

DOES STRATEGIC RENEWAL AFFECT THE ORGANIZATIONAL REPUTATION OF TRAVEL AGENTS THROUGH ORGANIZATIONAL IDENTIFICATION?

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ABSTRACT

This study aimed to assess the impact of strategic renewal on both organizational identification and organizational reputation. It also aimed to explore the mediating role of organizational identification in the relationship between strategic renewal and organizational reputation in Egyptian travel agents. Partial least squares structural equation modelling (PLS-SEM) was employed to analyze the perceptions of 404 managers in Egyptian travel agents. The findings indicated that strategic renewal affects significantly and positively both organizational identification and organizational reputation. Moreover, organizational identification affects significantly and positively organizational reputation. The findings also showed that organizational identification plays a mediating role in enhancing the link between strategic renewal and organizational reputation in travel agents.

KEYWORDS: Strategic Renewal, Organizational Identification, Organizational Reputation.

1. INTRODUCTION

Various companies are keen to monitor the external work environment and search for opportunities available in it. Then, these companies develop some strategic practices that enable them to exploit these opportunities efficiently, increase their ability to attract potential customers, maintain existing customers, and increase their competitiveness (Warner & Wäger, 2019; Abbasi et al., 2021).

The dynamism of the business environment may cause companies to be prone to organizational inertia, leading to the obsolescence of their strategies (Herbane, 2019). Therefore, they are in constant need to improve the mechanisms and procedures that make them able to develop and update

their strategies, and then the need for strategic renewal has increased, which is one of the practices that can affect the company in the long run, and also affect its future. Strategic renewal also makes companies able to reshape their strategies and structures to face actual and expected threats (Shu et al., 2019).

Organizational identification is one of the indicators that the success of the organization is the success of the individual himself and vice versa. Companies have increased their interest in organizational identification because it affects the individual and the organization (Peng et al., 2020). Organizational identification affects the individual by enhancing his self-confidence, increasing his association and affiliation with the organization, and enhancing his level of ambition. While organizational identification affects organizations by supporting decision-making processes, supporting teamwork, increasing the effectiveness of completing tasks and achieving goals, decreasing labor turnover, as well as enhancing the reputation of the organization in the work environment (Nguyen et al., 2020; Teng et al., 2020; Yue et al., 2021).

The formation of a distinctive organizational reputation has also become a primary objective that all companies seek to achieve by providing distinctive products and services that comply with the desires and needs of customers (Rimkutė, 2020). The interest in organizational reputation has increased due to its role in influencing the sustainability of organizations, increasing sales, attracting customers, and achieving profits (Nardella et al., 2020). To the researchers' knowledge, there are no previous studies that dealt with the mediating role of organizational identification in the relationship between strategic renewal and organizational reputation. Therefore, this study attempts to explore the mediating role of organizational identification in the relationship between strategic renewal and organizational reputation in travel agents.

In this vein; This study aims to:

- Evaluate the relationship between strategic renewal, organizational identification, and organizational reputation in Egyptian travel agents.
- Explore the mediating role of organizational identification in the relationship between strategic renewal and organizational reputation in Egyptian travel agents.

2. LITERATURE REVIEW

2.1. STRATEGIC RENEWAL

Strategic renewal refers to the revitalization of business within companies by adopting creativity and innovation, acquiring new capabilities, entering new markets, and developing their competitive capabilities, which is

reflected in the sustainability of their performance (Musa & Mamun, 2020; Omar, 2021). Strategic renewal has implications for strategic and organizational change that involves redefining the concept of business, reorganizing, and introducing wide changes in systems with the aim of creativity and innovation (Järvi & Khoreva, 2020). It also refers to creative efforts that result in strategic changes in all operations and practices of the organization, as well as changes in the organizational structure (Shah et al., 2019; Pettit & Crossan, 2020).

Shah et al. (2019) and Shin and Pérez-Nordtvedt (2020) mentioned that strategic renewal represents a clear challenge for companies, especially with regard to the required strategic changes, which help in increasing the ability of companies to confront the threats of the work environment, as well as increasing their ability to exploit the available opportunities.

