different models of organizational culture including the following models:

Hofstede's model (1980): This model used the gathered data from IBM employees in more than fifty countries and classified organizational culture into four dimensions:

- Power distance: the degree to which employees and management have distant relationships, formal and informal.
- Individualism: the degree to which people may create differences between the interest of the organization and self-interest.
- Uncertainty avoidance: the level at which people are willing to mitigate uncertainty and tolerance of ambiguity.
- Masculinity: the level at which define success as ambition, challenge, and insolence, rather than caring and promotion. (Hofstede,1980).

Deal and Kennedy's Culture Model (1982): Deal and Kennedy's Culture Model, developed in 1982, is a framework that categorizes organizational cultures based on two dimensions: feedback and risk. This model asserts that an organization's culture is shaped by how it manages these two key elements. This model provides a simple yet insightful framework for understanding and categorizing different organizational cultures based on their approach to feedback and risk management. It serves as a valuable tool for organizations seeking to identify and comprehend their cultural dynamics. (Maximini, 2018). The following four cultures are classified according to Deal and Kennedy's Culture Model:

Work Hard/Play Hard Culture: In organizations with a "Work Hard/Play Hard" culture, there is minimal risk and rapid feedback. This type of culture is characterized by a fast-paced work environment where employees are expected to put in intense effort but are also rewarded with

a lively and enjoyable atmosphere. Examples of such cultures can exist in sales and customer service-oriented industries.

Tough-Guy Macho Culture: This culture is marked by elevated risk and rapid feedback. In a "Tough-Guy Macho" culture, employees are encouraged to take risks, and there is quick feedback on their actions. This type of culture often prevails in industries like trading or sports, where bold decisions and quick responses are valued.

Process Culture: Organizations with a "Process Culture" have minimal risk and slow feedback. In this culture, there is a methodical and structured approach to work, and feedback is provided at a more measured pace. Government organizations and manufacturing companies may exhibit characteristics of a process culture.

Bet Your Company Culture: The "Bet Your Company" culture is characterized by elevated risk and slow feedback. This type of culture involves taking significant risks, and the outcomes are not immediately apparent. Industries like research and development, as well as certain technology sectors, may align with this cultural archetype. (Morente et al., 2018)

Schneider's culture model (1999): Schneider's culture model, built on the contributions of authors like Harrison and Deal, as well as Kennedy, introduces a four-square matrix to delineate his conceptualization of organizational culture. Within this framework, Schneider identifies the cultivation culture as "one of faith," characterized by a system of beliefs and expectations that strongly affirm the organization's capability to achieve what it deems valuable. This culture places unwavering trust in the potential for success, the capabilities of its people, and the overall capacity of the organization (Maximini, 2018). Figure 1 illustrates Schneider's culture model.



Figure 1: Schneider's culture model

Source: Schneider’s culture model (Based on Schneider 1999), retrieved from: Schneider, W. E. (1994). 'The Reengineering Alternative: A Plan for Making Your Current Culture Work, McGraw-Hill.

Denison’s model (1990): Denison's model offers a comprehensive framework by considering both external and internal dimensions of organizational culture. This model provides a nuanced understanding of how adaptability, mission, involvement, and consistency contribute to shaping an effective organizational culture (Wahyuningsih et al., 2019) This model organizes these dimensions into two categories: external aspects and internal focuses.(Denison, 1990). **Adaptability and Mission (External Focus):** These two dimensions fall in the external focus category, dealing with how the organization interacts with its external environment. Adaptability refers to the organization's capacity to respond and adjust to external changes, while mission represents the organization's purpose and the clarity of its strategic direction. **Involvement and Consistency (Internal Focus):** In the internal focus category, involvement and consistency are key dimensions. Employee involvement is an element of internal focus that emphasizes the flexibility and engagement of individuals within the organization. On the other hand, consistency represents stability within the organization, ensuring that internal processes and practices are coherent and aligned. (Tedla, 2016).Figure 2 summarizes Denison Model.

External focus	Adaptability	Mission
	<ul style="list-style-type: none"> ↓ creating change ↓ customer focus ↓ organizational learning 	<ul style="list-style-type: none"> ↓ strategic direction ↓ goals ↓ vision
Internal focus	Involvement	Consistency
	<ul style="list-style-type: none"> ↓ empowerment ↓ team orientation ↓ Capability development 	<ul style="list-style-type: none"> ↓ core values ↓ agreement ↓ coordination/integration
	Flexible	Stable

Figure 2: Denison's model of culture dimensions.

Source: Denison (1990).Corporate culture and organizational effectiveness, John Wiley & Sons.

