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## THE IMPACT OF CHANGE MANAGEMENT PHASES ON PERFORMANCE EFFECTIVENESS OF THE EGYPTIAN TRAVEL AGENCIES TRANSFORMING TO GREEN

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### ABSTRACT

*This study explores how different stages of change management affect the performance of category A travel agencies transitioning to green practices. While previous research has examined the link between change management and performance, this study focuses on the specific impacts of sequential change management phases, especially within the context of eco-friendly shifts in travel agencies. This study depends on quantitative research techniques through using an online questionnaire disseminated to a target sample of 120 travel agencies category A operating in Cairo governorate, Egypt from February 2024 to March 2024 with 98 respondents representing 88% of the target sample. The study finds that primary motivations for adopting green changes include seeking competitive advantage, governmental incentives, following trends, and sustainability commitments. Pearson correlation analysis reveals positive relationships between change management phases and performance effectiveness, with change formulation showing the strongest correlation. Multiple regression analysis confirms the significant impact of each phase on performance, with change formulation being the most robust predictor. Various outcomes in this context are identified: change implementation and change evaluation are crucial for success, change formulation and change implementation are essential for organizational goals, cost-effectiveness depends on implementation, and creativity is influenced by change formulation and implementation. Sustainability efforts are driven by change formulation and learning. Implications include prioritizing formulation, focusing strategically on implementation, improving learning opportunities, addressing evaluation challenges, and embracing a comprehensive change management approach. These insights offer valuable guidance for travel agencies aiming to transition toward sustainability.*

**KEYWORDS:** change management, change management phases, green transition, sustainable change, green change management,

performance effectiveness, change formulation, change implementation, change evaluation, learning.

## **INTRODUCTION**

With the advent of the United Nations' Sustainable Development Goals (UNSDGs) in 2015, nations and corporations are mandated to devise strategies for sustainable advancement, particularly by embracing eco-friendly practices to facilitate the global shift towards sustainability (United Nations, 2022). This endeavor is not solely aimed at fulfilling Goal 13 regarding climate action but also encompasses other pivotal objectives such as promoting good health and well-being (Goal 3), ensuring access to affordable and clean energy (Goal 7), fostering decent work and economic growth (Goal 8), and encouraging responsible consumption and production (Goal 12). In line with the principles of open system theory, organizations are perceived as interconnected entities within a larger system, both influencing and being influenced by external factors (Hayes, 2014). Hence, to remain competitive in the global arena, organizations began to consider change integration into their strategic frameworks to effectively respond to global transformations. Drawing from the public policy cycle approach, the Egyptian government's commitment to fostering a circular and green economy is evident through enacting legislative measures and imposing additional obligations on companies to embrace new transformative agendas.

At the national level, Egypt has translated the United Nations Sustainable Development Goals into a comprehensive roadmap known as the Sustainable Development Strategy: Egypt Vision 2030. This strategy underscores Egypt's dedication to sustainable development and environmental preservation, aiming to integrate environmental considerations across all economic sectors to ensure a clean and healthy environment for future generations. Moreover, Egypt's initiative-taking approach towards addressing environmental challenges in the tourism sector is reflected in initiatives such as the National Council for Climate Change and the National Climate Change Strategy 2050. At the sectoral level, Egypt demonstrates its commitment to sustainable tourism through various initiatives, such as the National Strategy for Sustainable Tourism 2030 and the 2018 reform program by the Ministry of Tourism. Collaborative efforts with organizations like the United Nations Development Program (UNDP) through initiatives like Mainstreaming Biodiversity in Egypt's Tourism and the introduction of the Green List highlight Egypt's focus on environmentally responsible tourism. Additionally, projects such as "Towards Green Development for the Tourism Sector" align with Egypt's

Vision 2030 to enhance tourism sustainability. The establishment of the Egyptian Sustainable Tourism Portal (ESTP) and the implementation of green certification requirements for tourist establishments in Sharm El Sheikh further reinforce Egypt's dedication to environmental sustainability in the tourism industry (Bhuiyan, et al., 2022).

Over the past two decades, scholarly attention has surged towards discussions on green change management (Ma et al., 2018). Scholars have examined various facets, including motivations for adopting green change management, social and ethical considerations related to implementing green corporate social responsibilities (Goodwin & Venu, 2008; George et al., 2010; Bhuiyan et al., 2014), the relationship between green change management and profitability (Jackson & Apostolakou, 2010; Yang et al., 2015), and its impact on competitiveness (Snezana et al., 2019). Additionally, research has focused on the influence of green change on customer satisfaction and purchasing intentions in the hospitality industry (Jackson & Apostolakou, 2010; Soteriou, 2015; Kim et al., 2017), as well as the impact of tourism industry development on environmental quality (Aguilera-Caracuel et al., 2012; Dwyer, 2017). Amidst the pressing environment of international, national, and sectoral changes, coupled with intense competition among travel agencies to adopt sustainable practices, these agencies implement green change management programs to stay competitive. However, questions arise regarding the effectiveness of the change management process in achieving desired outcomes. To address this, the study employs a procedural framework, dividing the change management process into consequential phases to efficiently analyze their impact on travel agencies' performance effectiveness.

Despite the abundant literature on change management's importance, there's a dearth of inclusive comprehensive studies examining the impact of management on performance effectiveness, particularly in travel agencies. Additionally, there's a lack of sophisticated theory specifically addressing green transformation. While some studies offer inclusive frameworks for change management success (Oonk, 2016; Gruffman, 2022; Motamedi, 2015; Kurt, 2015), others delve into change management effectiveness (Karnouskos S., 2015; Errida, 2021; Karnouskos, 2015; Marković, 2008; Dempsey et al., 2021), there's a gap in comprehensive research deeply analyzing the impact of different phases of change management on travel agencies' performance effectiveness.