Changes in the work environment, technological developments, and great competition have imposed many challenges for companies and threatened their survival and continuity of work (Tuncdogan et al., 2019). This led to the tendency of these companies to adopt new concepts and practices that enhance the company's ability to face these challenges (Omar, 2021). Strategic renewal is one of the strategic approaches that companies adopt to keep pace with the requirements of the changing work environment, as well as to identify and exploit the available opportunities, which is reflected in increasing the companies' competitiveness and achieving their objectives (Vanegas, 2020; Bughin et al., 2021).

With regard to the dimensions of strategic renewal; A Herbane (2019), Pettit and Crossan (2020) and bed and Saeed (2021) pointed out that there are two dimensions of strategic renewal: exploratory renewal and investment renewal. Exploratory innovation is related to the pursuit of change and development, taking risks, and enhancing flexibility, which contributes to accessing the exploration of opportunities available in the changing work environment, and adopting a set of new practices in the light of those opportunities (Pettit & Crossan, 2020; Vanegas, 2020). Exploratory innovation is the development and improvement implemented by the company in the form of radical changes in the products or services it provides in line with the desires and needs of the customers and leads to enhancing its competitiveness (Shah et al., 2019; Warner & Wäger, 2019; Musa & Mamun, 2020). As for investment renewal, it refers to the procedures implemented by companies to exploit and invest opportunities to achieve their objectives, which is reflected in an increase in the ability to keep pace with changes in the work environment, and increase profits (Järvi & Khoreva, 2020). The strategic renewal contributes to supporting the capabilities of companies to provide products and services of high value, support creativity and innovation, and enhance job satisfaction that

contributes to the success of companies for a long time (Tuncdogan et al., 2019; Shin & Pérez-Nordtvedt, 2020).

The strategic renewal also contributes to adopting the best ways to implement tasks that meet the desires and needs of customers, ensuring the sustainability of competitive advantage (Herbane, 2019), and encouraging employees to put forward creative ideas to develop and improve the products and services provided by the company (Vanegas, 2020). Pettit and Crossan (2020) and Bughin et al. (2021) also mentioned that strategic renewal contributes to achieving compatibility between the organization's general goals and the employees' own goals, achieving sustainable success and excellence, enhancing organizational reputation, which affects the company's future growth, and supporting organizational learning practices. Herbane (2019), Järvi and Khoreva (2020) and Abed and Saeed (2021) added that the advantages of strategic renewal also include increasing the organization's ability to maintain its share and position in the market, optimal utilization of the company's resources, and capabilities, and increasing the company's ability to respond to challenges in the work environment, in addition to ensuring survival and continuity in an environment Work and changing the workers' ways of thinking to become more creative and innovative.

2.2. ORGANIZATIONAL IDENTIFICATION

The concept of organizational identification refers to the emotional, psychological, and mental link and integration between the employee and the company, and the degree of similarity and compatibility of the goals of the employees with the goals of the organization, as well as the compatibility of values and desires between the employees and the company (Traeger & Alfes, 2019; Cheema et al., 2020).

Organizational identification expresses the integration and compatibility between the individual and the company, which results in positive interaction as a result of career ambition, and a desire to achieve growth, progress, and achieve the company's goals (Peng et al., 2020; Tufan & Wendt, 2020). Organizational identification is not imposed on the employees, but rather it is a state of integration between the values and objectives of the employees and the company together (Cheema et al., 2020). Organizational identification is based on the employee's engagement with his company, his feeling that he is part of it, and that it represents him in its goals and values (Rawski & Conroy, 2020).

Organizational identification enhances the vitality and continuity of companies, as it helps raise the morale of employees, and provides them with the opportunity to highlight their capabilities and expertise, in addition to increasing the employees' sense of the companies' appreciation

for them and their achievements (Miao & Zhou, 2020; Tufan & Wendt, 2020; Abbasi et al., 2021).