Schein’s model (2004): Schein's model serves as an illustrative framework outlining the fundamental components of organizational culture, as frequently discussed in the literature. According to this model, organizational culture is fundamentally composed of three major

components: artifacts, articulated beliefs and values, and underlying assumptions. The interplay and diverse combinations of these three components collectively define the unique culture of an organization. This model provides a conceptual lens through which researchers and practitioners can analyze and understand the multifaceted nature of organizational culture. (Schein, 2004)

ORGANIZATIONAL PERFORMANCE

DEFINITION OF ORGANIZATIONAL PERFORMANCE

The concept of performance has garnered increased attention, permeating various aspects of human activity. Despite its subjective nature and diverse perspectives, performance remains a pivotal focus in organizational studies, often treated as a dependent variable with imprecise definitions (Christopher and Edwinah, 2022; Smith, 2009). Traditionally associated with outstanding achievements in sports and mechanics, the term has expanded to encompass exceptional results across diverse domains.

Performance emphasizes outcomes, achieved goals, and quality, highlighting outstanding accomplishments rather than mere economic efficiency as it basically means attaining the best results.(Eleonora, 2020). Organizational performance, a critical criterion in management studies, is evaluated by comparing recent results with objectives and goals, both internally and against competitors. Despite its fundamental role, there is a limited focus on the essence of performance and its measurement methods in the existing literature, as highlighted by Hooi and Payambarpour (2015).

MEASURING ORGANIZATIONAL PERFORMANCE

The literature recognizes that traditionally, most managerial performance measures have relied heavily on financial indicators (Gabriela, 2022). This includes measures such as return on assets (ROA), return on equity, and return on sales (Richter et al., 2017). Financial indicators are considered to reflect the fulfillment of multinational enterprises (MNE) economic goals in financial terms, and market-based financial indicators, such as cumulative abnormal returns and market-to-book ratio, offer an investor's perspective, often involving risk considerations (Richter, et al., 2017). However, this financial-centric view represents the narrowest conception of business performance, with the broadest conceptualization being operational performance.

Measuring organizational performance encompasses various dimensions beyond financial aspects, including operational performance,

sustainability, and organizational effectiveness. Despite this multifaceted nature, there is a lack of consensus among scholars regarding a unified set of dimensions and indicators for measurement. Recent empirical research identifies four primary categories of overall organizational performance variables: accounting measures, operational measures, market-based measures, and survival measures, reflecting diverse perspectives on success evaluation (Lucco, 2021). Emerging performance management systems can be categorized into two groups: self-evaluation, exemplified by awards like the Deming Award and Baldrige Award, and systems aiming to help managers measure and improve business processes, including the Balanced Scorecard and Performance Prism. A mixed performance management model considers both inputs and outputs, with the selection of the most suitable model often based on a self-assessment process (Adams et al., 2000; Curpanaru, 2021).

In navigating the landscape of organizational performance measurement, it is essential to recognize the evolving nature of performance management systems. These systems not only encompass traditional financial metrics but also delve into operational and market-based measures, survival metrics, and sustainability. The emergence of distinct categories, such as self-evaluation awards and process-oriented models, reflects a dynamic approach to evaluating and enhancing organizational success. The choice of a particular performance management model often involves a careful consideration of both input and output factors, with organizations leveraging self-assessment processes to determine the most effective framework for improvement (Richter et al., 2017; Lucco, 2021; Adams et al., 2000; Curpanaru, 2021). Thus, depending on a wide variety of literature, the following measures are used as indications to performance:

Top Management Performance: Top management (TM) plays a critical role in organizations, overseeing planning, directing operations, monitoring results, and adjusting strategic plans (Al-Matari, 2023). Research by Yang and Wang (2014) emphasizes the significant impact of TM culture on organizational decisions and outcomes, underscoring the growing recognition of its influence on dynamics, strategies, and overall performance.

Quality: Maintaining high quality by adhering to standards and addressing customer needs is instrumental in performance improvement (Uyar et al., 2009). Quality is closely tied to reducing grievances, ensuring customer satisfaction, and fostering overall organizational excellence.

Financial Performance: Financial performance gauges a company's success in managing its financial resources, encompassing aspects such as capital adequacy, liquidity, solvency, efficiency, leverage, and profitability. Understanding financial statements, cash flow, and capital changes is crucial for managerial decision-making. Various indicators, including revenues, expenses, return on investment (ROI), and profitability, are commonly employed to measure financial performance (Fatihudin, 2018).

Productivity: Economic literature places significant emphasis on evaluating organizational performance metrics, including competition, concentration, efficiency, and productivity (Sickles, et al., 2019). Productivity quantifies the efficiency with which resources are utilized to produce goods, services, or outcomes.

Stakeholder Relations: Stakeholder relationships are dynamic and evolve over time, influenced by factors such as changes in the business environment, shifts in stakeholder priorities, organizational culture, and alterations in company strategies or policies (Herremans, et al., 2015). The relational perspective integrates the degree of stakeholder dependency on the company, recognizing the multifaceted nature of stakeholder dynamics.

