

The Scientific Journal of Business and Finance

<https://caf.journals.ekb.eg>

The Mediating Role of organizational rhetoric in the Relationship Between strategic improvisation and competitive advantage: An Empirical Study

Aya Hussein Abu Gabel

Lecturer of Business Administration Faculty of Commerce, Tanta University

Published online: **June 2025.**

To cite this article: Abu Gabel, Aya Hussein El Sayed. The Mediating Role of organizational rhetoric in the Relationship Between strategic improvisation and competitive advantage: An Empirical Study, **The Scientific Journal of Business and Finance**, 45, (2),140-175.

DOI: [10.21608/caf.2025.434393](https://doi.org/10.21608/caf.2025.434393)

The Mediating Role of organizational rhetoric in the Relationship Between strategic improvisation and competitive advantage: An Empirical Study

Aya Hussein El Sayed Abu Gabel

Faculty of Commerce, Tanta University

Article History

Received 22 April 2025, Accepted 8 May 2025, Available online June 2025.

ABSTRACT

This research examines the direct impact of strategic improvisation on competitive advantage and examines the mediating role of organizational rhetoric in the relationship between strategic improvisation and competitive advantage. A field study was then conducted using a sample of 380 employee working at 45 five-star hotels in Sharm El-Sheikh and 340 questionnaires were completed with response rate of 89.4%, Results revealed that all dimensions of the strategic improvisation have a statistically significant positive direct impact on competitive advantage at 45 five-star hotels in Sharm El-Sheikh. Moreover, Results revealed that organizational rhetoric has statistically significant direct impact on competitive advantage. Finally, findings showed that organizational rhetoric plays a mediating role in the relationship between strategic improvisation and competitive advantage at 45 five-star hotels in Sharm El-Sheikh.

Keywords: strategic improvisation; organizational rhetoric; competitive advantage.

1. Introduction

In an era marked by rapidly changing and intense competition, organizational agility has become essential for survival and sustained growth. Among the sectors most affected by these dynamic shifts is the hospitality industry, where hotels must respond swiftly to changing customer expectations, service challenges, and external disruptions. In this context, strategic improvisation—the ability to make spontaneous yet strategically aligned decisions—has emerged as a critical capability for hotels seeking to remain competitive.

Also, Strategic improvisation refers to the skill of responding swiftly and creatively to unforeseen situations while staying aligned with long-term objectives. It blends adaptability with intentional planning, allowing for flexible actions that still serve a clear purpose. This ability is particularly crucial in dynamic or unpredictable settings, where rigid strategies may not suffice. By merging thoughtful direction with agile thinking, strategic improvisation helps individuals and organizations remain innovative, responsive, and resilient in the face of change. (Al-Taie, 2024)

However, the effectiveness of strategic improvisation extends beyond action alone; it is also shaped by how these actions are communicated and perceived. (El Amri, 2020). This brings into focus the role of organizational rhetoric, which refers to the strategic use of language, narratives, and symbolic communication to persuade stakeholders, justify decisions, and reinforce organizational identity. In hotel settings, where guest perceptions are highly influential, the rhetorical framing of improvisational actions can significantly enhance their impact and contribute to a hotel's competitive advantage (Green, 2004).

Moreover, The resource-based view (RBV) of organizational strategy argued that a firm's competitive advantage arises from the value, rarity, nonimitability, and nonsubstitutability of its resources. These attributes are rhetorical constructions. Hence, organizations will link rhetoric, resources, and RBV in a way that gives rhetoric a crucial influence on a firm's actions and on its survival (Sillince, 2006).

Finally, A competitive advantage is a distinct attribute or capability that enables a company to outperform its competitors in the market. This advantage can stem from factors such as high-quality products, lower production costs, cutting-edge technology, a trusted brand image, or outstanding customer support. When utilized effectively, it helps a business attract more customers, increase profitability, and secure long-term growth. In a rapidly evolving market, preserving a competitive advantage demands ongoing innovation, strategic planning, and the flexibility to adapt to changing consumer preferences and industry trends (Abd El-Fattah, *et al.*, 2024).

Hence, the research aims to investigate the impact of strategic improvisation on competitive advantage through organizational rhetoric as a mediating variable.

2. THEORETICAL BACKGROUND

This section provides a theoretical review of the study's three main concepts which are: Strategic improvisation, organizational rhetoric and competitive advantage.

2.1. Strategic improvisation

SI is a nascent concept in the field of strategic management (Allssa, 2020), (Scaglione *et al.*, 2019), mentioned that SI had gained widespread recognition as a vital strategy for accomplishing competitive advantage and is considered a different approach to move away from conventional strategic planning for organizations to be more flexible and to be able to adapt to the mechanisms and requirements of rapidly changing external environment (Rosli & Hatinah, 2016).

The concept of SI had been analyzed by numerous researchers and writers,

(Poolton & Ismail, 2000) defined SI as the behavior adopted by organizational leaders to manage and adapt to any changes in dynamic and external rapidly changing environment. Besides, (Leybourn, 2006) cleared that SI is considered an essential element for achieving strategic flexibility and contributes in introducing novel and creative ideas.

Moreover, (Levallet & Chan, 2015) added that SI is the ability of leaders to seamlessly reconfigure internal weakness and strengths of organizations in the light of analyzing strategic opportunities and threats for strategic planning and solving problems efficiently. Also, (Julienti *et al.*, 2015) reflected that SI is a behavior includes an immediate response in real-time situations that contain creativity in implementing strategic activities of the organization.

Dimensions of strategic improvisation: In this research, the focus will be on studying strategic improvisation through:

Strategic vigilance:

(Remix, *et al.*, 2016), defined strategic vigilance acts as radar for strategic planning that provides the organization with information that enhance its ability to take advantage of strengths and treat weaknesses in the light of optimizing opportunities and avoiding threats in order to be able to monitor and make balance between internal and external environmental variables for making effective strategic decisions and guarantee the organization's survival and sustainability.

Besides , Strategic vigilance refers to an organization's ability to continuously monitor its environment , detect potential threats and opportunities , and gather relevant information to make informed decisions . It emphasizes foresight, risk assessment, and preparedness to avoid surprises and capitalize on emerging trends (Al-Safar, 2017) . In short, Strategic vigilance is about awareness and anticipation.

Strategic agility:

Strategic agility means ability to rapidly respond to any changes occurring in its markets. It also means optimizing any available opportunities through the implementation of strategic planning efficiently and effectively (Erande & Verma, 2008). This dimension refers to ability of organization to reallocate resources efficiently, streamline its operations, embrace innovative processes and introducing creative ideas that include reengineering its businesses for enhancing its readiness to adapt to any changes

(Al-Abidi & Al-Moussawi, 2014).

Moreover, Strategic agility is the organization's ability to quickly adapt, reconfigure resources, and respond effectively to unexpected changes. It focuses on flexibility, speed, and innovation to remain competitive advantage in dynamic environment. In short, Strategic agility is about adaptation and responsiveness. (Mustafa, 2010).

Minimal Structure:

Is a design philosophy that prioritizes simplicity, efficiency, and functionality by using the least amount of materials or structural components necessary to enhance rapid response to any unexpected changes in highly dynamic environments. This type of structures is called open structure or micro-structure. Organizations that adopt this type of structure should have a clear strategic intent and existence of a number of simple rules and a large extent of Individual freedom and flexibility that contribute in achieving sustainability and elegance while maintaining structural integrity.(Cunha & Cunha, 2006).

Employing Resources:

Employing resources refers to strategic use of available assets such as time , money , labor , technology and materials to achieve a specific goal efficiently to solve unexpected problems. Effective resource management ensures that organizations maximize productivity while minimizing waste through allocating financial resources wisely , optimizing workforce efficiency , and leveraging technology to streamline operations for accomplishing a competitive advantage and long term sustainability . Moreover, resources must be managed wisely and treated as if they are always available, ensuring their sustainable use (Abdul -Hussein& Abbas, 2015).

Organizational Memory:

Knowledge is essence of organizational memory. Organizational memory refers to accumulated knowledge, experiences , and data that an organization retains overtime . It consists of two main types: explicit memory which includes documented records such as reports, databases, procedures, and guidelines. the second type is tacit memory which resides in employees' experiences, skills and intuition (Al-Baghdadi& Hadi, 2007).

Organizational Memory plays a crucial role in decision making, problem solving, and innovation by allowing organizations to learn from past experience and avoid repeating mistakes. Effective management of organizational memory enhances efficiency, continuity, and adaptability in a constantly changing business environment. Also, A well maintained organizational memory prevents knowledge loss due to employee turnover, supports continuity in processes, and enhances innovation by leveraging historical insights (Levallet, *et al.*, 2016).

2.2. Organizational rhetoric

Organizational rhetoric refers to the strategic use of persuasive language and communication techniques within an organization to influence attitudes, guide decision-making, and foster shared understanding among employees, stakeholders, and the public. It combines the study of rhetoric (the art of persuasion) with organizational communication, aiming to examine how language is employed in organizational settings to build identities, express values, and navigate power structures (Hauser, 2002). At the core of organizational rhetoric is the recognition that communication is crucial to the life of an organization. It shapes perceptions of the organization, facilitates interaction with external environments,

and governs internal dynamics among members. Organizations utilize various forms of rhetoric, such as speeches, meetings, emails, advertisements, and branding to manage their public image, cultivate relationships with customers, and align employees with the organization's objectives (Szeto, 2014).

Moreover, (Gergen, *et al.*, 2001) reflected that Organizational rhetoric involves the intentional use of communication strategies and persuasive language to influence organizational outcomes and impact the attitudes and behaviors of both internal and external stakeholders. Leaders and members within an organization employ this rhetoric to create meaning, assert authority, inspire action, and build agreement.