Regarding the dimensions of organizational identification; Collins et al. (2019), Nguyen et al. (2020), Peng et al. (2020) and Rawski and Conroy (2020) indicated that there are three dimensions of organizational identification, which are loyalty, similarity, and membership. Loyalty refers to an individual's willingness to make sacrifices for his colleagues and his company at work. Similarity refers to the degree of similarity between the values and objectives of the company and its employees. While membership refers to the employee's feeling of being part of the organization, and that there are relationships of affection, attention, and care (Miao & Zhou, 2020; Teng et al., 2020).

There are a number of factors that support and enhance organizational identification within organizations, such as organizational justice, organizational trust (Peng et al., 2020), leadership style, organizational conflict (Miao et al., 2019), management practices, work ethics (Rawski & Conroy, 2020), wage and incentive system, and organizational support (Abbasi et al., 2021). Organizational identification aims to instill loyalty and belonging in the hearts of employees towards their companies, encourage teamwork to achieve the company's goals (Rawski & Conroy, 2020), boost job involvement, create a positive work environment free from conflicts and problems (Yue et al., 2021), and increase the employees' eagerness to achieve the company's goals and then achieve their own goals (Teng et al., 2020; Abbasi et al., 2021).

Organizational identification is one of the basic characteristics of a successful company, which it always seeks to achieve because of its many positive effects on both the individual and the company (Peng et al., 2020). The high level of organizational identification positively affects increasing motivation, reducing job conflicts, reducing work pressures, enhancing human relations among all employees, improving performance, and developing skills and capabilities (Traeger & Alfes, 2019; Nguyen et al., 2020). Organizational identification also contributes to improving the reputation and image of the organization in the community, employees' acceptance of change, balancing work and family, strengthening the psychological connection with the company, enhancing organizational commitment, increasing loyalty, and performance (Miao et al., 2019; Rawski & Conroy, 2020). Moreover, organizational identification supports job engagement, organizational citizenship behaviors, organizational voice, organizational creativity, decreasing absenteeism and tardiness, and increasing productivity (Cheema et al., 2020; Teng et al., 2020; Tufan & Wendt, 2020).

2.3. ORGANIZATIONAL REPUTATION

Organizational reputation refers to a set of indicators related to the company's performance, its capabilities to provide distinctive products and services to customers, and customers' awareness of the company's ability to continue to provide these products and services in a distinctive way (Nardella et al., 2020; Rimkutė, 2020). The ability to build a distinctive organizational reputation is one of the pillars on which companies rely in achieving differentiation and superiority under the conditions of great competition in the work environment, where the organizational reputation is an outcome of the organization's dealings with customers and the surrounding community. Organizational reputation appears in the form of indicators such as trust, respect, and awareness towards the company (Croucher et al., 2019; Meynhardt et al., 2019; Kitchin et al., 2020).

The organizational reputation is one of the intangible strategic assets that companies are keen to build and maintain for the longest possible period of time due to its importance in the survival and continuity of the companies in times of crisis (Van Nguyen & Huynh, 2019). organizational reputation brings many benefits to different companies. For example; It contributes to enhancing the competitive advantage, strengthening relations with all relevant parties to the company, increasing sales, increasing employees' commitment and loyalty, and influencing the overall company's performance. This is in addition to its role in retaining distinguished employees, the ability to attract the best talent, raising morale, and expansion in the work environment (Kingsley & Onuoha, 2019; Aula & Mantere, 2020; Wæraas & Dahle, 2020).

Interestingly, the importance of organizational reputation lies in improving customer satisfaction and increasing their awareness and understanding of the products offered by companies (Croucher et al., 2019; Veh et al., 2019). It also contributes to preserving the company's resources and forming a network of relationships that support the success of the company. Also, the distinguished organizational reputation helps customers perceive the quality of products and services provided by the company, which is reflected in increased sales and profits (Meynhardt et al., 2019; Rimkutė, 2020; Wæraas & Dahle, 2020).

HYPOTHESES

H1: Strategic renewal positively affects the organizational identification of the Egyptian travel agents.

H2: Strategic renewal positively affects the organizational reputation of the Egyptian travel agents.