THE IMPACT OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF TRAVEL AGENCIES

The interplay between organizational culture and performance has been extensively examined in both theoretical and empirical studies, yielding varying and sometimes conflicting conclusions in academic literature. A cohort of scholars, exemplified by Kim et al. (2004), Zheng et al. (2010), Mujeeb et al. (2011), Duke (2015), and Joseph et al. (2019), advocates for a positive influence of organizational culture on performance. This perspective asserts that a well-defined and shared organizational culture plays a crucial role in bolstering performance by fostering heightened employee commitment, improved teamwork, and more effective execution of strategies. These positive impacts are believed to contribute significantly to a company's financial outcomes and competitive position. Akpa et al. (2021) further emphasize the centrality of organizational culture, prompting numerous studies that seek to comprehend and delineate its connection with organizational performance and sustainability.

Contrarily, another stream of research, represented by works such as Shahzad et al. (2012) and Yesil and Kaya (2013), challenges these assertions by finding no conclusive link between organizational culture and performance. These studies highlight that while organizational culture can shape the work environment and employee behaviors, its influence on financial performance and competitive advantage may not always be straightforward or consistently observed across diverse organizations. The literature thus presents a nuanced and ongoing debate regarding the intricate relationship between organizational culture and performance outcomes.

TRAVEL AGENCIES “CATEGORY A”

Under Law 38 of 1977, travel agencies are categorized into three groups: A, B, and C. This classification is typically determined by factors such as the scope of services provided, financial stability, and compliance with specific standards. In the context of travel agencies, "Category A" denotes the highest echelon of service providers within the country. These agencies stand out for their comprehensive offerings, encompassing personalized travel itineraries, exclusive access to premium accommodations, and specialized services tailored to meet the diverse needs of travelers.

Travel agencies “category A” agencies strictly adhere to rigorous standards of professionalism and are often distinguished by their longstanding reputation, financial stability, and a proven track record of delivering outstanding travel experiences. This classification underscores the pivotal role these agencies play in shaping and enriching the overall travel landscape, ensuring that their clientele consistently receives the highest quality and satisfaction in their travel pursuits.(Egyptian Travel Agents Association)

HYPOTHESES AND STUDY MODEL

STUDY VARIABLES

Independent variable: Organizational culture: The study is built on Denison's model (1990) to measure the main four dimensions of organizational culture: involvement, consistency, adaptability, and mission. Denison's model is favored in research for its comprehensive framework providing a holistic understanding of organizational culture. Its proven effectiveness is demonstrated through its track record in assessing and improving organizational performance, identifying strengths, and pinpointing areas for development in culture. Furthermore, its ability to allow longitudinal analysis, integrate quantitative and qualitative data, and

be practically implemented contributes to its widespread acceptance in both academic and practitioner circles.(Denison Consulting, 2019)

Dependent variable: The dependent variable in this study is the performance of travel agencies categorized as "Category A." The research examines five distinct dimensions of performance derived from existing literature. (Sickles 2009; Herremans et al., 2015; Fatihudin 2018; Uyar, et al., 2019; Al-Matari, 2023). These dimensions encompass top management performance, financial performance, quality, productivity, and stakeholder relations.

CONCEPTUAL FRAMEWORKS

Figure 3 illustrates conceptual frameworks of the study comprising both independent and dependent variables.