## **PROBLEM STATEMENT**

Amid the growing global, regional, and national shift towards green initiatives for environmental preservation, travel agencies face a pressing need to effectively navigate change, particularly towards green transformation. While various studies have explored the relationship between change management and performance effectiveness (Osman, 2021; Rani et al., 2020; Errida et al., 2018; Khatoon & Ayesha, 2016; Nyaungwa et al., 2015), none have specifically investigated the impact of change management as a sequential process on performance effectiveness, especially within the context of travel agencies transitioning to green practices. Given that change management unfolds as a series of sequential phases, it is imperative to scrutinize each phase's role in influencing performance effectiveness within Egyptian travel agencies undergoing green transformation. This entails identifying which phase holds greater significance compared to others in driving performance effectiveness.

## **OBJECTIVES**

- 1-** Contribute to the academic understanding of how change management phases impact the performance effectiveness of travel agencies, specifically focusing on change formulation, change implementation, change evaluation, and learning.
- 2-** Evaluate and analyze the impact of each change management phase on the overall effectiveness of performance in Egyptian green-transforming travel agencies. This involves identifying which phase has a more significant influence on performance.
- 3-** Develop a methodology to measure the performance effectiveness of travel agencies during the green transformation, considering the specific impacts of each change management phase.
- 4-** Provide practical insights and recommendations for travel agencies in Egypt to effectively manage the green transformation process based on the identified impactful phases of change management.

## **LITERATURE Review**

**CHANGE MANAGEMENT:** Change management involves a process of planning, implementation, and evaluation aimed at transitioning to a new setting (Aninkan, 2018). This transition can be positive or negative, incremental, or radical (Naoler & Tushman, 2000). Radical change fundamentally alters the entire organization, while incremental change is gradual and partial. Changes can be reactive, responding to unexpected situations, or proactive, initiated to improve the organization's position (Thomas, 2014). They can originate from top-down and be imposed by top

management, often leading to resistance (Rosenbaum, 2018), or bottom-up evoked through participation, fostering commitment but being more complex (Smith et al., 2015). Transitional change involves implementing new decisions over multiple periods, requiring patience (Aninkan, 2018). Change management encompasses a structured process aimed at facilitating an organization's transition from a current state to a desired future state. Kurt Lewin described this process as involving the development of the necessity for change, modifying behavior to be more favorable, and then sustaining that behavior as a habit (Hamdo, 2021). Beyond behavior, change management includes aspects such as structure, policy, and technology. Bengat et al. (2015) define it as a process for organizations to explore new horizons and dispensations. Yang et al. (2015) describe it as a systematic and structured process for developing and implementing strategies and interventions to transition organizations from their current state to a desired state. Singh et al. (2012) view it as planning, initiating, realizing, controlling, and stabilizing the change process on both corporate and personal levels by carefully addressing obstacles. Thomas (2014) describes it as a deliberate framework for facilitating progression from the present to a desired future state for individuals, groups, and organizations. Similarly, Dalcher (2019) defines it as a holistic approach adopted by organizations to transform from a particular situation to a desired one through structured coordination with stakeholders. These definitions converge on several key elements: change management encompasses a program, plan, and process aimed at facilitating a transition from the current situation to a desired one. It involves planning, implementation, and evaluation, addressing three fundamental questions: what to change, what to change to, and how to achieve the change (Ajmal & Petri, 2009).

The study adopts the following definition: change management is a well-prepared purposive process aimed at transitioning from a current to a future desired state through the implementation of strategies and interventions, concluding with evaluation and integration of learning into the institutional setting. Its primary goal is to enhance organizational effectiveness by making intended improvements in one or more aspects of the organization, intentionally seeking to move from the current state (A) to the desired state (B).

**GREEN TRANSITION:** The acknowledgment of various environmental challenges, including climate change, pollution, biodiversity loss, and land usage alterations, is widespread, with a recognition that these issues pose significant threats to human well-being and futures (Scoones et al., 2015). Consequently, the notion of conducting business as usual is increasingly untenable in light of global, regional, and local movements towards

sustainability (Jirojkul et al., 2021). Davis et al. (2015) define green transition as a proactive change aimed at engaging with and addressing environmental sustainability within organizations. However, this definition may overlook reactive approaches, as organizations sometimes adopt initiative-taking changes to address existing issues (Davis et al., 2009). Green change encompasses various dimensions within organizations, including Green Intellectual Capital, Work Pro-Environmental Behavior, green products, green management practices, green human resource management, and Green Innovation (Yusoff et al., 2019; Davis & Coan, 2015; Gaafar, 2020; Kawiana et al., 2021; Andersen, 2008; Arundel & Kemp, 2009; Tietze et al., 2011; Elnagar & Abotaleb, 2022).

Green organizations integrate one or more of these facets, collectively contributing to the emergence of green businesses, defined by The Organization for Economic Co-operation and Development (OECD) (2011) as entities that foster economic advancement while safeguarding ecological resources and services. Travel agents, essential players in tourism experiences, must adopt environmentally friendly practices, often termed "going green," to mitigate the negative environmental impacts of tourism activities (Gaffar, 2020). By embracing green strategies, travel agents not only preserve the environment but also enhance their reputation, attract environmentally conscious customers, and potentially gain competitive advantages such as premium pricing and increased sales. In essence, green change entails transitioning towards environmental sustainability by providing value while significantly reducing environmental impacts (Tietze et al., 2011).

**THEORIES OF CHANGE MANAGEMENT:** Scholars and consultants of change management presented more than 20 process theories of change. Hayes (2014) grouped them into four ideal types: teleological, dialectical, life cycle, and evolutionary theories. The teleological theory believes that organizations are adaptive and purposeful. This theory looks at change management as a cycle embedded in goal formulation, implementation, evaluation, and learning. Dialectical theory is more politics-oriented, paying more attention to conflict of interests and balance of power. Life cycle theory assumes that change is a process that develops through a required series of cumulative steps, in that each step adds something to the result, and is connected, in that each step serves as a prerequisite for the following. According to evolutionary theories, change happens because of an ongoing cycle of variation, selection, and retention. Variations just occur and are not therefore intentional; instead, they are chosen based on how well they match the needs of the environment and the available resources. Retention is the continuation and upkeep of the organizational forms that result from these variations due to factors of persistence.