H3: Organizational identification positively affects the organizational reputation of Egyptian travel agents.

H4: Organizational identification mediates the relationship between strategic renewal and organizational reputation in Egyptian travel agents.

3. METHODOLOGY

3.1. QUESTIONNAIRE DESIGN

The researcher collected statistical data regarding the respondents' characteristics, strategic renewal, organizational identification, and organizational reputation using a questionnaire directed to managers of travel agents.

The questionnaire used in this study consisted of four parts. Part A of the questionnaire concerned with demographic and job information about the respondents. The questions included four items: gender, age, education level, and job experience. Part B consisted of 12 items developed through Omer et al. (2020) to assess strategic renewal. Part C consisted of 4 items adapted through Ponzi et al. (2011) to measure organizational reputation. Part D. included 25 items developed based on Johnson et al. (1999) to evaluate organizational identification. A five-point Likert scale of the agreement was used, where 1= Strongly disagree and 5= Strongly Agree.

3.2. SAMPLE SIZE AND DATA COLLECTION

The population sample size was established in accordance with Krejcie and Morgan (1970), who provided guidelines for establishing sample size for a specific population in order to become representative and guarantee that results may be extrapolated to the entire population.

According to the Ministry of Tourism and Antiquities (2020), there are 1254 travel agents in Cairo with an average of approximately 5 managers in all departments, with a total of 6270 managers approximately. When the population size is between 5000-10000 with a 5% of margin of error, the sample size is between (357-370) (adjusted minimum sample size) (Saunders *et al.*, 2009).

Between August 2021 and October 2021, researchers distributed 565 paper questionnaires to travel agency managers. Each questionnaire was accompanied by a covering letter outlining the goal of the study and the significance of the participant's participation. The enclosing letter further reaffirmed the data collection's secrecy and anonymity, as well as the fact that it is being utilized for research purposes. To maintain anonymity, no name lists or ID numbers were necessary, nor were names or personal addresses requested. They were given specific instructions on how to

complete the questionnaire and were required to affirm that all questions were completed within seven days. Researchers gathered 481 surveys in locked envelopes after the agreed-upon time frame.

3.3. DATA ANALYSIS

Figure (1) indicate the analysis steps. The analysis started with determining the overall response rate, then descriptive analysis of the demographic characteristics of the sample, then data screening. In addition to using descriptive analysis to display the mean and standard deviation of the study variables. To check reliability and validity; Exploratory factor analysis, reliability test, and validity test were performed, which include correlation test, convergent validity and discriminative validity. To test the study's hypotheses; The model fit, path analysis, and finally median effects were employed.