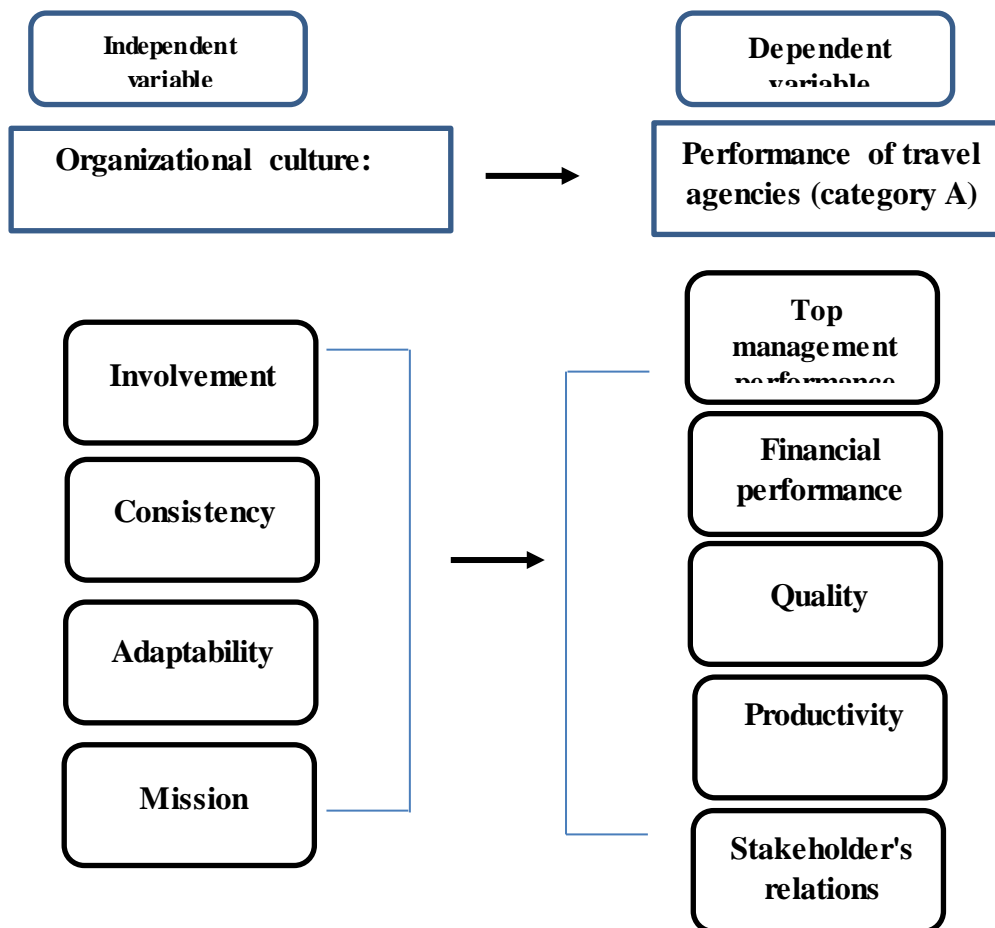


Figure 3: Study model Source: developed by the researcher

HYPOTHESES

Major hypothesis: Organizational culture has a statistically significant positive impact on performance of travel agencies category A operating in Egypt.

MINOR HYPOTHESES

1. Organizational culture of involvement has a positive significant impact on performance in travel agencies category A operating in Egypt.
2. Organizational culture of consistency has a positive significant impact on performance in travel agencies category A operating in Egypt.
3. Organizational culture of adaptability has a positive significant impact on performance in travel agencies category A operating in Egypt.
4. Organizational culture of mission has a positive significant impact on performance in travel agencies category A operating in Egypt.

STUDY LIMITATION

The study primarily examines how organizational culture influences the performance of a specific category of tour operators operating in Egypt (Category A). However, the findings may not be applicable for generalization to other categories of tour operators. Additionally, the research is based on a single model of organizational culture, focusing solely on five performance dimensions. While this approach offers specific insights, it may limit the broader applicability of the findings and impede the development of a comprehensive model suitable for a wider range of travel agencies. Moreover, the regression analysis is restricted to evaluating the impact of independent variables on the overall dependent variable, neglecting the nuanced measurements inherent in coefficient correlation. These limitations should be acknowledged, and future research could explore a more diverse range of organizational culture models and performance dimensions to gain a more comprehensive understanding of the dynamics within travel agencies.

METHODOLOGY

SAMPLE AND DATA COLLECTION

The research strategy for this study is grounded in quantitative research methods, employing a single study design that utilizes an online questionnaire as the primary tool for data collection. The primary data collection involves administering online questionnaires to a diverse group

of employees within a sample of category A travel agencies operating in Egypt. In addition to primary data collection, the study integrates secondary data collection methods, sourcing information from existing materials such as peer-reviewed articles and textbooks. The population under investigation encompasses employees working in Category A travel agencies in Egypt. According to the Egyptian Travel Agents Association, there are a total of 2,221 travel agencies in this category, constituting the majority of the overall 2,268 travel agencies in Egypt (source: <https://www.etaa-egypt.org/SitePages/CompaniesStatistics.aspx>).

The target sample size, determined by a Sample Size Calculator with a confidence level of 95% and a margin of error of 5%, was set at 222, representing 10% of the total population. In practice, 250 questionnaires were distributed digitally from October 2023 to Mid of November 2023, resulting in 121 responses received. After excluding one incomplete response, the executed sample size stands at 121, indicating a minimal non-response rate of 0.9%.

The sampling technique employed in the research is a two-fold strategy, combining proportional random sampling with snowball sampling. Each method serves a distinct purpose in collecting samples, and snowball sampling is optimized through digital communication platforms such as Facebook, LinkedIn, and WhatsApp groups.