Besides, organizational rhetoric serves as a key tool in shaping the identity of an organization, fostering effective communication with different stakeholders, and supporting the achievement of both internal and external objectives, (Sillince, *et al.*, 2012). Additionally, The concept of organizational rhetoric is considered the effective approach to reach the external environment in order to communicate with its audience with the goal of conveying the most important objectives it seeks to achieve. This responsibility falls on the shoulders of top management which has the ability to adopt creative and innovative ideas to influence the external environment and achieve the interests and goals of the organization (Szeto, 2014).

Moreover, (Fyke, *et al.*, 2016) mentioned that Organizational rhetoric is a tool for strategic communication that focuses on the relationships between the individual and organizational levels on one hand, and social relationships on the other hand. In the same context, (Ewalt, 2018) defined it as a tool that determines the identity of employees in relation to the identity of the organization or the place where the employee works. The place refers to the physical space that gains meaning through symbolic practices, linking narratives, memories, and other cultural or personal meanings to a geographical area.

Dimensions of Organizational rhetoric: In this research, the focus will be on studying organizational rhetoric through:

Leadership personality

It includes a set of physical, mental, social, and emotional traits that distinguish an individual, which may either be inherited naturally or acquired through learning (Ghanam, 2005), Hakim *et al.*, (2023) emphasized that leadership personality is one of the rare personality types, meaning that some people are born leaders. Therefore, a leadership personality is built and its traits and skills are acquired, and it is best developed from a young age. However, this does not prevent the development and enhancement of leadership qualities in adulthood.

Moreover, it is important to understand leadership skills and leadership personality traits. There are key traits that should be present in a leader's personality to influence others, such as personal charisma, decisiveness, and personal effectiveness.

(Specchia *et al.*, 2021), argued that a leader is someone who has an impact on others to motivate them and simplify their work whether at the individual or organizational level. Thus, the leader's motivation influences the morale, attitudes, and behaviors of employees towards the organization, making it a crucial factor in achieving both individual and organizational goals. In the same vein, it is emphasized that leadership is the art of influencing others and persuading them to follow their leader in order to reach their fullest potential and accomplish any goal , (Mashele & Alagidede, 2022).

Diversity

Cultural diversity represents differences that encourage making the work environment richer, more creative, and more productive by harnessing the diverse capabilities and talents of employees. It also helps create an environment that encourages creativity and the generation of new ideas. Diversity is considered a fundamental pillar for applying the principles of fairness and equality within an organization, through following a set of behaviors that maintain the rights and dignity of employees (Helm- Stevens & Hunt, 2009). (Schachner *et al.*, 2021), defined it as the exchange of ideas and practices within a multicultural framework, where no single culture dominates an ethnic group, but instead, it is shaped by various cultural influences.

Organization prestige

Refers to the way employees perceive how external entities view their organization, which is a crucial factor for improving the overall performance of organizations. When the external world perceives the organization's position positively, it reflects on employee performance, motivating them to be more engaged and positive towards their organization (Ates *et al.*, 2017), This position is shaped by a combination of internal indicators and the interests of external stakeholders, which helps in determining the organization's position in the minds of its employees. It also reflects a set of beliefs among employees that indicate the value they feel from belonging to the organization based on external audience information. A positive image of the organization influences the external perception and employees, in turn, internalize these views, using them to take pride in their membership and affiliation with the organization (Pena ,*et al.*, 2021).

2.3 Competitive advantage

In today's fast-paced business world, competitive advantage is not fixed. Companies must continuously innovate, respond to shifting consumer preferences, and stay ahead of emerging trends. Organizations that establish and sustain competitive advantages are better positioned to succeed in a competitive and ever-changing market

(Alzahrani , 2024). The concept of competitive advantage is crucial for sustained success in business. Without it, a company may find it difficult to maintain its market position or profitability. Achieving competitive advantage typically involves identifying and

capitalizing on specific strengths that set the company apart, whether through unique products, lower operational costs, or exceptional customer experiences.(Shen , *et al.*,2024)

Competitive advantage refers to the unique qualities or capabilities that enable a company to surpass its competitors in the market. It provides a business with the ability to deliver superior products, services, or value, or to operate more effectively than others in the industry. This advantage can arise from several factors, including innovation, advanced technology, a strong brand, cost efficiency, or exceptional customer service (Kazmi, & Takala, 2015).

Additionally, A competitive advantage refers to a company's ability to provide better value to its customers than its competitors, giving it an edge in the market. Some industry experts argued that a competitive advantage is only meaningful if it is linked to a quality or feature that customers highly value. (Faeq, *et al.*, 2020).(Also, Abbas *et al.*, 2021) defined competitive advantage as a the process by which a company develops and executes a strategy that results in greater success compared to its competitors or the industry standard. In simpler terms, it refers to the creation and execution of a plan that enables a company to achieve superior outcomes.

The primary goal of senior management is to achieve the company's competitive advantage by providing services that meet the needs and desires of customers, or the value they expect to obtain from those products or services. Most researchers have focused on the dimensions of competitive advantage. Through a review of some sources in this field, there is a consensus among several researchers regarding the most common dimensions, each of which is considered a fundamental aspect of achieving the company's competitive advantage. These dimensions include cost, quality, flexibility, differentiation, and delivery (Evans & Collier, 2007).

Cost:

The cost leadership dimension is considered a competitive edge that many organizations have adopted. It refers to the organization's ability to produce and distribute products at the lowest possible cost compared to competitors in the same industry. As a result, the organization possesses a preferential advantage that allows it to compete in the market and potentially dominate it. Therefore, any company must focus on the cost dimension to make its production and marketing costs lower than its competitors. Companies that aim to gain a larger market share as the basis for their success and superiority are the ones that offer their products at a lower cost than their competitors.(Ababdia, 2022).

Quality

With changing customer preferences and increasing awareness, organizations have started to focus on another dimension of competitive advantage, which is the quality of the service or product offered. This dimension represents a set of distinctive and unique characteristics of the product, which are perceived by the customer (Ababdia, 2022) & Heizer *et al.* (2017), emphasized on the expected value that aligns with the organization's mission. It requires determining customer expectations and desires regarding quality and working towards meeting them.

Differentiation

Companies strive to appear distinct from their competitors in the eyes of their customers. However, it should be noted that most competitive advantages resulting from differentiation tend to be short-term. Therefore, management in competing companies must continuously think about new features and characteristics that add both tangible and intangible value to what they offer their customers (Ababdia, 2022).

Flexibility

Flexibility has become an important competitive dimension in today's markets, given the technological and environmental changes in the business environment. Flexibility is defined as the quick response to changes in customer demand by increasing the organization's ability to produce a wide range of products and services, introducing new products and services, and modifying those that already exist (Ababdia, 2022).

Delivery

Delivery refers to providing the product at the required time and place. It is a strategy for offering and delivering the product on time, according to a specific schedule. Most researchers agree that delivery priority consists of two main aspects:

1. **Delivery Speed:** This refers to the organization's ability to respond quickly to customer orders by completing production processes rapidly, thus ensuring customer satisfaction.
2. **Delivery Reliability:** This involves adhering to the set delivery dates and ensuring that the product is delivered with the required quality as expected by the customer (Ababdia, 2022).

3. PREVIOUS STUDIES

This study is dealing with three recent interesting topics in today's world, These topics are strategic improvisation, organizational rhetoric and competitive advantage, Some of the previous studies that dealt with these topics were presented in this section.

3.1 Studies show relationship between strategic improvisation and competitive advantage:

Zobair (2021), investigated the impact of strategic vigilance and strategic intelligence in creating a competitive advantage by applying on 50 individuals of the Sudanese businessmen union. Results showed that strategic vigilance as one dimension of strategic improvisation had a significant positive impact on achieving competitive advantage.

Moreover, A study that was conducted by (Abdel Aziz *et al.*, 2021), on 75 employee working in commercial banks operating in El-Obeid city in Kordofan, Sudan to examine the impact of strategic vigilance as one dimension of strategic improvisation on achieving competitive advantage, they asserted that there is direct significant and positive effect of strategic vigilance on boosting the achievement of competitive advantage (flexibility-responsiveness to the customer).

(Besides, Faisal 2022), attempted to explore the impact of strategic improvisation which was measured by (strategic vigilance – strategic agility – micro-structure) on enhancing the achievement of sustainable competitive advantage through organizational memory as a moderating variable by applying on 180 employees of the senior administrations in (8) eight Iraqi private banks. The results showed that all dimensions of strategic improvisation have direct positive significant effect on accomplishing competitive advantage.

Additionally, (Mohammed *et al.*, 2022) examined how strategic agility as a dimension of strategic improvisation directly enhances the accomplishment of competitive advantage by applying 288 respondents at Jordanian insurance companies. The findings indicated that competitive advantage can be achieved through the achievement of strategic agility.

In Musaed study (2023), a model was proposed to demonstrate the effect of strategic vigilance as one dimension of strategic improvisation on achieving competitive advantage by applying on 115 academic and administrative leaders at the University of Science and Technology in Aden, Yemen, results showed that there is a statistically significant effect of the dimensions of strategic vigilance (technological, environmental, and marketing) on competitive advantage.

Finally, Al Shawabkeh (2024) investigated the impact of impact of strategic agility as one dimension of strategic improvisation on sustainable competitive advantage through strategic renewal as a mediating variable based on a sample of 240 managers at three Jordanian telecommunications companies. Results indicated that strategic agility has direct significant positive impact on boosting competitive advantage.