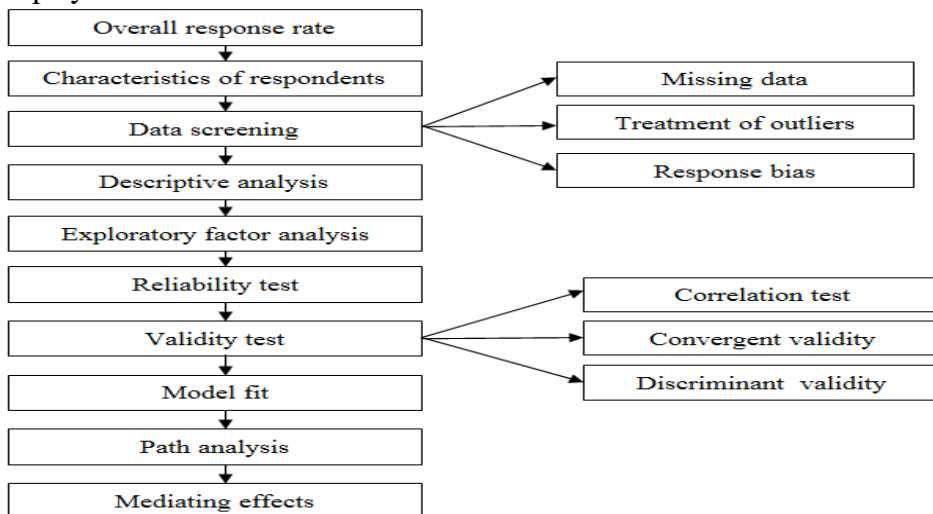


Figure (1) Analysis steps

4. RESULTS

4.1. OVERALL RESPONSE RATE

Four hundred and eighty-one questionnaires (with a 95% confidence interval) were gathered. Forty-six questionnaires, accounting for 9.6 percent of the total, were invalid because they did not complete the majority of the questionnaire parts. Thus, 90.4 percent of the surveys (435 questionnaires) were employed in data screening at the end. Thirty one questionnaires were identified as outliers after data screening. As a result, the final total sample consisted of 404 questionnaires (84 percent of the initial sample). This is judged satisfactory because the margin of error

(accuracy) was 5% and the confidence interval was 95%. Table (1) presents the summary of the overall response for this study.

Table (1) Summary of response rate

Survey instrument	Total (N)	Percentage	Margin of error	Interval confidence
Total survey	481	100%	0.05%	95%
Invalid survey	46	9.6%		
Outliers	31	6.4%		
Valid survey	404	84%	0.05%	0.95%

4.2. CHARACTERISTICS OF RESPONDENTS

Table (2) depicted that the majority of the respondents were male by 81.7%. the majority of the respondents were 46-55 years old by 43.6%, followed by those who were 35-45 years old by 35.6%. The majority of the respondents held a bachelor's degree by 91.3%. Finally, 34.4% of respondents had work experience (between 11 and 20 years) years, then respondents who had 21-30 years by 31.4%.

Table (2) Respondents characteristics

Gender		Male		Female	
		81.7%		18.3%	
Age	Under 35 years	35-45 years	46-55 years	More than 55 year	
	4%	35.6%	43.6%	16.8%	
Education	Bachelor	Diploma	Master	PhD	Others
	91.3%	3.5%	2.8%	0.7%	1.7%
Job experience	Under 11 years	11-20	21-30	More than 30	
	16.6%	34.4%	31.4%	17.6%	

4.3. DATA SCREENING

Before beginning the basic analysis, it is critical to develop a checklist for screening the data in order to determine the impact that the data's features may have on the outcomes. Screening at this stage is critical because judgments made earlier in the process affect those made later in the process.

4.3.1. MISSING DATA

Identifying missing data is the first stage in the data screening process. As previously stated, 565 questionnaire forms were delivered. 46 of them were disqualified because they did not complete all of the questionnaire items. All of these respondents were barred from participating in the research.

4.3.2. TREATMENT OF OUTLIERS (MAHALANOBIS DISTANCE)

Another critical phase in the data filtering process is the handling of outliers. These are extreme case scores, and they have a significant impact on the outcome of any statistical study. As a result, the employment of any multivariate approach necessitates the detection and treatment of outliers in the replies (Hair et al., 1998). The Mahalanobis Distance at $p < 0.001$ is the criterion for identifying multivariate outliers. Any instance with a Mahalanobis Distance greater than 52.442 is classified as a multivariate outlier and is thus removed from the database. In this study, Mahalanobis Distance revealed 31 instances as multivariate outliers, which were removed before further analysis. The overall useable response remained at 404.

Table (3) List of deleted instances according to Mahalanobis Distance results

No.	Observation cases	Mahalanobis <i>d-square</i>	No.	Observation cases	Mahalanobis <i>d-square</i>	No.	Observation cases	Mahalanobis <i>d-square</i>
1	16	69.523	12	201	71.553	23	451	75.395
2	29	58.430	13	233	76.289	24	457	66.301
3	37	93.641	14	257	92.001	25	463	84.257
4	55	74.521	15	269	82.341	26	480	59.387
5	82	66.263	16	311	86.325	27	488	71.325
6	87	76.541	17	319	60.587	28	494	81.239
7	93	82.564	18	322	90.258	29	495	56.379
8	141	66.985	19	349	55.367	30	502	70.234
9	156	61.258	20	360	77.368	31	511	93.258
10	174	79.325	21	421	71.243			
11	190	58.234	22	447	87.214			

4.3.3. RESPONSE BIAS

Response bias, according to the literature, may be explained using three estimating methods: comparisons with known population values, subjective estimates, and extrapolation. To confirm that the data was free of response bias, this study performed a comparison with known values for the population approach (Danziger & Botwinick, 1980).