DATA PROCESSING AND ANALYSIS

The quantitative analysis of survey data entails the utilization of statistical techniques to assess the impact of organizational culture variables on the performance indicators of Category A travel agencies operating in Egypt. The analysis is executed using version 0.18.1.0 of the JASP statistical software. Initially, to scrutinize the relationship between organizational culture and performance, the study employs Pearson's correlation coefficient test. Subsequently, to gauge the impact of organizational culture on performance, both simple and multiple regression analyses are conducted.

RELIABILITY AND VALIDITY

1. **Reliability:** The Cronbach's alpha coefficient test is applied before the statistical analysis of data to ensure the data's reliability as an initial step before proceeding with the statistical analysis. A Cronbach's alpha coefficient test result exceeding 0.7 signifies

consistency among variables. The findings of Cronbach's alpha test are presented in Tables 1 and 2.

Table 1: Frequents Scale Reliability Statistics

Estimate	Cronbach's α
Point estimate	0.890
95% CI lower bound	0.853
95% CI upper bound	0.919

Table 2: Frequents Individual Item Reliability Statistics

Item	Cronbach's α	Item-rest correlation	mean	SD
x1 Involvement	0.944	0.133	4.191	0.338
x2 Consistency	0.855	0.900	4.348	0.229
x3 Adaptability	0.845	0.978	4.424	0.268
x4 Mission	0.869	0.869	4.528	0.148
y1 Top management performance	0.857	0.968	4.517	0.176
y2 financial performance	0.860	0.899	4.455	0.192
y3 Quality	0.882	0.591	4.447	0.189
y4 Productivity	0.875	0.686	4.312	0.205
y 5 Stakeholder's relations	0.896	0.376	4.399	0.170

All Cronbach's α values are relatively high, ranging from 0.845 to 0.944. This suggests a strong internal consistency among the items within each scale. High α value indicates that the items are measuring the same underlying construct. Additionally, the item-rest correlation values vary

across items. For most items, the correlation is high (close to 1), indicating that dropping the item would have a significant impact on the total score.

2. Validity: According to Whiston (2012), validity involves obtaining data that corresponds to the intended purpose of the measuring instruments. In this context, assessments of validity play a crucial role in determining whether the statements within the scale effectively measure in alignment with the objectives of the research. To ensure validity, the researcher incorporated validated scales from prior researchers (Gerwing, 2016, and Bouckenoghe, 2009).

FINDING

This section provides findings of statistical analysis grouped into three parts: Descriptive Statistics, findings of the correlation test between study variables, and findings of the regression analysis between study variables.

1-Demographic profile of respondents

Table 3 describes the background profile of respondents.

Table 3: Frequencies of background profile of respondents

Demographic profile	variables	Frequency	Percent
Gender	male	39	32.231
	female	82	67.769
Age	25-34	31	25.620
	35-44	40	33.058
	45-54	46	38.017
	55-60	4	3.306
Educational degree	Bachelor	68	56.198
	Diploma	21	17.355
	Master	30	24.793
	PhD	2	1.653
	Manager	4	3.306

Position	General Manager	11	9.091
	others	106	87.603
years of experience	Less than 5 years	19	15.702
	5-10	27	22.314
	11-20	41	33.884
	21-30	34	28.099
Total	17	121	100%

The gender distribution indicates a notable representation of both male and female participants, with females comprising the majority at 67.769%. Participants are distributed across various age groups, with a substantial proportion in the 35-44 and 45-54 age ranges. The age categories provide a diverse representation of participants. Most participants hold a bachelor's degree, forming the largest group at 56.198%. This is followed by participants with a master's degree and those with a diploma, suggesting a varied educational background. The distribution of participants across positions indicates that the majority fall into the "others" category, which comprises 87.603% of the total. General Managers and managers make up smaller proportions. The distribution of participants based on years of experience shows a varied representation, with the highest percentage falling into the "11-20 years" category at 33.884%.

2- FINDINGS OF THE CORRELATION TEST BETWEEN STUDY VARIABLES.

Table 4 shows the results of Pearson correlation test.

Table 4: the results of the Pearson correlation test

	x1 Involvement	x2 Consistency	x3 Adaptability	x4 Mission	X Total Organizational Culture	y1 Top management performance	y2 financial performance	y3 Quality	y4 Productivity	y 5 Stakeholder's relations	Y Total Performance
x1 Involvement	1										
x2 Consistency	0.642198184	1									
x3 Adaptability	0.239905226	0.856179965	1								
x4 Mission	0.683009298	0.930900332	0.859275	1							
X Total Organizational Culture	0.773107026	0.9665464	0.798977	0.977301	1						
y1 Top management performance	0.181740726	0.865202135	0.967788	0.775052	0.75297509	1					
y2 financial performance	0.011650108	0.715195376	0.971825	0.726743	0.63661427	0.940521	1				
y3 Quality	- 0.011187453	0.639754793	0.613075	0.349367	0.42624118	0.792228	0.595802	1			
y4	-	0.461543054	0.846954	0.483427	0.36123748	0.819672	0.948406	0.519246	1		