From the studies that are mentioned previously, the first main hypothesis that can be formulated as follows:

*H₁ : Strategic improvisation dimensions (Strategic vigilance – Strategic agility – micro-structure- employing resources - organizational memory) have a statistically significant direct impact on competitive advantage.

3.2. Studies show relationship between strategic improvisation and organizational rhetoric

Hani, (2022) examined the impact of Strategic Vigilance as one dimension of strategic improvisation on the personality of leaders as one dimension of organizational rhetoric, By using a sample of 62 faculty members in three universities

(Hail University, Umm Al-Qura University, Taibah University) in Saudi, The results indicated that there is significant positive effect of Strategic Vigilance on enhancing strategic leadership personality.

Moreover & Moustafa, (2023) presented a theoretical and applied framework that examined the effect of Strategic Vigilance as one dimension of strategic improvisation on organizational prestige as one dimension of organizational rhetoric through institutional performance as a mediating variable by applying on 246 workers at Mansoura University Hospitals. The study asserted the direct significant positive impact of Strategic Vigilance on promoting organizational prestige.

Additionally & Abu- Raeyan, (2024) studied the effect of Strategic Vigilance on personality of leaders by applying on 120 of academic leaders of 300 employees at University of King Abdulaziz. The findings indicated that Strategic Vigilance as one dimension of strategic improvisation had a significant positive impact on promoting personality of leaders.

Finally & AL-Taie, (2024) studied how strategic improvisation affects enhancing organizational rhetoric by collecting data from 182 leader in the Mosul Municipality Directorate, Iraq. The research findings asserted the direct significant positive impact of all dimensions of strategic improvisation on boosting organizational rhetoric that can be measured through these dimensions (leadership personality, diversity, organizational prestige).

From the studies that are mentioned previously the second main hypothesis can be formulated as follows:

H₂ : Strategic improvisation has a statistically significant direct impact on organizational rhetoric.

3.3 Studies that show relationship between organizational rhetoric and competitive advantage:

Sillince (2006), conducted a study to determine how organizational rhetoric directly creates competitive advantage at different organizations and industries in UK. The findings indicated that rhetoric can switch the audience's attention between identities and resources to gain competitive advantage.

Suddaby *et al.*, (2010), develops a framework for understanding how organizational rhetoric can be considered as a source for accomplishing competitive advantage . the researchers conducted a qualitative study and reached that any organization seeks to develop and enhance its prestige, this will contribute in the achievement of competitive organization .

In Urbancova *et al.*, (2020), a model was proposed to demonstrate the impact of Diversity Management as one dimension of organizational rhetoric on creating sustainable Competitive advantage by applying on 549 Czech, results asserted the positive effect of diversity on improving the ability of any company to sustain the achievement of Competitive advantage.

Additionally& Faeq, (2022), conducted a study to examine how the qualities and personality of leaders as one dimension of organizational rhetoric contributes in achieving the competitive advantage at 110 respondents at small and medium-sized businesses in the city of Erbil in Kurdistan, Iraq. The results showed that personality traits of leaders had a significant positive impact on a organization's ability to create a competitive advantage.

Moreover & Mohamed, (2023), empirically examined the impact of organizational rhetoric on achieving the competitive advantage of 183 Entrepreneurs 183 at some companies' owners in Egypt. Depending upon the analysis of collected data, the results showed that all dimensions of organizational rhetoric (organizational picture – organizational reputation – organizational prestige)had a significant positive impact on achieving the competitive advantage.

From the studies that are mentioned previously , the researchers derived the third main hypothesis that can be formulated as follows:-

*H₃ : Organizational Rhetoric has a statistically significant direct impact on competitive advantage.

Based on what has been mentioned before in the previous studies, The fourth main hypothesis which represents the research gap will be formulated as follows:

* H₄ : Strategic improvisation dimensions(strategic vigilance , strategic agility and micro-structure- employing resources - organizational memory) have a statistically significant indirect impact on competitive advantage through organizational rhetoric.

Comments on Previous Studies

According to what has been mentioned before in the previous studies, it has been noted that:

- All studies highlighted the importance of Strategic improvisation as one of the most influential factors in the different aspects of the work of the organization.
- To our best, no previous studies examined the proposed relationship between the three variables included in this study (Strategic improvisation , Organizational Rhetoric, competitive advantage).
- It has been difficult to find studies that investigated the impact of dimensions of Strategic improvisation on competitive advantage in Tourism sector in Egypt.
- There aren't previous studies investigated the mediating role of Organizational Rhetoric in the relationship between Strategic improvisation and competitive advantage.

4. RESEARCH PROBLEM

According to a pilot study conducted in 45 five –star hotels in Sharm El-Sheikh including 40 employees at these hotels, the study findings showed that:

- A- Employees confirmed the importance of applying dimensions of strategic improvisation at 45 five –star hotels in Sharm El-Sheikh which can in turn enhance the achievement of competitive advantage through The use of organizational rhetoric that improves the organization's prestige, effective management of diversity, generates new and innovative ideas and generally positive thoughts among the public through apply the strategic symbols, structures, and procedures in a hotel to primarily influence the thoughts, feelings, and behavior of stakeholders and target community.
- B- Employees rank organizational rhetoric at high ranking among the factors and concepts that enhance the ability of any organization to achieve competitive advantage where makes leaders more involved in their jobs and struggle to achieve survival in unstable environment, because it allows the flexibility and adapt to any new in this turbulent dynamic environment , enhances management of diversity effectively inside the organization and creating the organizational prestige.
- C- The study demonstrated that employees reflected that the ability of hotel management to create competitive advantage is at average.

Depending on what previously mentioned in pilot study and in the light of the research gap that was uncovered and undiscussed in the previous studies, research problem can be formulated in the following questions:

- What is the impact of strategic improvisation on competitive advantage at five –star hotels in Sharm El-Sheikh?
- Does organizational rhetoric plays a mediating role in this relationship?

5. RESEARCH OBJECTIVES

This research aimed at:

- a. Investigating the impact of strategic improvisation dimensions on competitive advantage at five –star hotels in Sharm El-Sheikh and determining the most important one affecting competitive advantage.
- b. Examining the impact of strategic improvisation dimensions on organizational rhetoric at five –star hotels in Sharm El-Sheikh and determining the most important one affects organizational rhetoric .
- c. Investigating the impact of organizational rhetoric on competitive advantage at five –star hotels in Sharm El-Sheikh.
- d. Clarifying whether organizational rhetoric plays a mediating role in the relationship between strategic improvisation and competitive advantage.
- e. Come up with results and recommendations to convince managers of five –star hotels in Sharm El-Sheikh about the influence of strategic improvisation in creating competitive advantage which positively enables the management of hotels to achieve its overall objectives effectively

6. RESEARCH IMPORTANCE

This research derives its importance from its contributions both the scientific and practical level.

- a. This research helps to fill the gap related to previous studies by examining the indirect impact of strategic improvisation on competitive advantage at five –star hotels in Sharm El-Sheikh through organizational rhetoric as a mediating variable.
- b. This research is dealing with three recent topics, which are strategic improvisation, competitive advantage and organizational rhetoric. This study will contribute to fine-tuning of these topics literature.
- c. This research contributes to the development of academic research through its measurements and variables that can be used to study the relationship between strategic improvisation and competitive advantage.
- d. The researchers are seeking to identify the most important dimensions of strategic improvisation that may affect competitive advantage through organizational rhetoric.
- e. Studying the direct and indirect impact of strategic improvisation on competitive advantage will help strategic improvisation to improve its efficiency.
- f. The management of five-star hotels in Sharm El-Sheikh should grasp the importance of practicing dimensions of strategic improvisation. So, it is essential for leaders to know the dimensions of strategic improvisation that should be maximized .

7. RESEARCH METHODOLOGY

7.1. RESEARCH VARIABLES AND MEASURES

Table 1: Research variables and Measures

Independent Variable	
Strategic improvisation	items related to: (Strategic vigilance, strategic agility, minimal structures, Employing resources, and organizational memory) used by (Morman & Miner, 1998), (Cunha & Cunha, 2006), (Levaller & Chan, 2016) and (Al-Taie,2024) were adopted
Mediating Variable	
Organizational rhetoric	Items related to: (leadership personality, diversity, organization prestige) adopted from (Kadhima, 2020) and (Al-Taie, 2024)
Dependent variable	
Competitive advantage	items related to : (cost, quality, differentiation, flexibility delivery) adopted from (Chase , <i>et al.</i> , 2003), (Al-Janabi <i>et al.</i> , 2020) , (El Amri, A., 2020) and (Abd El-Fattah , <i>et al.</i> , 2024)

Figure.1. illustrates the proposed relationships between research variables.