Furthermore, even if the remaining items were free of response bias, it is sometimes difficult to establish that the other items are perfectly free of bias. The usage of known values can still be beneficial. The study separated the response data into two groups ($n= 404 \div 2 = 202$ respondents); the first 202 responded questionnaires were obtained from replies.

Table (4) group statistics of organizational identification

	Groups	N	Mean	Std. Deviation	Std. Error Mean
Organizational identification	1	202	4.021	1.0314	.14265
	2	202	3.897	1.1365	.16854

As shown in the table, the mean for the first 202 responses was 4.021 and the mean for the second was 3.897. As validated by the t-test, this demonstrated that respondents from both groups were free of data bias.

Table (5) independent samples of the t-test (Organizational identification)

	Levene's Test for Equality of Variances		t-test for Equality of Means			
	F	Sig.	t	df	Mean Diff.	Std. Error Diff.
Equal variances assumed	1.239	.691	-2.231	404	.124	.14258
Equal variances not assumed			-2.231	391.52	.124	.14258

Table (5) revealed that, no significant differences exist between organizational identification and the response groups. Hence, data are free from response bias.

4.4. DESCRIPTIVE STATISTICS

Table (6) Means and standard deviation of constructs

Variables and items	Mean	SD
Exploratory renewal (EXR)	3.689	1.07
Investment renewal (INR)	3.869	1.18
Strategic renewal (STR)	3.779	1.01
Loyalty (LOY)	4.02	.93
Similarity (SIM)	4.16	.82
Membership (MEM)	3.96	.97
Organizational identification (ORI)	4.047	.61
Organizational reputation (ORR)	4.092	.76

Table (6) depicted that the mean was 3.779, and SD was 1.01 for strategic renewal. The mean was 3.689 and SD was 1.07 for exploratory renewal, while the mean was 3.869 and SD was 1.18 for investment renewal. The result also showed that the mean was 4.047, and SD was .61 for organizational identification. As for the three dimensions of organizational identification, the similarity was the highest (M= 4.16, SD= .82), then the loyalty (M= 4.02, SD= .93), and finally came membership as the lowest dimension (M= 3.96, SD= .97). Further, the mean was 4.092, and SD was .76 for organizational reputation.

4.5. EXPLORATORY FACTOR ANALYSIS (EFA)

The findings of the exploratory factor analysis (EFA) were shown in Table (7). The analysis was divided into three components with eigenvalues > 1, which explained 84.336 percent of the variance collectively. The factor loadings of strategic renewal were > 0.50 and explained 28.347 percent of the variance. Furthermore, for organizational identification, the factor loading was > 0.50, with a percentage of the variance of 34.731. Organizational reputation has a factor loading > 0.50 and a percentage of the variance of 21.258. Finally, the EFA demonstrates that all factors are most likely constructs of each measure. Each construct's internal consistency is supported.

The KMO and Bartlett's tests are the following items in the output. KMO assesses sampling adequacy, which should be > 1.050 for good factor analysis to proceed. In table (7), the KMO value is 1.386. It is also possible to see that Bartlett's test of Sphericity is significant < 0.050. The factor analyses were identified and selected to satisfy the required statistical assumptions, as evidenced by their high KMO values.