Productivity	0.296432648										
y 5 Stakeholder's relations	-0.60800537	0.116848634	0.599824	0.147695	0.00449426	0.580502	0.771517	0.367737	0.933426	1	
Y Total Performance	- 0.159704393	0.635959155	0.906365	0.564654	0.49683201	0.936263	0.96363	0.741101	0.954423	0.825	1

According to the table above, there is a positive correlation between organizational culture and the performance of travel agencies category A operating in Egypt with a value of approximately 0.5. This indicates that the overall organizational culture has a significant impact on the performance of travel agencies category A. This impact is positive with a value of 0.497 which refers to a positive moderate relationship between organizational culture and performance of travel agencies category A operating in Egypt.

Moving to the correlation coefficient between X constructs (sub-independent variables) and the dependent variable performance, the following results show the following: Adaptability has the highest positive correlation with the performance of travel agencies category A operating in Egypt with a value of 0.97 followed by consistency with a value of 0.64 then mission with a value of 0.57. However, involvement, on the other hand, has a negative correlation with the performance of travel agencies category A operating in Egypt with a value of -0.16. True, this value is not big enough to have an impact, nevertheless, it means that if involvement raises the performance of travel agencies category A operating in Egypt will slightly decrease.

The correlation coefficient between X constructs (sub-independent variables) and Y constructs (dependent variables): the following results show the following: Adaptability (x3) has the highest positive correlation with Top management performance (y1) among the organizational culture variables, with a value of approximately 0.97. This suggests that a high level of adaptability in the organizational culture is associated with better top management performance. Adaptability (x3) also has a strong positive correlation with Quality (y3), indicating that an adaptable culture is related to better quality in performance. However, the organizational culture has relatively weak correlations with the variables of Stakeholder relations (y5), suggesting that it may not be strongly influenced by the specific cultural dimensions.

The analysis reveals a positive and moderate correlation (correlation coefficient of approximately 0.5) between organizational culture and performance in travel agencies category A operating in Egypt. This suggests that there is a meaningful and favorable relationship between the overall organizational culture and the performance of these travel agencies. Specifically, the adaptability aspect within the overall organizational culture, denoted as X3, emerges as particularly influential. This adaptability factor demonstrates the strongest positive correlations with performance variables, especially in terms of Quality and Performance (Y total). The findings underscore that a positive organizational culture, with a focus on adaptability, significantly contributes to enhancing the performance of travel agencies in Egypt. This aligns with the positive direction of the relationship between organizational culture and performance as highlighted by Mujeeb et al, (2011), and Joseph et al. (2019).

Thus, hypothesis one is verified “Organizational culture has a statistically significant positive impact on performance of travel agencies category A operating in Egypt.”

3. REGRESSION ANALYSIS

Based on the correlation coefficient by which it turned out that there is a statistical correlation between organizational culture and the performance of travel agencies category A operating in Egypt, the next part statistically examines the impact of organizational culture on the performance of travel agencies category A operating in Egypt to help expect the percentage of that impact and to identify and measure the most X constructs that stand behind this impact. This objective requires the use of linear regression analysis test.

A. SIMPLE LINEAR REGRESSION ANALYSIS:

This part uses linear regression analysis in its simplest form to measure or predict the impact of X on Y. Table 5 illustrates that.

Table 5 the results of a Simple linear regression analysis

SUMMARY OUTPUT

Multiple R	0.496832008
R Square	0.246842044
Adjusted R Square	0.240512986
Standard Error	0.18321907
Observations	121

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	1.309246	1.309246	39.00138	6.78E-09
Residual	119	3.994738	0.033569		
Total	120	5.303984			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	1.5753 49852	0.44 8218	3.51 4692	0.00 0624	0.687 833	2.462 867	0.6878 33	2.46 2867
Y total- travel agencies A Performance	0.6319 81936	0.10 1196	6.24 5109	6.78 E-09	0.431 603	0.832 361	0.4316 03	0.83 2361

Comments:

1. REGRESSION STATISTICS

- **Multiple R** This is the multiple correlation coefficient, which measures the strength and direction of the linear relationship between the dependent variable and one or more independent variables. In this analysis, the multiple R is approximately 0.497, indicating a moderate positive correlation between the variables: organizational culture and performance of travel agencies category A operating in Egypt.