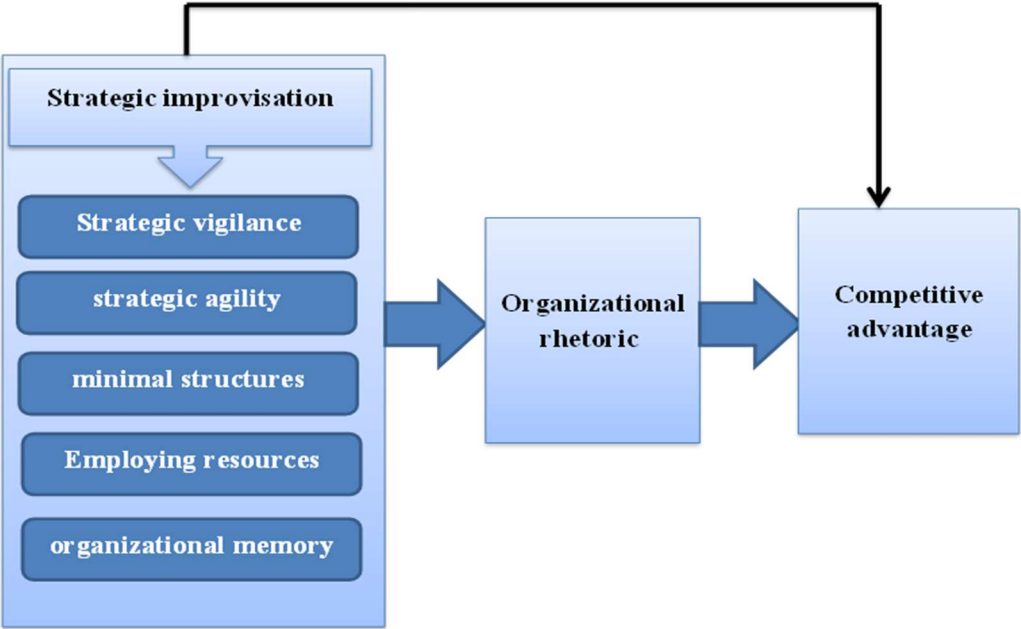


Figure 1: Research variables and proposed relationships

7.2. QUESTIONNAIRE DESIGN

The researchers developed 52 items to measure the study variables. 28 items were used to measure strategic improvisation dimensions: 6 items were used to measure strategic vigilance, 5 items were used to measure strategic agility, 6 items were used to measure minimal structures, 5 items to measure employing resources and the last 6 items were used to measure organizational memory. Regarding the organizational rhetoric, 9 items were used to measure this construct. 3 items to measure leadership personality, 3 items to measure diversity, and 3 items to measure organization prestige. With respect to competitive advantage, 15 items were used to measure it, 3 items to measure cost, 3 items to measure quality, 3 items to measure differentiation, 3 items to measure flexibility, and 3 items to measure delivery. A five-point Likert scale ranging from 1 to 5 were used to measure the respondent views in which 1= "strongly disagree" 2= "disagree" 3= "neutral" 4= "agree" and 5= "strongly agree".

7.3. LIMITATIONS OF STUDY

This research is applied on a sample of employees from top and middle management levels at different departments (Front desk, internal supervision, security and safety, sports activities, kitchen and food, public relations, Accounting, Maintenance, Human resources, Marketing, Information technology, Purchasing) at 45 five-star hotels in Sharm El-Sheikh.

7.4. RESEARCH POPULATION AND SAMPLE SELECTION

This research will focus on employees who in five-star hotels in Sharm El-Sheikh, with a total of 1,300 individuals working in hotels with two phases, and 800 individuals working in hotels with one phase. The total number of hotels is 45 five-star hotels, with a total of 32,950 employees in all the hotels across the shared main departments, as shown in the following table, excluding some of the secondary departments that may exist exceptionally in one hotel but not in another. The following table shows the total number of employees who are working at the 45 five-star hotels.

Table 2: Numerical Statistics for the total number of population size at 45 five-star hotels in Sharm El-Sheikh

Department	Total number of employees
Front Desk	3375
Internal Supervision	5175
Security and Safety	3930
Sports Activities	4545
Kitchen and Food	4050
Public Relations	4320
Accounting	2513
Maintenance	2578
Human Resources	960
Marketing	320
Information Technology	640
Purchasing	544
Total	32950

Calculate sample size had been used to determine the sample size of employees that are working at different departments at 45 five-star hotels in Sharm El-Sheikh. By applying the previous method on the total size of population research, the researcher reached that the total size of sample (n^*) is 380 at 45 five-star hotels in Sharm El-Sheikh. 380 questionnaire have been distributed to collect the required data. The number of completed questionnaires that have been statistically analyzed was 340 questionnaire by the percentage 89.4% .

7.5. CODING OF RESEARCH VARIABLES

Table 3: Coding of research variables

Research Variables	codes	Questionnaire Questions' Nos.
Independent variable		
Strategic improvisation	X	1 \rightarrow 28
Strategic vigilance	X_1	1 \rightarrow 6
Strategic agility	X_2	7 \rightarrow 11
Minimal structures	X_3	12 \rightarrow 17
Employing resources	X_4	18 \rightarrow 22
Organizational memory	X_5	23 \rightarrow 28
Mediating variable		
Organizational rhetoric	M	29 \rightarrow 37
Leadership personality	M_1	29 \rightarrow 31
Diversity	M_2	32 \rightarrow 34
Organization prestige	M_3	35 \rightarrow 37
Dependent variable		
Competitive advantage	Y	38 \rightarrow 52
Cost	Y_1	38 \rightarrow 40
Quality	Y_2	41 \rightarrow 43
Differentiation	Y_3	44 \rightarrow 46
Flexibility	Y_4	47 \rightarrow 49
Delivery	Y_5	50 \rightarrow 52

7.6. TOOLS OF STATISTICAL ANALYSIS

Structural Equation Modeling (SEM)

Due to the multiplicity of relationships within the model proposed for the study and the existence of a number of independent variables, mediating and dependent variables, it will be more suitable to use Structural Equation Modeling (SEM) where this technique allows the researchers to conduct the following test :

Path analysis: this analysis helps the researchers to achieve the following objectives:

- 1- Measuring the direct impact of strategic improvisation dimensions on competitive advantage at 45 five-star hotels in Sharm El-Sheikh.
- 2- Measuring the direct impact of strategic improvisation dimensions on organizational rhetoric at 45 five-star hotels in Sharm El-Sheikh.
- 3- Measuring the direct impact of organizational rhetoric on competitive advantage at 45 five-star hotels in Sharm El-Sheikh.
- 4- Measuring the indirect impact of strategic improvisation dimensions on competitive advantage at 45 five-star hotels in Sharm El-Sheikh through organizational rhetoric.

8. DATA ANALYSIS

8.1. RELIABILITY AND VALIDITY TEST FOR THE SCALES OF THE RESERCH

The validity of the measures of research (strategic improvisation , Organizational rhetoric, competitive advantage) was confirmed by using the confirmatory factor analysis (CFA) using (AmosV.21). According to this, the quality of conformity (model fit) is evaluated by set of indicators for model fit through which the model is accepted or rejected. The following table 4 shows the indicators of the model fit as follows:

Table 4: Indicators of CFA Test

Indicators of model fit	Obtained	Suggested
CMIN /DF	2.879	CMIN/DF ≤ 5
NFI (Normed of Fit Index)	0.932	NFI ≥ 0.9
IFI (Incremental Fit Index)	0.955	IFI ≥ 0.9
TLI (Tucker- Lewis Index)	0.933	TLI ≥ 0.9
CFI (Compare Fit Index)	0.954	CFI ≥ 0.9
RMSEA (Root Mean Square Error Approximation)	0.088	$0.8 \geq \text{RMSEA} \geq 0.05$

Based on the previous table, the previous indices confirmed that the overall fit of the data model was good. but which related to Convergent Validity, which means that the items of the scale that measure one concept have a strong positive correlation, where (Anderson & Gerbing, 1988) indicated that it is possible to verify this through four criteria, the first of which is the Factor Loading FL (the value of coefficient Weighted standard regression) for each of the variables measured ≥ 0.7 at a significance level ≤ 0.5 , the

second is that the average variance extracted AVE for the variables ≥ 0.5 , the third is Construct Reliability ≥ 0.5 and finally FL (weighted standard regression coefficient for each of the measurement elements) should be more than twice the standard error (S.E) corresponding to this element, Table (5) shows the results that were used to evaluate those standards.

Table 5 : The results of Convergent Validity

Variables	FL	S.E	C.R	Error	Value of Estimated error
X ₁ → strategic vigilance	0.729	0.123	9.394	e5	0.563
X ₂ → strategic agility	0.749	0.119	9.588	e4	0.257
X ₃ → minimal structures	0.834	0.128	10.340	e3	0.193
X ₄ → Employing resources	0.730	-----	-----	e2	0.383
X ₅ → organizational memory	0.757	0.150	8.674	e1	0.563
M ₁ → leadership personality	0.764	0.056	14.020	e8	0.183
M ₂ → diversity	0.812	0.058	15.470	e7	0.170
M ₃ → organizational prestige	0.853	-----	-----	e6	0.153
Y ₁ → cost	0.855	0.100	12.990	e13	0.167
Y ₂ → quality	0.877	0.098	13.470	e12	0.129
Y ₃ → differentiation	0.726	-----	-----	e11	0.242
Y ₄ → flexibility	0.752	0.103	12.190	e10	0.573
Y ₅ → delivery	0.810	0.091	9.990	e9	0.645

Using the data mentioned in the previous table, the AVE value was calculated as well as the C.R value for each variable according to their calculation equations. Table (6) shows these values:

Table 6: Calculation of AVE and C.R.

Research variables	AVE	C.R
Strategic improvisation	0.772	0.966
Organizational rhetoric	0.809	0.981
Competitive advantage	0.804	0.622

Table No. (5) showed that the FL (weighted standard regression coefficient) for all variables is greater than 0.70 and at a level of significance less than 0.05, and the values of the loading coefficient FL for each of the measurement elements is greater than twice S.E, in Table No. (6), the results indicated the AVE and C.R values for all variables are greater than 0.50, which means that the four criteria are identical with the values previously clarified, which reflects the convergent validity of the research variables.