Other attempts recently appeared to add other criteria to change theories. Based on dichotomies like continuity/discontinuity, episodic/non-episodic, and individuality/social construction, there are two types of change theory: traditional theory and post-modern theory. While the traditional theory of change pays attention to the role of individual leaders in central planning and motivating change as a discontinuous episodic, and linear single-perspective process (Burnes & Jackson, 2011), the post-modern theory of change argues that change is the output of the dynamics and interactions between systems of social construction thus, change is a continuous complex multiplicity process (Grant & Marshak., 2011; Paul, 2015).

**MODELS OF CHANGE MANAGEMENT:** Various models of change management have been introduced over time, each offering unique perspectives and strategies. Kurt Lewin's model, one of the earliest, focuses on unfreezing the status quo, making changes, and refreezing the new state (Hamdo, 2021). Hiatt's ADKAR model emphasizes awareness, desire, knowledge, ability, and reinforcement (Hiatt, 2006), while Kotter's eight-step approach involves creating urgency, forming a coalition, and stabilizing change (Kotter, 1996). The McKinsey 7s model considers both hard and soft factors like strategy, structure, skills, and shared values (Demir & Kocaoglu, 2019). Cummings proposes five steps: motivating change, creating a vision, gaining support, managing transition, and sustaining momentum (Cummings, 2015). Nudge theory, developed by Thaler and Sunstein, emphasizes small actions and indirect techniques to influence behavior (Tahir, 2020). Bridges' Transition Model focuses on phases of ending, a neutral zone, and a new beginning, providing practical advice for each stage (Miller, 2017). Lawrence introduces the Emerging Change Model, which includes dialogue, action, perspectives, purpose, identity, and power/politics (Paul, 2015). Dunn combines management and policy analysis to propose a four-step model: change formulation, implementation, evaluation, and learning (Dunn, 2018). This research integrates these models to create a procedural framework for studying change management.

**OPERATIONALIZATION OF CHANGE MANAGEMENT: PHASES OF CHANGE MANAGEMENT:** Change management is operationalized using a process perspective, emphasizing it as a systematic process with planned steps (Errida, 2021; Errida & Semma, 2018). Scholars focus on the sequential steps involved in executing change. Integrating various models, including Dunn's four-step policy change model and elements from teleological, evolutionary, Cummings, and Nudge models, the study proposes a new four-step change management model:

- 1. CHANGE FORMULATION:** Change formulation involves identifying and addressing problems through change management programs, akin to

policy formulation. Ma X (2023) emphasizes the importance of the diagnostic phase in change management, noting its role in providing data and methods to enhance effectiveness. Ma suggests improvements in diagnostic frameworks, data analysis, and client-consultant communication, stressing the need for context-specific empirical tools and sustainable client-consultant relationships. The diagnostic phase is continuous and influences all stages of the change cycle, operating iteratively rather than linearly.

Adams & Zanzi (2011) highlight the importance of effective interventions in change management, stressing clear agreement on program goals and intended results. Interventions should consider organizational context, align with other strategies, and be actionable. Phillips & James (2023) categorize common interventions as strategies, including communication, stakeholder involvement, cultural focus, alignment with mission and vision, and encouragement with incentives.

2. **CHANGE IMPLEMENTATION:** Rismansyah et al. (2021) underscore the critical role of change preparedness in successful organizational change implementation. They advocate for effective change readiness processes across various organizational levels to navigate internal and external fluctuations. Oakland, J. & Tanner, S. (2007) echo the importance of readiness and effective implementation in change management's success. Kuster et al. (2015) identify managing resistance to change as crucial, noting its diverse origins and manifestations. Addressing resistance involves ensuring that dissatisfaction with the current state, vision for the future, and initial change steps outweigh resistance.

Aninkan (2018) highlights that change initiative failures often stem from ineffective implementation rather than flawed strategies. Russell E., Bert S., and Michael B. (1990) stress the necessity of addressing employee mindsets and behaviors, considering cultural and emotional aspects throughout the process. Ben-Gal H. and Shay S. (2011) emphasize trust and commitment's significance in successful change interventions. Stouten et al. (2018) criticize the reliance on change models lacking scientific evidence, attributing failures to achieve sustainable change to this. They advocate for integrating scientific evidence into change management practices.

3. **CHANGE EVALUATION:** Given the high likelihood of organizational change failing, McDonald (2014) emphasizes the necessity of evaluating the change management process to gauge success or failure. This evaluation phase is intricately connected to change formulation, where criteria, indicators, planned outcomes, and evaluation methodologies are defined. It also ties to the implementation phase, as immediate reviews can reduce failure risks.



Hays (2014) views a change plan as a series of hypotheses about cause and effect. Kaplan and Norton (1996) argue that measurement and review processes clarify these hypothesized relationships. Once these relationships are clear and understood, managing the change process becomes easier. Managing change involves validating or revising the assumptions underlying the change plan. The envisioned future state, or vision, is reflected in the outcome measures included in the change plan. Performance drivers, which are variables determining whether the desired outcome will be realized, are specified in the change plan to inform organizational members of the necessary actions to achieve the desired future state.

- 4. CHANGE LEARNING:** Recent literature underscores the crucial role of learning in change management and sustainability transitions (Roumell, 2011; Yavaş & Celik, 2020). Change-based learning entails organizations evolving by integrating new knowledge, skills, and attitudes from change initiatives to enhance effectiveness (Yavaş & Celik, 2020; Migdadi, 2021). Chowdhury and Shil (2021) highlight the importance of experiential learning for successful adaptation and change, while Ali et al. (2020) argue that organizational learning boosts performance and serves as a key competitive advantage.