- **R Square** R-squared, or the coefficient of determination, explains the proportion of the variance in the dependent variable that can be explained by the independent variable. In this case, R-squared is approximately 0.247, indicating that roughly 24.7% of the variance in the dependent variable is explained by the independent variable.
 - **Adjusted R Square:** This adjusts R-squared for the number of predictors in the model. It is a more conservative measure of the model's goodness of fit. The adjusted R-squared is approximately 0.241.
 - **Standard Error** The standard error of the estimate is a measure of the dispersion of data points around the regression line. A lower standard error suggests a better fit of the model to the data. In this case, the standard error is approximately 0.1832.
 - **Observations:** This indicates the number of data points used in the regression analysis, which is 121 in this case.
- 2. ANOVA (ANALYSIS OF VARIANCE)**
- ANOVA is used to assess the statistical significance of the regression model.
 - **Regression:** This section provides information about the regression model's performance.
 - **df (Degrees of Freedom):** The model has 1 degree of freedom.
 - **SS (Sum of Squares):** The sum of squares for the regression is approximately 1.3092.
 - **MS (Mean Square):** The mean square for the regression is also approximately 1.3092.
 - **F (F-statistic):** The F-statistic tests the overall significance of the regression model. A high F-statistic with a low p-value suggests that the model is statistically significant. In this case, the F-statistic is 39.001 with an extremely low p-value, indicating statistical significance.
 - **Residual:** This section provides information about the residuals or errors in the model.
 - **df (Degrees of Freedom):** There are 119 degrees of freedom for the residuals.
 - **SS (Sum of Squares):** The sum of squares for the residuals is approximately 3.9947.
 - **MS (Mean Square):** The mean square for the residuals is approximately 0.0336.
 - **Total:** This section presents the total sum of squares, which is approximately 5.3040.
- 3. COEFFICIENTS**
- This section displays the coefficients for the intercept and the independent variable "Y total - Performance."

- **Intercept:** The intercept is approximately 1.5753. It represents the predicted value of the dependent variable when the independent variable is zero.
- **Y total – Performance of travel agencies category A:** The coefficient for this independent variable is approximately 0.6320. It indicates the change in the dependent variable for a one-unit change in "Y total - Performance."

4. STANDARD ERROR, T STAT, P-VALUE, AND CONFIDENCE

INTERVALS:

- These statistics are associated with the coefficients and help assess the significance of the relationship between the independent and dependent variables.
- The standard error of the coefficients is provided.
- The t-statistic measures the number of standard errors the coefficient is away from 0. A high t-statistic with a low p-value suggests statistical significance.
- The p-value tests the null hypothesis that the coefficient is equal to 0. In this case, the p-values are exceptionally low, indicating that both the intercept and the "Y total - Performance" coefficient are statistically significant.
- Confidence intervals provide a range within which the true coefficient is likely to fall.

Regression analysis suggests that there is a statistically significant positive relationship between the independent variable “organizational culture,” and the dependent variable. the " total - Performance of travel agencies category A operating in Egypt " The model explains approximately 24.7% of the variance in the dependent variable, and both the intercept and the independent variable are statistically significant predictors.

B. Multiple regression analysis: this analysis is used to examine the minor hypotheses to examine the impact of each construct of X (x1, x2, X3, and X4) on Y- total performance of travel agencies category A operating in Egypt.

Table 6: Multiple regression analysis

Multiple R	1
R Square	1
Adjusted R Square	0.991379
Standard Error	1.51E-16
Observations	121

ANOVA

	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance f</i>
Regression	5	3.278023	0.655605	3.61E+31	0
Residual	116	2.63E-30	2.27E-32		
Total	121	3.278023			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	4.366071	1.73E-15	2.52E+15	0	4.366071	4.366071
x1 Involvement	-4.6E-16	2.93E-16	-1.58443	0.115819	-1E-15	1.16E-16
x2 Consistency	0.1175	3.37E-16	3.49E+14	0	0.1175	0.1175
x3 Adaptability	0.971905	5.54E-16	1.75E+15	0	0.971905	0.971905
x4 Mission	-1.04917	9.27E-16	-1.1E+15	0	-1.04917	-1.04917

The ANOVA table provides information about the sources of variation in the model. In this case, the regression is highly significant with an F-statistic of 3.61365E+31, and the residuals (unexplained variation) are extremely small, indicating a particularly good fit of the model to the data. The p-values associated with each coefficient indicate whether they are statistically significant. A small p-value (close to zero) suggests that the corresponding coefficient is statistically significant. In this case, the coefficients for "x2 Consistency," "x3 Adaptability," and "x4 Mission" have p-values of 0, which means they are highly significant. According to the table above, the suggested multi-regression is accepted since the adjusted R square is 99%. Within this model, both x2 Consistency and x3 Adaptability have a statically significant impact on y "Total - Performance", while x1 Involvement is not significant because the p-value is 0.16 which is greater than 0.05. As for the x4 mission, although it has a significant impact, statically analysis proves a negative impact. This analysis helps to answer the remaining hypotheses as in table 7.