But which related to the Discriminant Validity that indicates that the scale items that measure a particular theoretical concept differ from the scale items that measure another theoretical concept, (Croweley & Fan, 1997) showed that this can be verified through two criteria, the first of which is that the Cronbach's alpha coefficient for each variable should

be higher than the coefficients of the correlation of this variable compared with other variables, and the second is the squared root of the average variance extracted (AVE) for the variable is also greater than the coefficients of the correlation of this variable with other variables, and the following table No. (7) showed the results used to evaluate these criteria:

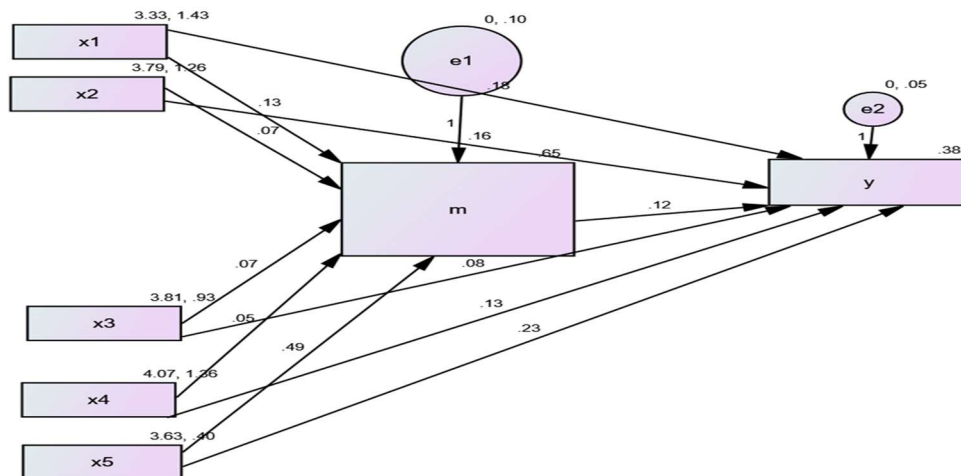
Table 7: Results of Discriminant Validity

Variables	Cronbach's Alpha	AVE	Strategic improvisation	Organizational rhetoric	Competitive advantage
Strategic improvisation	0.866	0.878	1		
Organizational rhetoric	0.821	0.899	0.623	1	
Competitive advantage	0.831	0.869	0.521	0.537	1

It is noted from the previous table that Cronbach's alpha coefficient for each variable as well as the AVE values for each variable are higher than the correlation coefficients of each variable with the other variables, which reflects the discriminatory validity of the variables measures. As a recap, according to the aforementioned tests, the scales used to measure the research variables are characterized by content validity (model fit), Convergent Validity, and Discriminant Validity.

8.2. RESULTS OF STRUCTURAL EQUATION MODELING (SEM)

SEM analysis aims to answer the research questions which investigate the impact of strategic improvisation on competitive advantage at 45 five-star hotels in Sharm El-Sheikh and whether organizational rhetoric plays a mediating role in this relationship. The collected data was analyzed using Amos v20 and Amos Graphic was used to draw a path diagram specifying four main relationships and sub-relationships between research variables as illustrated in figure (2). SEM results were used to test research hypotheses.



According to the proposed research model , there are four main hypotheses representing the proposed relationships among research variables .these hypotheses were tested as follows :

Testing Research Hypotheses

* strategic improvisation and competitive advantage

The first main hypothesis (H_1) investigated the direct impact of dimensions of strategic improvisation on competitive advantage at 45 five-star hotels in Sharm El-Sheikh; it has been formulated as follows:

H_1 : Strategic improvisation dimensions have a significant positive direct impact on competitive advantage.

Table 8: The impact of strategic improvisation dimensions on competitive advantage

Independent variable	St.Beta	T-value(CR)	P value	Std. Error	Estimate	Rank
$X_1 \rightarrow$ strategic vigilance	.473	13.262	.000	.014	.180	1
$X_2 \rightarrow$ strategic agility	.389	11.869	.000	.013	.157	2
$X_3 \rightarrow$ minimal structures	.159	4.892	.000	.015	.075	5
$X_4 \rightarrow$ Employing resources	.339	10.468	.000	.013	.132	3
$X_5 \rightarrow$ organizational memory	.324	7.276	.000	.032	.232	4

Analysis results shown in table (8) revealed that:

Strategic vigilance has a statistically significant positive direct impact on competitive advantage ($T = 13.262$, $\beta = + .0.473$ with $p < 0.001$). With respect to strategic agility, it has a statistically significant positive direct impact on competitive advantage ($T = 11.869$, $\beta = + .389$ with $p < 0.001$).

Minimal structures (X_3) and employing resources (X_4), have also a statistically significant positive direct impact on competitive advantage at 45 five-star hotels in Sharm El-Sheikh ($T = 4.982$, 10.468 , $\beta = + 0.159$, $+ 0.339$ with $p < 0.001$) respectively ,Finally , organizational memory has a statistically significant positive direct impact on competitive advantage ($T = 7.276$, $\beta = + .324$ with $p < 0.001$). Results also revealed that strategic vigilance comes in the first place in terms of its effect on competitive advantage at 45 five-star hotels in Sharm El-Sheikh, followed by strategic agility then employing resources, organizational memory and finally comes minimal structures. therefore the first main hypothesis is highly strong supported.

*** Strategic improvisation and organizational rhetoric**

The second main hypothesis (H₂) investigated the direct impact of strategic improvisation on organizational rhetoric 45 five-star hotels in Sharm El-Sheikh; it has been formulated as follows:

H₂: strategic improvisation dimensions have a positive direct impact on organizational rhetoric.

Table 9: results related to the impact of strategic improvisation dimensions on organizational rhetoric.

Independent variable	St.Beta	T-value (CR)	P value	Std. Error	Estimate	Rank
X ₁ → strategic vigilance	.329	7.813	.000	.017	.133	2
X ₂ → strategic agility	.157	3.722	.000	.018	.068	3
X ₃ → minimal structures	.141	3.333	.000	.021	.071	4
X ₄ → employing resources	.121	2.864	.000	.017	.050	5
X ₅ → organizational memory	.637	15.106	.000	.032	.485	1

Analysis results shown in table (9) revealed that:

Strategic vigilance has a statistically significant positive direct impact on organizational rhetoric (T = 7.813, $\beta = + .0329$ with $p < 0.001$). With respect to strategic agility, it has a statistically significant positive direct impact on organizational rhetoric (T = 3.722, $\beta = + .157$ with $p < 0.001$).

Minimal structures (X₃) and employing resources (X₄), have also a statistically significant positive direct impact on organizational rhetoric at 45 five-star hotels in Sharm El-Sheikh (T = 3.333, 2.864, $\beta = + 0.141$, $+ 0.121$ with $p < 0.001$) respectively, Finally , organizational memory has a statistically significant positive direct impact on organizational rhetoric (T = 15.106, $\beta = + .637$ with $p < 0.001$). Results also revealed that organizational memory comes in the first place in terms of its effect on organizational rhetoric at 45 five-star hotels in Sharm El-Sheikh, followed by strategic vigilance then strategic agility , minimal structures and finally comes employing resources . Therefore the second main hypothesis is highly strong supported

*** Organizational rhetoric and competitive advantage**

The third main hypothesis (H₃) investigated the direct impact of organizational rhetoric on competitive advantage at 45 five-star hotels in Sharm El-Sheikh ; it has been formulated as follows:

H₃ : organizational rhetoric has a positive direct impact on competitive advantage.

Table 10: results Related to the impact of organizational rhetoric on competitive advantage

Independent variable	St.Beta	T-value(CR)	Sig.t	St-Error	Estimate	Dependent variable
organizational rhetoric	.124	2.547	.011	.046	.117	competitive advantage

Analysis results shown in table (10) revealed that:

Organizational rhetoric has a statistically significant direct impact on competitive advantage at 45 five-star hotels in Sharm El-Sheikh, where ($T = 2.547$, $\beta = +.124$ with $p < 0.05$). therefore, the third main hypothesis H_2 is highly supported .

* Strategic improvisation, organizational rhetoric and competitive advantage

The last main hypothesis (H_4) examined the mediating role that organizational rhetoric plays in the relationship between strategic improvisation and competitive advantage at 45 five-star hotels in Sharm El-Sheikh; it has been formulated as follows:

H_4 : strategic improvisation dimensions have a statistically significant indirect impact on competitive advantage through organizational rhetoric.

Table 11: SEM Results Related to the indirect, direct , total impact of dimensions of strategic improvisation on competitive advantage through organizational rhetoric

Independent variable	St.Beta (indirect effect)	St.Beta (direct effect)	St.Beta (Total effect) (Direct +indirect)	P value
$X_1 \rightarrow$ strategic vigilance	0.041	0.473	0.514	0.000
$X_2 \rightarrow$ strategic agility	0.019	0.389	0.408	0.000
$X_3 \rightarrow$ minimal structures	0.017	0.159	0.177	0.000
$X_4 \rightarrow$ Employing resources	0.015	0.339	0.354	0.000
$X_5 \rightarrow$ organizational memory	0.079	0.324	0.403	0.000

From the statistical results shown in the previous table(11), it can be noted that:

Strategic vigilance has a statistically significant positive indirect impact on competitive advantage through organizational rhetoric at 45 five-star hotels in Sharm El-Sheikh ($\beta = +0.041$ with $p < 0.001$). According to the statistical results, the organizational rhetoric plays as a partial mediating variable between Strategic vigilance and competitive advantage where the indirect effect increases the standardized effect (St.Beta) of Strategic vigilance on competitive advantage from 0.473 to 0.514

Results also revealed that strategic agility and minimal structures have a statistically significant positive indirect impact on competitive advantage through organizational rhetoric at 45 five-star hotels in Sharm El-Sheikh ($\beta = +0.019$, $\beta = +0.017$ with $p < 0.001$). According to the statistical results, organizational rhetoric plays as a partial mediating role in the relationship between (strategic agility , minimal structures) and competitive advantage where these indirect effects increase standardized effects (St.Beta) of strategic agility and minimal structures on competitive advantage respectively from 0.389 to 0.408 and from 0.159 to 0.177.