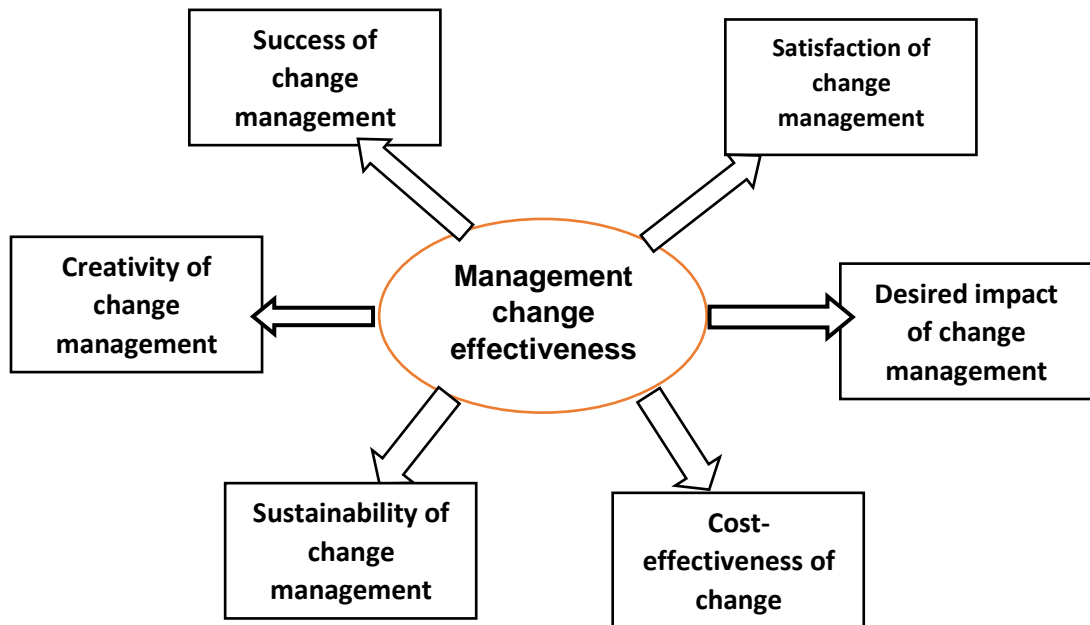
Cacers & Furlan (2023) differentiate between single-loop learning, which involves changing actions and assumptions, and double-loop learning, which targets the values governing the organization. Overall, change-based learning involves creating new knowledge, integrating experience, guiding problem resolution, utilizing training sessions, recommending solutions, and facilitating knowledge transfer and sustainability, all of which contribute significantly to organizational growth (UNESCO, 2017).

**PERFORMANCE EFFECTIVENESS:** The effectiveness of performance in change management is evolving from a focus solely on achieving planned goals to considering broader contexts like resource utilization, time management, and quality maintenance (Karnouskos, 2015). Karnouskos views performance effectiveness as a system encompassing multiple aspects such as process, structure, values, and people. Attributes for assessing performance effectiveness include achieving envisioned benefits, enhancing enterprise performance, adhering to timelines and budget constraints, improving adaptability, and integrating into company culture.

Various methods, from balanced scorecards to stakeholders' analyses, are used to measure performance effectiveness, though they may not fully capture its intricacies. Factors influencing performance effectiveness attributed to change management include communication, leadership, employee engagement, and commitment, as identified by Makumbe W.

(2016) and Errida (2021). Self and Schraeder (2009) advocate for adaptable approaches tailored to specific circumstances rather than static models. Errida (2021) identifies communication, stakeholder engagement, and motivation as key factors contributing to performance effectiveness, while Karnouskos (2015) identifies seven groups of contributing factors. Neglecting any of these factors can lead to ineffective change management and negative consequences. Additionally, Marković (2008) attributes ineffective performance to outdated organizational structures despite possessing leadership and management skills. Dempsey et al. (2021) add factors like resistance to change, reliance on standardized concepts, and short-term perceptions of change initiatives as contributors to failure. In response, the study proposes a holistic model of change management effectiveness comprising six criteria: success, satisfaction, desired impact, cost-effectiveness, creativity, and sustainability, as highlighted in Figure 1.

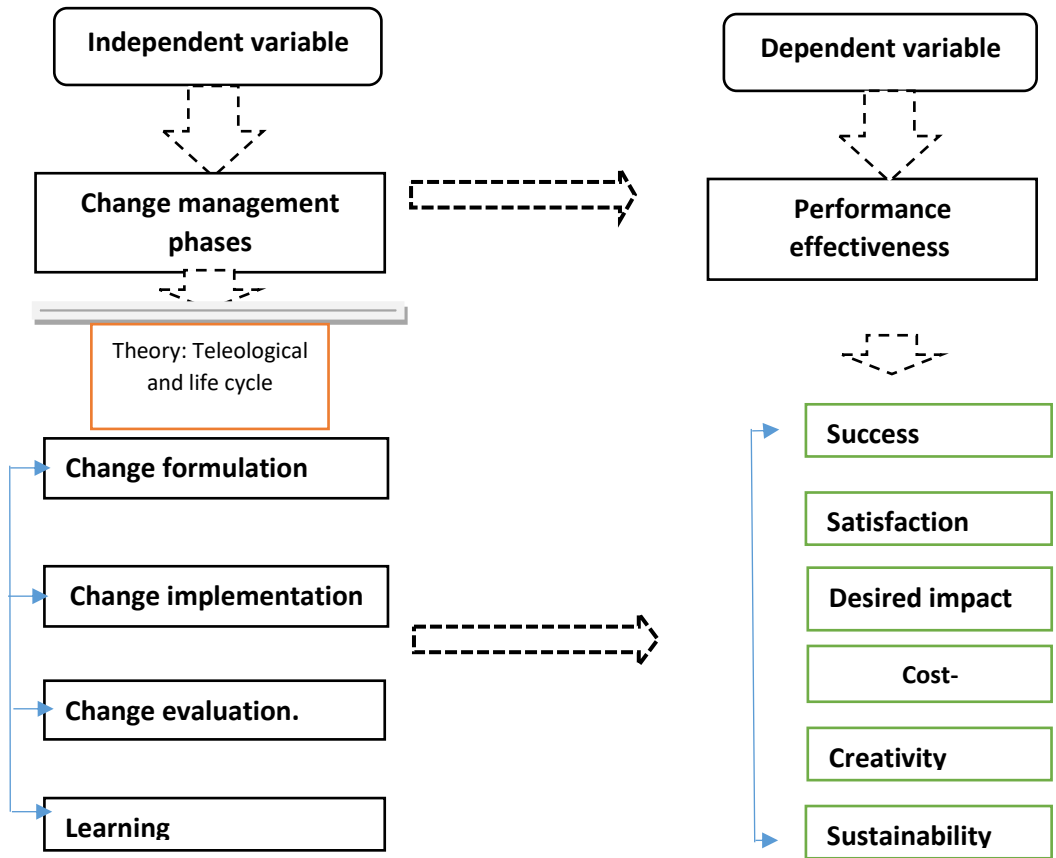
- Success of change management represents the most important part of effectiveness referring to the attainment of goals. However, the mere attainment of goals compared to planned is one part since goals are satisfied but after the planned time or exceeding budget.
- Satisfaction with change management is the client's contentment resulting from meeting his/her expectations. This contentment comes from many factors such as quality, price, benefits gained...etc. in other words, it is the positive experience/feeling of the client that makes the client more likely to repeat the service from the service provider. (Hill, et al, 2007).
- Creativity of change management is the generation of novel ideas. It encompasses "the ability to create, achieve, or develop something novel and valuable concerning both others and us" (Pope, 2005).
- Cost-effectiveness of change management is closely related to both effectiveness and efficiency. It is about how to achieve effectiveness with efficient use of resources. (Dunn, W., 2018). It refers to the optimal use of resources in the attainment of planned goals.
- Desired Impact of change management refers to long-term intended changes expected to happen in the future because of certain interventions. In other words, it refers to the positive changes associated with a particular intervention that occur over the longer term.
- Sustainability of change management: this concept is added as a dimension to effectiveness based on the urgent need to protect the environment as well as global, regional, and national policies to commit organizations to go green and help save the environment. This dimension is linked with cost-effectiveness and efficacy since sustainability also means, in one part, the efficient use of resources and minimizing waste. (Pallapu., 2022).