Table 7: the results of testing minor hypotheses

Organizational culture of involvement has a positive significant impact on performance in travel agencies category A operating in Egypt.	Not verified
Organizational culture of consistency has a positive significant impact on performance in travel agencies category A operating in Egypt.	Verified
Organizational culture of adaptability has a positive significant impact on performance in travel agencies category A operating in Egypt.	verified
Organizational culture of mission has a positive significant impact on performance in travel agencies category A operating in Egypt.	Not verified

CONCLUSION

This section presents a synopsis of the key discoveries and discusses their ramifications for both theoretical frameworks and practical implementation. Moreover, it introduces a model offering insights derived from both theoretical underpinnings and empirical investigations. Additionally, the research delineates the limitations of the study and puts forth potential avenues for future research. The analysis conducted reveals a moderate positive correlation between organizational culture and the performance of travel agencies category operating in Egypt. The overall organizational culture demonstrates a significant impact on performance, with a correlation coefficient of approximately 0.497.

When examining specific components of organizational culture, adaptability stands out with the highest positive correlation (0.97). Consistency follows with a correlation of 0.64 and mission with 0.57. Notably, involvement shows a negative correlation (-0.16), suggesting that an increase in involvement could lead to a slight decrease in the performance of the travel agencies category operating in Egypt. Further exploration into the correlation between organizational culture constructs and specific performance variables of the travel agencies category operating in Egypt. (Y constructs) indicates that adaptability (X3) has the highest positive correlation with top management performance (Y1) and quality (Y3). However, the correlation with stakeholder relations (Y5) is slightly weak.

Regression analysis was then employed to quantify the impact of organizational culture on the performance of travel agencies category operating in Egypt. The simple linear regression analysis demonstrates a statistically significant positive relationship between organizational culture and performance of travel agencies category operating in Egypt, explaining approximately 24.7% of the variance in the dependent variable. Both the intercept and the "Y total - performance of travel agencies category A operating in Egypt" coefficient are deemed statistically significant predictors.

A multiple regression model is suggested, with an adjusted R square of 99%, indicating a high degree of explanatory power. Within this model, consistency (x2) and adaptability (x3) have statistically significant positive impacts on "Y total - performance of travel agencies category A operating in Egypt." On the other hand, involvement (x1) is not considered significant (p-value > 0.05), and mission (x4) shows a significant impact but with a negative effect.

In conclusion, this study affirms that organizational culture predominantly exerts a positive influence on the performance of Category A travel agencies operating in Egypt. Many dimensions analyzed demonstrate a favorable impact on performance. However, it is noteworthy that one dimension, namely 'involvement,' exhibits a negative impact. This nuanced finding aligns the study with both groups of research: those supporting a positive impact of organizational culture on performance and those suggesting a negative impact. The complexity of these results underscores the need for a nuanced understanding of how specific cultural dimensions interact with organizational performance in the context of travel agencies in Egypt."

IMPLICATIONS

1. **Strategic focus on adaptability and consistency:** Travel agencies category A operating in Egypt should strategically prioritize fostering adaptability and consistency within its organizational culture. This implies creating an environment that encourages flexibility in response to changing circumstances and a consistent approach to operations and decision-making. This strategic focus aims to create a culture that can swiftly adapt to market dynamics and regulatory changes, ultimately enhancing overall travel agencies' performance.
2. **Caution with involvement:** While involvement may not be a primary driver of the performance of travel agencies' category A working in Egypt, travel agencies should exercise caution in managing the level of involvement. The findings suggest that an

increase in involvement might lead to a slight decrease in the performance of travel agencies category A operating in Egypt. Therefore, there is a need for a nuanced approach to involvement initiatives, ensuring that they align with organizational objectives without negatively impacting overall performance. This highlights the importance of balancing employee engagement with the ultimate goals of travel agencies category A operating in Egypt.

3. **Understanding mission impact:** Travel agencies category A operating in Egypt must delve deeper into understanding the impact of its mission on performance. Despite statistical significance, the negative impact suggests that certain aspects of the mission may be counterproductive or require adjustment. This underscores the importance of aligning the mission with the evolving needs of the market, regulatory requirements, and the overarching goals of them. A thorough reassessment of the mission's components can guide necessary refinements to enhance its positive impact on Travel agencies category A operating in Egypt.
4. **Holistic approach to organizational culture:** Recognizing the substantial positive correlation between overall organizational culture, especially adaptability, and various aspects of Travel agencies category A operating in Egypt, they should adopt a comprehensive approach to shaping its organizational culture. This involves integrating cultural elements that promote adaptability, consistency, and other positive correlations identified in the analysis. A well-rounded and cohesive organizational culture is essential for creating a resilient and high-performing work environment, aligning the values and behaviors of employees with the goals of the Travel agencies category A operating in Egypt.

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