With respect to employing resources and organizational memory, results revealed that employing resources and organizational memory have a significant indirect effect on competitive advantage through organizational rhetoric($\beta = +0.015$, $\beta = +0.079$ with $p < 0.001$). According to the statistical results, organizational rhetoric plays as a partial mediating role in the relationship between (employing resources , organizational memory) and competitive advantage where this indirect effects increase the standardized effects(St.Beta) of employing resources and organizational memory on competitive advantage respectively from 0.339 to 0.354 and from 0.324 to 0.403.

Path diagram shown in figure (2) has been used to explore the indirect effect of the strategic improvisation construct on competitive advantage through the organizational rhetoric.

Therefore, based on the previous results, the fourth main hypothesis (H₄) is supported which assumed that organizational improvisation has a statistically significant indirect impact on competitive advantage at 45 five-star hotels in Sharm El-Sheikh through organizational rhetoric. Considering the findings, it can be said that the effects of the five dimensions of strategic improvisation on competitive advantage are enhanced and improved by mediating role played by organizational rhetoric in this relationship.

9. DISSCUSSIONS OF RESEARCH RESULTS

In the light of the results that are previously mentioned, the researcher found the following:

- Research results revealed that the first main hypothesis (H₁) which investigates the direct impact of strategic improvisation dimensions on competitive advantage was supported .This result is in line totally with (Faisal, 2022) and agreed partially with (Zobair, 2021) , (Abdel Aziz *et al.*, 2021) & (Mohammed , *et al.*, 2022) , (Musaed , 2023) and (Al Shawabkeh, 2024) that reflected that SI dimensions have significant positive direct impact on competitive advantage where more practicing of five dimensions of strategic improvisation can in turn increase competitive advantage ,this simply because within strategic vigilance, strategic agility, minimal structures, employing resources and organizational memory, organization can have unique set of attributes, resources, or capabilities that enable it to outperform its competitors and

- achieve superior market performance (lower cost, product differentiation innovation, brand reputation, and operational efficiency)
- Research results also showed that the second main hypothesis (H₂) which investigates the direct impact of SI dimensions on organizational rhetoric was supported. This result agreed totally with (AL-taie, 2024), and partially with (Hani, 2022), (Moustafa, 2023) & (Abu-Rayan, 2024) that showed that SI dimensions have significant positive direct influence on organizational rhetoric where more practicing of five dimensions of strategic improvisation can in turn increase organizational rhetoric ,this simply because within strategic vigilance , strategic agility, minimal structures, employing resources and organizational memory, the organizational rhetoric will be enhanced through the strategic use of communications by organizations to shape perceptions , achieve business goals and influence the personality of leaders . It also involves crafting persuasive messages that align with organization 's identity and helping to build credibility and manage its prestige.
 - Research results also mentioned that the third main hypothesis (H₃) which investigates the direct impact of organizational rhetoric on competitive advantage was supported. This result agreed totally with (Sillince,2006) , (Suddaby *et al.*, 2010) , (Mohamed , 2023) and partially with (Urbancova *et al.*, 2020) and (Faeq, 2022) that reflected that there is significant positive direct impact of organizational rhetoric on competitive advantage . This means that Organizational rhetoric enhances competitive advantage, this because by effectively using rhetoric, organizations can shape customer perceptions, build strong brand identity, strengthening corporate culture of diversity, create a distinct image and prestige that differentiates them from competitors which finally support the achievement of competitive advantage.
 - Finally, the fundamental and significant contribution of this study is represented through the fourth hypothesis(H₄) that tests the indirect effect of SI dimensions on competitive advantage through organizational rhetoric as a mediating variable.

10. IMPLICATIONS OF RESEARCH AND FUTURE RESEARCH

10.1. Theoretical implications

The fundamental and significant contribution of this study is to develop and provide body of further theoretical knowledge on strategic improvisation, organizational rhetoric, competitive advantage by assessing relationships among these concepts that have not been investigated in the previous studies. This contribution is represented through studying the mediating effect of organizational rhetoric in the relationship between strategic improvisation and competitive advantage. The main theoretical implications of this study can be shown in the following:-

First, this study suggests that strategic improvisation dimensions have significant positive direct impact on competitive advantage. This study indicates that strategic improvisation encourages competitive advantage where strategic improvisation is considered one of the most important modern concepts that enhances the competitive advantage of organizations struggling to survive longer in an unstable environment. Also, it is considered a crucial source of competitive advantage, as creativity and intuition in strategic decision-making impact the organization's distinction in the changing work environment and make rapid response through reducing the time required for making strategic decisions and minimizing the time necessary for strategic implementation.

Second, this study additionally asserted that strategic improvisation has a significant positive direct influence on enhancing organizational rhetoric. Strategic improvisation enhances organizational rhetoric by fostering flexibility and responsiveness. It allows organizations to quickly adapt to changes and effectively convey decisions, plans, and actions in real-time. This agility leads to more efficient rhetoric, ensuring that information flows smoothly and decisions are communicated clearly, even in uncertain or rapidly changing environments.

It also embraces diverse perspectives and adapting quickly to changing circumstances, and creating more inclusive environments where various ideas and solutions are considered. This not only strengthens the organization's ability to innovate but also improves its competitive prestige in the market, as it becomes better equipped to respond to diverse customer needs, industry shifts, and emerging opportunities. Moreover, Leaders who practice strategic improvisation demonstrate the ability to remain calm under pressure, make confident decisions in uncertain situations, and inspire their teams to embrace change and innovation. This adaptability builds trust and respect within the organization, as employees see their leader as capable of navigating complex challenges effectively. Additionally, a leader's openness to new ideas and willingness to take calculated risks can further strengthen their leadership style and influence.

Third, this study contributes to the competitive advantage literature by proposing that there is significant positive direct impact of organizational rhetoric on enhancing competitive advantage. Strong leadership rhetoric can inspire confidence and trust among employees, customers, and investors. Leaders who communicate effectively, with clarity and authenticity, can motivate employees to work toward shared goals. This creates a culture of collaboration, innovation, and commitment, which is vital for competitive advantage. Besides, Organizational rhetoric that promotes diversity, enhances collaboration and reduces groupthink, enabling the organization to address complex market demands more effectively. This diversity of thought is a significant driver of innovation, which can differentiate the organization from competitors. Additionally, Organizational rhetoric that emphasizes the company's achievements, values, and commitment to quality elevates its prestige in the eyes of customers, investors, and the public. A reputable organization with a

strong narrative around its success and social responsibility is often seen as a leader in its industry

Fourth, this study also contributes to the competitive advantage literature by investigating the positive indirect effect of strategic improvisation on competitive advantage. This indirect effect is mediated by organizational rhetoric. Moreover, existing theory and empirical evidence on the impact mechanisms through which organizational rhetoric translates into desirable outcomes is relatively rare and inclusive. so, this study can be considered as a pioneer attempt that examined the indirect impact of strategic improvisation on competitive advantage through organizational rhetoric.

10.2. Practical implications

The study has practical implications for organizations, considering results that strategic improvisation affects competitive advantage, which means that strategic improvisation enables organizations to maximize their existing resources in new and unexpected ways. By using resources creatively and efficiently, businesses can outperform competitors with more resources but less agility, it allows organizations to remain agile, innovate continuously, and capitalize on opportunities in real-time, all of which contribute to a sustainable competitive advantage.

Strategic improvisation has been suggested as an approach that positively influencing the achievement of competitive advantage, the present study now provides empirical evidence to suggest that strategic improvisation does, by influencing competitive advantage at 45 five-star hotels in Sharm El-Sheikh.

The present study suggests that organizational rhetoric has a positive impact on competitive advantage. A strong organizational rhetoric ensures that the brand message is consistent and clear, leading to a stronger connection with customers. This can enhance customer loyalty and brand recognition, helping the company stand out in a crowded market. Also, A leader's personality influences how they manage the organization, interact with employees, and make decisions, which can impact overall performance and the company's position in the market. These benefits help the company respond quickly to changes, align its resources effectively, and stand out in a competitive market. As indicated by the findings of the current study, by doing so, it is anticipated that five-star hotels in Sharm El-Sheikh will report high levels of the achievement of competitive advantage.