**Figure 1: Change management effectiveness dimensions.**

Source: developed by the author from various sources

**CONCEPTUAL MODEL: PROCEDURAL FRAMEWORK:** Based on Van de Ven & Kangyong's (2011) and Hays's (2014) theories of change management, the study integrates teleological and life cycle theories. Teleological theory views change management as a cycle involving goal formulation, implementation, evaluation, and learning, while life cycle theory sees change as a cumulative process with interconnected steps. The study combines these theories by interpreting the phases of teleological theory as cumulative stages, as emphasized by life cycle theory. Consequently, it proposes a procedural framework illustrating the relationship between the independent variable, phases of change management, and the dependent variable, performance effectiveness. Using a procedural framework, the research depicts the relationship between the independent variables and the change management process steps as highlighted in Figure 2.



**Figure 2: Conceptual model: procedural framework**

Source: developed by the author

## HYPOTHESES

The study's hypotheses, derived from various literature sources, assert the influence of the change management process on performance effectiveness. Osman (2021) demonstrated a positive impact of the change management process on performance effectiveness, mediated by perceptions regarding Environmental Change and Organizational Culture. Similarly, Samudrage (2015) identifies several factors hindering continued organizational performance growth under changing management. Additionally, Khatoon & Ayesha (2016) concluded a positive relationship between change management and performance. Regarding the impact of the change formulation phase, Hassin (2022) and Theeb (2020) emphasized the

importance of Effective Diagnosis for the success of change management effectiveness.

Nyaungwa et al. (2015) emphasize the pivotal role of implementing change programs in enhancing performance effectiveness. Errida. (2022) sheds light on the significance of change evaluation from four perspectives: results and outcomes, stakeholders, project and change management processes, and learning and growth. Finally, Rani et al. (2020) highlighted the importance of both change evaluation and learning for the effective and successful outcomes of change programs, thus influencing performance positively. building on the previous studies, the research presents the following four hypotheses:

1. H<sub>1</sub>: the change formulation phase of change management has a positive significant impact on the performance effectiveness of travel agencies transforming to green in Egypt.
2. H<sub>2</sub>: the change implementation phase of change management has a positive significant impact on the performance effectiveness of travel agencies transforming to green in Egypt.
3. H<sub>3</sub>: the change evaluation phase of change management has a positive significant impact on the performance effectiveness of travel agencies transforming to green in Egypt.
4. H<sub>4</sub>: the change learning phase of change management has a positive significant impact on the performance effectiveness of travel agencies transforming to green in Egypt.

## **METHODOLOGY**

**SAMPLE AND DATA COLLECTION:** The research employs quantitative methods, utilizing an online survey for data collection that incorporates both primary and secondary. Specifically, a web-based questionnaire is distributed to employees of the selected sample of travel agencies category A operating in Egypt, to gather quantitative data, supplemented by secondary data from reputable sources like peer-reviewed articles and textbooks.

Given the challenges in obtaining precise data on green-conscious travel agencies experiencing green change from official channels, this study focuses on a subset of travel agencies operating in category A within the Cairo governorate. It employs an online questionnaire, including a control question to gauge whether these agencies have undergone any environmentally friendly initiatives. Since the sample size should not be less than 100 and not more than 200 for studies examining statistical analysis of less than 10 independent variables (Bujang, 2017) the study targeted an estimated 120 responses to receive the minimum requirement. Based on data from the Ministry of Tourism and Antiquities as of January 2024, Cairo has

a total of 2559 travel agencies categorized as A. Hence, the sample size represents approximately 4.7% of the total population.

The research employs snowball sampling techniques, optimizing efficiency through digital communication platforms. Blumberg et al. (2014) state that snowball sampling involves increasing respondents by leveraging existing participant networks like LinkedIn and email. In practice, from February to March 2024, 300 questionnaire forms were distributed to respondents through digital channels. 98 responses were received, constituting 81.7% of the target sample (120), with a 18.3 % nonresponse rate.

**DATA PROCESSING AND ANALYSIS:** The data obtained from the online questionnaire underwent extensive statistical analysis using Jasp version 0.18.1.0. Descriptive analysis was employed to provide insights into the background information. To assess the relationships between independent and dependent variables, the Pearson correlation test was used to determine the degree of correlation. Additionally, the multiple linear regression test, based on the findings from the Pearson correlation, was conducted to assess the impact of statistically correlated independent variables. This test aimed to examine how these variables influence the performance effectiveness of travel agencies transitioning to green change.