Based on the results of the field study , the management of 45 five-star hotels in Sharm El-Sheikh should focus more on the strategic improvisation concept and its dimensions and try to develop these dimensions among different levels of departments at 45 five-star hotels in Sharm El-Sheikh which foster the accomplishment of competitive advantage, more specially, It is important for all leaders at 45 five-star hotels in Sharm El-Sheikh to improve the five dimensions of strategic improvisation ,determining which dimensions

needed to be given more attention from managers at 45 five-star hotels in Sharm El-Sheikh through:

- In general, strategic improvisation should be enhanced by developing effective training programs about the effective ways of practicing strategic improvisation
- Management of 45 five-star hotels in Sharm El-Sheikh should use digital tools, platforms, and automation to facilitate communication, collaboration, and real-time decision-making. Cloud-based platforms, project management tools, and AI-powered analytics can help organizations quickly pivot strategies and keep teams aligned.
- It is essential for management to intensify efforts towards utilizing available resources within departments and sections, and work on integrating them into new processes by reallocating resources to activities. This can be achieved by promoting a culture of sufficiency and relying on available capabilities to solve problems as they arise, in a timely manner.
- Management should implement systems for real-time data collection and analysis to allow decision-makers to adjust strategies dynamically. For example, using analytics tools to track customer behavior and sales performance in real time can help identify market shifts and enable quick adjustments to marketing or product strategies.
- Management should encourage employees to embrace change, take calculated risks, and adapt quickly to shifting market demands or internal challenges. For instance, companies can offer training on decision-making in uncertain situations and empower teams to act swiftly in response to new information or opportunities.
- Management should focus on directing attention towards the requirements of organizational memory by relying on information storage which is essential. This approach helps in preserving valuable knowledge and ensures that important information is retained for future use, enhancing decision-making and efficiency within the organization and by encouraging cross-functional brainstorming sessions where employees can draw on both current and historical knowledge to innovate. For example, bringing together people from different departments (like R&D, marketing, and operations) to discuss how to adapt existing products or create new ones based on past successes or failures.
- Management should focus on building flexible organizational structures and move away from traditional structures in line with expansion requirements to accommodate the developments in knowledge. These developments help individuals act freely and showcase their full potential to meet the needs of beneficiaries and society.

On the other hand , Due to the importance of organizational rhetoric and its effect

on competitive advantage :

- Top management at 45 five-star hotels in Sharm El-Sheikh should create an environment where open communication is valued. For example, a leader with a transparent personality will regularly share updates, organizational goals, and challenges with the team, ensuring that everyone is aligned. In times of uncertainty, transparent leaders provide clarity and reassure employees, fostering a sense of security and trust. This helps prevent misinformation and promotes a culture of honesty and integrity.
- Attending leadership development workshops, reading leadership books, seeking mentorship, or participating in industry events can help leaders keep learning and evolving. Leaders can enhance their communication by practicing active listening, giving constructive feedback, and engaging in public speaking or communication workshops. Training programs, mindfulness practices, or seeking mentorship can help leaders strengthen their EQ, leading to better decision-making, conflict resolution, and team dynamics.
- Management of hotels should set new standards for product quality, ethical practices, or sustainability. By leveraging its position, the company can be seen as a thought leader and gain support for its initiatives.
- Management should focus on diversifying their talent pool during recruitment through using diverse job boards and community outreach programs to attract a wider range of applicants, implement unbiased recruitment practices such as blind recruitment, where identifying information (e.g., gender, ethnicity) is removed from resumes and develop partnerships with diverse educational institutions or community organizations to create a pipeline of talent from different groups.

Finally, related to competitive advantage, because this study highlights the impact of strategic improvisation and organizational rhetoric on enhancing the competitive advantage at 45 five-star hotels in Sharm El-Sheikh, managers at all different levels should follow the following steps :

- Managers should create and develop the application of strategic improvisation at work that focuses on strategic vigilance and agility, which is considered the essential element that impacts the voice behavior, where strategic improvisation allows hotels to respond quickly and effectively to unforeseen challenges and opportunities. By fostering a culture of adaptability and quick thinking, organizations can maintain their agility, outmaneuver competitors, and capitalize on new opportunities before others. This ability to swiftly adjust strategies in response to changing circumstances can help an organization gain a competitive edge, enhance its innovation capabilities, and improve overall performance in the marketplace.

- Managers should adopt and apply high level of rhetoric in order to be able to sustain a competitive advantage.

10.3. FUTURE RESEARCH

In the light of the study's conclusions, the following recommendations for future research are suggested:

- 1- Studying the impact of strategic improvisation on organizational excellence.
- 2- Examining the impact of strategic improvisation on SME performance through attitudes toward organizational change as a mediating variable.
- 3- Examining the mediating role of organizational rhetoric in the relationship between strategic improvisation and organizational success.
- 4- Conducting a comparative study among pharmaceutical firms in Egypt (governmental- private – multinational) to study the impact of strategic improvisation on organizational brilliance .

References

- Ababdia, Sabah (2022). The Impact of Employee Empowerment on the Competitive Advantage of Service: A Case Study of Mahiya Plus Hotel and El Mir Hotel in Tébessa. *Unpublished Master's Thesis*, University of Larbi Tebessi, Tébessa, Algeria
- Abbas , B. A., Tarabieh, S. A., Abdul-Hussein , A., (2021). Gaining Competitive Advantage and Organizational Performance Through Customer Orientation, Innovation Differentiation, and Market Differentiation. *International Journal of Economics & Management Sciences*, 1(5), 80–91
- Abd El-Fattah, M. S., El-Satouhi, O., Abdel-Wahab, M. G., & Ahmed, G. N. (2024). The Role of Strategic Agility in Enhancing Competitive Advantage in Five-Star Resorts in Egypt. *Journal of Tourism and Hospitality Management*, 8(2), 88-108.
- Abdel Aziz Adam & Mujahid Ibrahim & Mustafa Abkar (2021) The Effect of Strategic Vigilance on Competitive Advantage: A field study on (commercial banks operating in El-Obeid city). *Ibn Khaldoun Journal for Studies and Research*, 1 (2), 377 - 401.
- Abdul-Hussein, Abbas, A. (2015). The Impact Of Strategic Leadership in Achieving the Strategic Position of the Organization Through Organizational Improvisation: An Analytical Research of the Opinions of a Sample of Workers in Private Banks in the Provinces of the Middle Euphrates. PhD thesis (unpublished), College of Administration and Economics, University of Karbala.
- Abu- Raeyan , S. (2024). The Level of Strategic Vigilance Among Some Academic Leaders at King Abdulaziz University. *Journal of educational and human sciences*. 35(35). 266-285
- Al Shawabkeh, Kh., (2024). The Impact of Strategic Agility on Sustainable Competitive Advantage: The Mediating Role of Strategic Renewal at Jordanian Telecommunication Companies. *Problems and Perspectives in Management*, 22(1), 446-461. doi:10.21511/ppm.22(1).2024.36
- Al-Abidi, A., Al-Mousawi H. (2014), Diagnosing Indicators of Strategic Intelligence to Ensure Strategic Sovereignty Through Strategic Agility, An Analytical Study in the Korek Mobile Communications Company in Iraq. *Al-Ghari Journal of Economic and Administrative Sciences*, 8 (31) , 163-175.
- Al-Baghdadi, A , Hadi, D. (2007), the Relationship and Impact of Organizational Memory on Organizational Performance, An Applied Study in a Sample of Public Industrial Companies. *Journal of Administration and Economics*, 4(25).
- Allssa.A.(2020) .Direction Strategic Utilizing Financial Bootstrapping to Improve entrepreneurial performance .*EuroMed Journal of Business*, 16(2), 171–194. <https://doi.org/10.1108/EMJB-03-2020-0022>
- Al-Janabi, A. A. M., Mustafa, M. M., & Salman, R. S. (2020). The Impact of Promotional Mix on Achieving Sustainable Competitive Advantage in Industrial Organizations: A field study at the Dora refinery. *Journal of Economics and Administrative Sciences*, 26(120), 261–280
- Al-Safar, A. (2017). The Implications of Strategic Intelligence and Vigilance Strategy to Make Decisions and Their Impact on The Strategy of The Ministry of Foreign Affairs. Unpublished professional thesis. Ministry of Foreign Affairs, Republic of Ira.

- AL-Taie. O.(2024). The Effect of Strategic Improvisation in Enhancing Organizational Rhetoric: An Exploratory Study of the Opinions of Leaders in the Mosul Municipality Directorate. *University of Kirkuk Journal for Administrative and Economic Science*, 14 (1), 250-261.
- Alzahrani, A. (2024). The Key Enablers of Competitive Advantage Formation in Small and Medium-Sized Enterprises. *Frontiers in Psychology*, 4 (25).
- Anderson , J., Gerbing , D. (1988) .Structural Equation Modeling in Practice: A Review and Recommended Two Step Approach, *Psychological Bulletin* , 103 (3) , 411-423.
- Ates, M.A., Yildirim, M., & Yildirim, S. (2017). The Relationship Among Job Characteristics, Organizational Trust, and Work Alienation: A Study on Turkish health sector employees. *Journal of Workplace Behavioral Health*, 32(4), 227–245. <https://doi.org/10.1080/15555240.2017.1363580>
- Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2003). Operations Management for Competitive Advantage (10th ed.). McGraw-Hill/Irwin.
- Crowley, S., Fan, X. (1997). Structural Equation Modeling Basic Concepts And Applications In Personality Assessment Research, *Journal Of Personality Assessment*, 68 (3) , 508-531
- Cunha, Miguel Pina e. and Cunha, Joao Vieira da, (2006), Towards a Complexity Theory of Strategy. *Management Decision*, 44 (7) , 839-850.
- El Amri, A. (2020). The Mediating Role of Strategic Agility in the Relationship Between Strategic Leadership and Competitive Advantage in Five-Star Hotels in Makkah Province, Saudi Arabia. *Journal of Tourism and Hospitality Management*, 4(2), 1-20.
- Erande, A., K Verma, A., (2008), Measuring Agility of Organizations – A Comprehensive Agility Measurement Tool (CAMT), Paper 240, ENT 205, Proceedings of the IAJC-IJME International Conference.
- Evans, R. and Collier, A. (2007). Operations Management, Thomson SouthWestern, U.S.A
- Ewalt, J. P. (2018). Cultivating Consubstantiality with The Land Institute: Organizational Rhetoric and The Role of Place-Making in Generating Organizational Identification. *Communication Monographs*, 85(3), 380-398.
- Faeq, D., (2022). SME Competitiveness: The Influence of the Qualities of Leadership on Competitive advantage. *International Journal of Language, Literature and Culture (IJLLC)*. 2(6).
- Faeq, D. K., Ismail, Z. N., & Sadq, Z. M. (2020). The Role of Body Language on Achieving Customer Satisfaction (An empirical study of consumers' perspectives of electronic devices in the commercial centers of Sulaymaniyah Governorate-Kurdistan Region/Iraq). *International Journal on Humanities and Social Sciences*, (16), 117-129.
- Faisal, M. Z., (2022) . The Moderate Role for Organizational Memory in Promoting the Relationship Between Strategic Improvisation and Sustainable Competitive Advantage. *International Journal Of Transformations in Business Management*,12(2), 172-196
- Fyke, J. P., Feldner, S. B., & May, S. K. (2016). Discourses About Righting the Business And society relationship. *Business and Society Review*, 121(2), 217-245.
- Gergen, K. J., McNamee, S., & Barrett, F. J. (2001). Toward Transformative Dialogue. *International Journal of Public Administration*, 24(7-8), 679-705.