**MEASURES:** In the context of investigating the factors influencing the phases of change management on the performance effectiveness of a selected sample of travel agencies transitioning to green change in Egypt, the questionnaire form was thoughtfully structured into three distinct sections. The initial section primarily focused on collecting demographic data from respondents and encompassed five questions aimed at capturing key characteristics. Following this, the second section comprised 17 statements designed to explore the independent variables, organized into four constructs: change formulation (5 statements), change implementation (4 statements), change evaluation (3 statements), and change learning (5 statements). Lastly, the third section consisted of 20 statements grouped into six dimensions of performance effectiveness: success (3 statements), stratification (4 statements), desired impact (3 statements), cost-effectiveness (3 statements), creativity (3 statements), and sustainability (4 statements). Statements in section two are sourced from a range of studies (Irimias & Mitev, 2020), whereas statements in section three are drawn from research conducted by Pallapu et al. (2022), Errida (2021), and Dempsey (2021)

**VALIDITY,** as emphasized by Whiston S. C. (2012), involves ensuring that data aligns with the intended purpose of measurement instruments. In this context, the evaluation of validity becomes crucial to determine if the scale statements effectively measure in alignment with the research objectives. To maintain validity, the researcher incorporated validated scales from prior

studies (June 2023; Sung& Kim, 2021; Theeb, 2020 ). Responses of respondents of sections two and three of the questionnaire are measured according to the Likert five-point scale as five possible answers to items that allow respondents to indicate the extent of their agreement or disagreement with each item. (Mcleod, 2023).

**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 the Cronbach's alpha test are presented in Table 1. The Cronbach's  $\alpha$  coefficient estimate of 0.711 since Cronbach's alpha coefficient test is more than 0.7 means there is consistency between variables with the lower bound at 0.619 and the upper bound at 0.785. This suggests a strong internal consistency among the items within each scale.

**Table 1: Frequentist Scale Reliability Statistics**

Estimate	Cronbach's $\alpha$
Point estimate	0.711
95% CI lower bound	0.619
95% CI upper bound	0.785

**FINDINGS**

**1-DEMOGRAPHIC STATISTICS:** The following section provides the findings of the demographic statistics and the description of the profile of the respondents as in Table 2.

**Table 2: the demographic information of respondents**

Demographic information		Freq.	%
Gender	Male	55	56.1
	Female	43	43.8
Age	Less than 25 years	22	22.5
	25-34 year	33	33.7
	35-44 year	40	40.7
	More than 55 years	3	3.1
Educational level	Bachelor	43	43.8
	Diploma	23	23.5

Position	Master	19	18.4
	PhD	13	12.3
	General manager	17	17.3
	manager	49	50.0
	Others	32	32.7

As shown in Table 2, the demographic data from the survey showcases diverse representation across multiple categories. Males slightly outnumber females, comprising 56.1% and 43.9%, respectively. In terms of age, the majority of respondents, totaling 77.9%, fall within the age category 25 to 44-year-old range, with 25 to 34-year-olds constituting 33.7% and 35 to 44-year-olds comprising 40.7%. In terms of educational level, respondents hold a range of academic achievements. The largest proportion, at 43.8%, possess bachelor’s degrees, followed by 23.5% with Diplomas, 18.4% with master’s degrees, and 12.3% with PhDs. Regarding positions within the company, the data shows a varied distribution, with 17.3% as General Managers, 50.0% as Managers, and 32.7% falling into the "others" category(operations manager and change manager).

**2- REASONS FOR GREEN CHANGE**

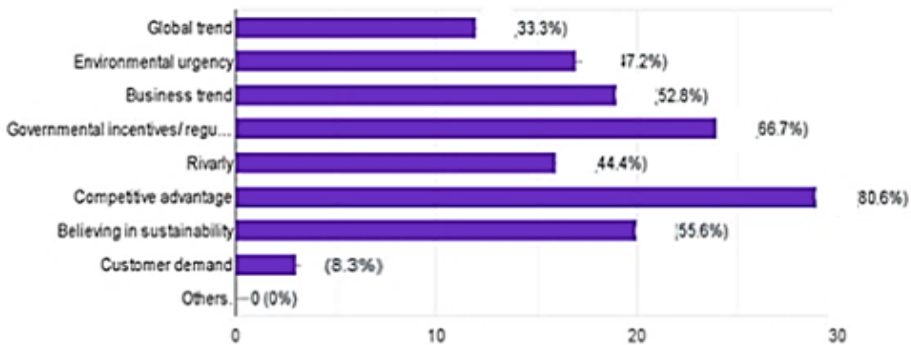
An additional question is asked regarding the reasons behind the travel agencies’ transformation to going green. Figure 3 illustrates that seeking a competitive advantage and accordingly profit comes first occupying 80.6%, followed by governmental incentives and regulations (66.7), believing in sustainability (55.6%), and business trend(52.8%). while transformation due to rivalry, global trend, environmental urgency, customer demand and occupied lower ranks 44.4% 33.3%, 17.2%, and 8.3% respectively. An additional inquiry has been posed concerning the factors driving the transition of travel agencies towards environmentally sustainable practices. As depicted in Figure 3, the foremost incentive, with a prevalence of 80.6%, pertains to the pursuit of competitive advantage and concomitant profitability. Subsequently, governmental incentives and regulatory frameworks are identified as significant catalysts, garnering a response rate of 66.7%. A notable proportion of respondents, representing 55.6%, underscore the intrinsic commitment to sustainability as a motivating force behind this transformation. Additionally, the evolving landscape of sustainability and going green as business trends emerge as a compelling factor, as indicated by 52.8% of respondents. Conversely, factors such as competitive rivalry, global trends, environmental exigency, and customer demand are delineated by lower response rates, standing at 44.4%, 33.3%, 17.2%, and 8.3%, respectively.