- Ghannam, K., (2005). Personal Traits and Organizational Loyalty among Basic Stage Teachers in Public Schools in Nablus Governorate, Master's Thesis (unpublished), An-Najah University, Palestine.
- Green, M. T. (2004). Organizational Rhetoric: A Review of Literature. *Management Communication Quarterly*, 18(2), 248-271.
- Hakim, A. L., Faizah, E. N., Mas'adah, N., & Widiatmoko, F. R. (2023). Leadership Style, Work Motivation, Work Stress, and Employee Performance: A Case Study of a Hospital. *Journal of Leadership in Organizations*, 5(2), 155–170. <https://doi.org/10.20473/jlo.v5i2.2023.155-170>
- Hani, S., (2022). The Role of Strategic Vigilance as an Entrance to Achieving the Strategic Leadership in Saudi Universities. *Journal of Educational and Psychological Sciences (JEPS)*, 7(1) 1, 140-150.
- Hauser, G. A. (2002). Communication in the Rhetorical Tradition. Wadsworth.
- Heizer J., Render B., and Munson C. (2017). Operations Management: Sustainability and Supply Chain Management. 12th Edition, Pearson always learning, U.S
- Helm-Stevens, R., & Hunt, L. (2009). The Call for Higher Education to Develop Diversity Competencies with the Goal of Preparing Business Students for the Global Marketplace. *Enterprise Risk Management*, 1(2).
- Julienti, L., Razalli, R., Arshad, D., Ahmad, H., & Mahmood, R. (2015). Exploring the Incidence of Strategic Improvisation: Evidence from Malaysian government link corporations. *Asian Social Science*, (11)24, 105-112.
- Kadhima, A. (2020). Organizational Rhetoric: An Analytical Study in Modern Organizations. *Journal of Administrative and Economic Sciences*, 12(3), 45–67
- Kazmi, A., Takala, J. (2015). Sustainable Solution for Competitive Advantage. *Journal of Global Strategic management*, 6(2).
- Levallet, N., & Chan, Y. (2015). Using It to Unleash the Power of Strategic Improvisation. IT and Strategic Improvisation. Proceedings of the 2015 International Conference on Information Systems (ICIS 2015). Association for Information Systems.
- Levallet, Nadège and Chan, Yolande E., (2016), IT Capabilities and Strategic Improvisation: A Multi-Method Investigation. Twenty-second Americas Conference on Information Systems, San Diego.
- Leyboume, (2006), Improvisation within the Project Management Change: Some Observation from UK Financial. *Journal of Organization Change Management*, 6(4), 326-381.
- Mashele, W., & Alagidede, I. P. (2022). The Appropriate Leadership Styles in Times of Crisis: A Study of Women in Senior Leadership Positions in Corporate South Africa. **Gender in Management: An International Journal**, 7(2)
- Mohamed, K., (2023). Impact of Organizational Rhetoric On Achieving the Competitive Advantage of Entrepreneurs. *Scientific Journal for Commercial Research*. 48(1). 57-94
- Mohammed, A., (2022). Impact of Strategic Agility on Creating Competitive Advantage: evidence from Jordanian insurance companies. *International Journal of Business Innovation & Research*, 28 (1)

- Moorman, C., & Miner, A. S. (1998). The Convergence of Planning and Execution: Improvisation in New Product Development. *Journal of Marketing*, 62(3), 1–20. <https://doi.org/10.1177/002224299806200301>
- Moustafe, A., (2023). The Effect of Strategic Vigilance on Organizational Reputation by Mediating Institutional Performance: Applying to workers in Mansoura University Hospitals. *Journal of Commercial and Financial Research*. 23(3).
- Musaed , M., (2023) : The Impact of Strategic Vigilance on Achieving Competitive Advantage at the University of Science and Technology , *Journal of Social Studies* , 29(4) , 62-87.
- Mustafa, I. (2010). Some Requirements of Strategic Agility in Light of the Interdependence of Knowledge-Sharing Tools and the Dimensions of Strategic Learning: An Exploratory Study of the Opinions of a Sample of Managers of Asia Cell Mobile Communications Company in Iraq. PhD thesis (unpublished), University of Mosul, Mosul, Iraq.
- Peña-González, K., Nazar, G., & Alcover, C. M. (2021). The Mediating Role of Organizational Identification in the Relation Between Organizational Social Capital, Perceived Organizational Prestige, Perceived Employability and Career Satisfaction. *The Spanish Journal of Psychology*, 24.
- Poolton, J., & Ismail, H.,(2000), New Developments in Innovation, in the Development of Organizations The Independent High Electoral Commission. *Al- Gharry Journal for Economic and Administrative Sciences* , 14(2)
- Remix, R.; Faller, B.; Kalka, M., & Rowe, F.,(2016), Systèmes20 Information et management,7e Edition, edition Velbert, Paris.
- Rosli, M.,& Hatinah, (2016) Examining Strategic Improvisation and Performance Relationship IN THE SMES: Moderating Role of Entrepreneurial Self-Efficacy, *International Business Management* , 10(13): 2535-2540
- Scaglione, V.&Victor, M., & Diórgenes Falcao Mamédio. (2019) Improvisation in Higher Education Management: Coping with Complexity and Organizational Dynamics. *Global Journal of Flexible Systems Management* , 20(4) , 291-302.
- Schachner, M.K., Van de Vijver, F.J.R., & Liebkind, K. (2021). Classroom Cultural Diversity Climate: Development and Validation of a Scale. *Learning and Individual Differences*, 86, 101957.
- Shen, L., Shi, Q., Parida, V., & Jovanovic, M. (2024). Ecosystem Orchestration Practices for Industrial Firms: A Qualitative Meta-Analysis, *Framework development and research agenda*. arXiv preprint arXiv:2401.04526.
- Sillince, J., (2006). Resources and Organizational Identities The Role of Rhetoric in the Creation of Competitive Advantage. *Management Communication Quarterly*, 20 (2), 186-212
- Sillince, J., Jarzabkowski, P., & Shaw, D. (2012). Shaping Strategic Action Through the Rhetorical Construction and Exploitation of Ambiguity. *Organization science*, 23(3), 630-650.
- Specchia, M.L., Cozzolino, M.R., Carini, E., Di Pilla, A., Galletti, C., Ricciardi, W., & Damiani, G. (2021). Leadership Styles and Nurses' Job Satisfaction. Results of a Systematic Review. *International Journal of Environmental Research and Public Health*, 18(4), 1552. <https://doi.org/10.3390/ijerph18041552>

- Suddaby, R., Foster, W., & Trank, C., (2010). Rhetorical History As a Source of Competitive Advantage. *Advanced in Strategic Management*. 27. 147-173
- Szeto, J. K. (2014). Policing Diversity with Diversity: Exploring Organizational Rhetoric, Myth, and Minority police officers' perceptions and experiences. Master's thesis, Wilfrid Laurier University.
- Urbancova, H., Hudakova , M., & Fajcikova , A., (2020) . Diversity Management as a Tool of Sustainability of Competitive advantage. *Sustainability*, 12 (12), <https://doi.org/10.3390/su12125020>
- Zobair, A. S. O. (2021). The Effect of Vigilance and Strategic Intelligence in Creating a Competitive Advantage for Arab Enterprises, an Applied Study on a Sample of the Sudanese businessmen union . *Global Journal of Economics and Business*, 10 (2), 396-414,

المستخلص

يهدف هذا البحث إلى اختبار الأثر المباشر لأبعاد الارتجال الإستراتيجي علي الميزة التنافسية في 45 فندق فئة الخمس نجوم بشرم الشيخ، كما تسعى الدراسة إلى الكشف عن ما إذا كانت البلاغة التنظيمية تلعب دوراً وسيطاً في هذه العلاقة وقد تم إجراء دراسة ميدانية باستخدام عينة قوامها 380 مفردة من العاملين في فندق فئة الخمس نجوم بشرم الشيخ وبلغت عدد الاستثمارات المستوفاة 340 استثمارة بنسبة 89,4%.

وقد أوضحت النتائج أن جميع أبعاد الارتجال الاستراتيجي لها تأثير معنوي إيجابي مباشر علي الميزة التنافسية. كما كشفت النتائج أن البلاغة التنظيمية تؤثر تأثيراً معنوياً مباشراً علي الميزة التنافسية. وأخيراً اتضح أن البلاغة التنظيمية تلعب دوراً وسيطاً في العلاقة بين الارتجال الإستراتيجي والميزة التنافسية .

الكلمات المفتاحية: الارتجال الإستراتيجي؛ البلاغة التنظيمية ؛ الميزة التنافسية.