**3- FINDINGS OF THE CORRELATION TEST BETWEEN STUDY VARIABLES:**

This section involves conducting correlation statistical analysis between study variables using Pearson's test. The results of Pearson's coefficient correlation are presented in Table 3.

**Figure 3: the reasons for travel agencies going green change.**



**Table3: Pearson's Correlations findings**

Variable		change formulation	change implementation	change evaluation	change learning
Performance effectiveness	Pearson's	0.791	0.740	0.553	0.639
	p-value	< .001	< .001	< .001	< .001

The Pearson correlation coefficients provided in tables 3 elucidate the connections between performance effectiveness and key variables pertinent to change management processes within Egyptian travel agencies. Each correlation offers valuable insights into the interplay between these variables: Firstly, concerning change Formulation, a robust positive correlation ( $r = 0.791$ ,  $p < .001$ ) is evident, indicating a significant association between the efficacy of change formulation and heightened levels of performance effectiveness. This underscores the pivotal role that strategic planning and formulation play in shaping the overall performance outcomes within Egyptian travel agencies.

Secondly, the correlation about change implementation reveals a similarly strong positive relationship ( $r = 0.740$ ,  $p < .001$ ) between effective implementation of change initiatives and enhanced performance effectiveness. This underscores the critical importance of executing change plans efficiently to achieve desired performance outcomes. Additionally, the correlation with change evaluation portrays a moderate positive association ( $r = 0.553$ ,  $p < .001$ ) between thorough evaluation of change initiatives and

heightened performance effectiveness. This suggests that meticulous assessment and feedback mechanisms are conducive to achieving superior performance outcomes within Egyptian travel agencies. Lastly, the correlation linked to change learning unveils a moderate positive relationship ( $r = 0.639$ ,  $p < .001$ ) between organizational emphasis on learning from change processes and elevated performance effectiveness. This underscores the significance of fostering a culture of continuous learning and adaptation to drive enhanced performance outcomes.

Collectively, the Pearson correlation analysis reveals positive relationships between the various phases of change management—formulation, implementation, evaluation, and learning—and performance effectiveness within travel agencies undergoing the transition to environmentally sustainable practices. These findings suggest that as travel agencies progress through different stages of change management, they experience corresponding improvements in performance effectiveness. This underscores the importance of effectively managing each phase of the change process to achieve desired performance outcomes in the context of adopting green initiatives.

**4- FINDINGS OF THE MULTIPLE LINEAR REGRESSION ANALYSIS:** This research uses multiple linear regression to predict the impact of each independent variable on the performance effectiveness of Egyptian travel agencies transitioning to green change as illustrated in Table

**Table 4: multiple linear regression findings**

<b>Dependent variable</b>	<b>Independent variable</b>	<b>R2</b>	<b>F</b>	<b>T</b>	<b>P</b>
<b>Performance effectiveness</b>	Change formulation	0.630	163.195	12.775	< .001
	Change implementation	0.546	117.721	10.850	< .001
	Change evaluation	0.327	48.095	6.932	< .001
	Change learning	0.405	67.161	8.195	< .001

As presented in Table 4, the regression analysis conducted examines the relationship between performance effectiveness, serving as the dependent variable, and various independent variables representing different phases of change management within Egyptian travel agencies undergoing green transformation. Here is a summary of the key findings from the regression models: Firstly, concerning ‘change formulation’, the regression model indicates a substantial explanatory power, with an R-squared value of 0.630. This implies that approximately 63.0% of the variance in performance effectiveness can be attributed to change formulation. The high F-value of 163.195, alongside the corresponding low p-value (< .001), suggests that the model is highly significant in predicting performance effectiveness based on change formulation.

Moving on to ‘change implementation’, the regression analysis demonstrates a slightly lower, albeit still substantial, explanatory power, with an R-squared value of 0.546. This indicates that about 54.6% of the variance in performance effectiveness is accounted for by change implementation. The high F-value of 117.721 and the low p-value ( $< .001$ ) reaffirm the statistical significance of the model in predicting performance effectiveness based on change implementation.

Similarly, the regression model concerning ‘change evaluation’ reveals a moderate explanatory power, with an R-squared value of 0.327. This suggests that approximately 32.7% of the variance in performance effectiveness can be explained by change evaluation. The F-value of 48.095 and the associated p-value ( $< .001$ ) underscore the statistical significance of the model in predicting performance effectiveness based on change evaluation.

Lastly, the regression analysis pertaining to ‘change learning’ indicates a moderate explanatory power, with an R-squared value of 0.405. This implies that approximately 40.5% of the variance in performance effectiveness is elucidated by change learning. The high F-value of 67.161 and the corresponding low p-value ( $< .001$ ) reaffirm the statistical significance of the model in predicting performance effectiveness based on change learning. Overall, these regression analyses demonstrate that each phase of change management—formulation, implementation, evaluation, and learning—significantly contributes to explaining the variance in performance effectiveness within travel agencies undergoing green transformation. The high F-statistics and low p-values indicate the robustness and statistical significance of these regression models.

**Table 5 Pearson correlation and multiple regression analysis**

<b>Dependent variables</b>	<b>Independent variable</b>	<b>Correlation strength rank</b>	<b>regression analysis.: impact strength</b>
Change formulation	Performance effectiveness	Rank 1: High	Rank 1: Moderate
Change implementation		Rank 2: High	Rank 2: Moderate
Change evaluation		Rank 4: Moderate	Rank 4: low
Change learning		Rank 3: Moderate to high	Rank 3: Moderate to low

**5- Findings of the multiple linear regression analysis of the impact of change management phases on performance effectiveness dimensions.**

Table 6 gathers the outcome of multiple linear regression analysis of the impact of change management phases on performance effectiveness dimensions.

**Table 6: the multiple linear regression analysis of the impact of change management phases on performance effectiveness dimensions**

	Success		Satisfaction		Desired impact		Cost-effectiveness		Creativity		Sustainability	
	R2	P	R2	P	R2	P	R2	P	R2	P	R2	P
Change Formulation	0.083	0.002	0.052	0.013	0.131	0.001	0.003	0.416	0.161	0.001	0.140	0.001
Change Implementation	0.130	0.001	0.410	0.001	0.089	0.002	0.135	0.001	0.143	0.001	0.002	0.287
Change Evaluation	1.010	0.001	0.003	0.001	0.008	0.658	0.010	0.951	0.010	0.933	0.008	0.180
Change Learning	0.002	0.001	0.009	0.768	0.021	0.084	0.009	0.697	0.001	0.430	0.201	0.001

In studying various factors affecting different aspects of organizational performance, it is evident that their significance and influence vary. Change implementation and evaluation emerge as particularly impactful for performance success. Similarly, when considering satisfaction, change implementation stands out as the most influential factor, both statistically and in terms of its effect on satisfaction levels. For achieving desired impacts, such as organizational goals, both Change Formulation and Implementation play significant roles, contributing more substantially compared to evaluation and learning. This underscores the importance of careful planning and effective execution in driving desired outcomes. When it comes to cost-effectiveness, it's apparent that Change Implementation plays a crucial role. This implies that how changes are put into action within an organization greatly affects its cost efficiency, emphasizing the need to focus on improving implementation methods to maximize returns in this regard.

Regarding creativity, both Change Formulation and Implementation demonstrate significant impacts, suggesting that both the design and execution of changes are essential for creating an environment conducive to creativity. Hence, investing in these areas could lead to enhanced creative outputs within organizations. Lastly, sustainability efforts are significantly influenced by Change Formulation and Learning. This highlights the importance of thorough planning and continual learning from past initiatives in fostering sustainable practices within organizations. Therefore,

prioritizing effective planning and ongoing learning processes is vital for sustainability-focused organizations.

## **DISCUSSIONS**

The study concludes firstly that the primary motivation for Egyptian travel agencies to adopt green change is the pursuit of competitive advantage, governmental incentives and regulations, an emerging business trend, and a fundamental commitment to sustainability respectively. Conversely, factors such as competitive rivalry, global trends, environmental urgency, and customer demand exhibit lower response rates respectively.

The Pearson correlation analysis highlights positive relationships between the phases of change management—formulation, implementation, evaluation, and learning—and the effectiveness of performance within Egyptian travel agencies undergoing green change. Notably, change formulation exhibits the strongest significant correlation with performance effectiveness, emphasizing the criticality of problem identification and goal formulation during this phase. Similarly, change implementation shows a robust positive correlation with performance effectiveness, with a focus on preparing for change and managing resistance. While both change evaluation and change learning demonstrate a moderate positive correlation with performance effectiveness, change evaluation is observed to be the lowest independent variable in its correlation with performance effectiveness, suggesting room for improvement in this aspect of the change process. By recognizing and nurturing these positive relationships, travel agencies can enhance their ability to navigate the complexities of change and achieve sustainable success in their green transformation endeavors.

Likewise, the multiple regression analysis reveals a significant impact across all phases examined. Firstly, 'change formulation' emerges as a robust predictor of the variance in performance effectiveness. Similarly, 'change implementation' demonstrates a substantial second impact of the variance in performance effectiveness. Learning ranked as the third independent variable impacting the variance of performance effectiveness followed by change evaluation to be the last predictor of performance effectiveness. These findings underscore the critical role of each phase of change management in predicting performance effectiveness during the green change process, thereby providing valuable guidance for travel agencies seeking to navigate and optimize their transition toward sustainability.

Additionally, multiple regression analysis for the impact of the change management phases on performance effectiveness dimensions of Egyptian travel agencies reveals that change implementation and evaluation are critical for performance success, particularly with implementation significantly affecting satisfaction levels. Change formulation and

implementation are essential for achieving organizational goals, underscoring the significance of planning and execution. Cost-effectiveness relies heavily on change implementation, emphasizing the need for enhanced methods. Creativity is influenced by both change formulation and implementation, suggesting that investments in these areas can bolster creative outputs. Sustainability efforts are driven by change formulation and learning, underscoring the importance of continuous planning, and learning for sustainable practices. Several implications are identified, including prioritizing change formulation, strategic focus on change implementation, opportunities for improvement in change learning, addressing challenges in change evaluation, and embracing a comprehensive approach to change management. These implications provide valuable guidance for Egyptian travel agencies aiming to navigate and optimize their transition toward sustainability.

### **IMPLICATION**

The implications derived from the correlation strength ranks and the impact strengths identified through regression analysis suggest several key considerations for managing change in Egyptian travel agencies undergoing green change:

1. **Prioritization of change formulation:** Given its high correlation strength and ranking as the top predictor of performance effectiveness, Egyptian travel agencies should allocate significant attention and resources to the formulation phase of change management. By effectively identifying problems and setting clear goals during this phase, organizations can lay a strong foundation for successful change implementation and overall performance improvement.
2. **Strategic focus on change implementation:** With change implementation ranking second in both correlation strength and impact strength, Egyptian travel agencies should ensure robust strategies for executing planned changes. This involves careful planning, resource allocation, and proactive management of resistance to change. Effective implementation strategies are crucial for translating formulated plans into tangible outcomes and driving performance improvements.
3. **Improvement opportunities in change learning:** While change learning demonstrates moderate to high correlation strength, its impact strength ranks slightly lower. Egyptian travel agencies should focus on enhancing their learning processes to maximize their impact on performance effectiveness. This may involve investing in training programs, knowledge-sharing platforms, and organizational learning initiatives to facilitate continuous improvement and adaptation to change.

4. Addressing challenges in change evaluation: Change evaluation, despite its moderate correlation strength, exhibits a relatively low impact strength in regression analysis. Egyptian travel agencies should pay attention to improving their evaluation processes to better assess the effectiveness of change initiatives and identify areas for improvement. Enhancing evaluation mechanisms, setting clear evaluation criteria, and fostering a culture of data-driven decision-making can help organizations derive greater value from their change evaluation efforts.

5. Comprehensive approach to change management: The significant impact of each phase of change management on performance effectiveness highlights the importance of taking a comprehensive approach to sustainability transitions. Egyptian travel agencies should ensure that all aspects of change management – from formulation to implementation, evaluation, and learning – are effectively addressed and integrated into their green change strategies.

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