Table (7) Exploratory Factor Analysis (EFA) result for actual data n= 404

Construct	Attributes	Factor Loading	Construct	Attributes	Factor Loading	Construct	Attributes	Factor Loading	
STR	EXR1	.869	ORI (CONT.)	LOY3	.914	ORI (CONT.)	SIM8	.873	
	EXR2	.759		LOY4	.922		SIM9	.867	
	EXR3	.935		LOY5	.830		SIM10	.798	
	EXR4	.771		LOY6	.891		SIM11	.866	
	EXR5	.883		LOY7	.911		MEM1	.892	
	EXR6	.801		LOY8	.884		MEM2	.941	
	INR1	.793		LOY9	.855		MEM3	.858	
	INR2	.725		SIM1	.814		MEM4	.843	
	INR3	.865		SIM2	.932		MEM5	.885	
	INR4	.871		SIM3	.908		ORR	OPI1	.822
	INR5	.803		SIM4	.925			OPI2	.873
	INR6	.779		SIM5	.911			OPI3	.863
	ORI	LOY1		.903	SIM6			.873	OPI4
		LOY2		.952	SIM7		.903		

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 1.386

Variance	= 84.336
Approx. Chi-Square	= 5841.336
df	= 214
Sig.	= .000

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 6 iterations.

4.6. RELIABILITY TEST

A high Cronbach's Alpha score demonstrates scale reliability and suggests scale item coherence. A high Cronbach's Alpha, according to Nunnally (1978), is an indirect measure of convergent validity. CFA, on the other hand, was required to authenticate the validity.

Cronbach's Alpha values for all constructs are shown in Table (8). Given the Cronbach's Alpha score of .85, there is enough evidence to imply that the constructs' reliability was satisfactory based on the data supplied in the table.

Table (8) Reliability levels of instrument – Cronbach's Alpha

	Cronbach's Alpha
Exploratory renewal (EXR)	.911
Investment renewal (INR)	.874
Strategic renewal (STR)	.883
Loyalty (LOY)	.852
Similarity (SIM)	.876
Membership (MEM)	.914
Organizational identification (ORI)	.903
Organizational reputation (ORR)	.883

As a result of this finding, it is established that the scale has high levels of internal consistency and is deemed to be extremely trustworthy, with Cronbach's Alpha values of .852. As a result, all of the constructs and variables employed in this study are based on well-established instruments with excellent reliability ratings, and the internal consistency of each construct is quite good.

4.7. VALIDITY TEST

Constructs validity, including both convergent and discriminate validity, was evaluated using average variance extracted (AVE) and by examining the correlations between the variables.

4.7.1. CORRELATION ON CONSTRUCTS

Table (9) shows the correlation coefficients of constructs used in this study. From table (9), there are relationships between all variables. Findings in this table highlighted that strategic renewal (STR) links significantly and positively with organizational identification (ORI) (R= .687; Sig.= .000) and organizational reputation (R= .671; Sig.= .000). Also, there is a significant and positive relationship between ORI and ORP (R= .705; Sig.= .000).

Table (9) Correlations of constructs

	STR	ORI	ORP
STR	1.000		
ORI	.687**	1.000	
ORP	.671**	.705**	1.000

4.7.2. TEST OF CONVERGENT VALIDITY

The composite reliability of each measure is the first test (see table 10). Nunnally's (1978) guideline for evaluating reliability coefficients was used to examine this. The second test is to average variance extracted (AVE) by each construct, which represents the amount of variance in the item explained by the construct compared to the amount attributed to measurement error (Fornell & Larcker, 1981). To evaluate the AVE for all constructs, the Fornell and Larcker criteria was employed, which verified that the AVE should be > .50.

Table (10) demonstrated that all of the indicators were statistically significant for the proposed constructs, indicating strong support for convergent validity (Bagozzi & Yi, 1988). In addition, the composite reliability values for STR, ORI, and ORP were .901, .883, and .873 relatively. According to Fornell and Larcker's (1981) recommendation, the composite reliability values exceeded the necessary level of .70.

The reliability of each item, AVE, and composite reliability are some of the measures utilized for convergent validity (Bagozzi & Yi, 1988; Fornell & Larcker, 1981).

Table (10) highlighted that AVE values for STR, ORI, and ORP were .771, .697, and .722 relatively, which exceeded the suggested value (0.50). So, The model appears to have good convergent validity.

Table (10) Test of convergent validity of hypothesized model

Constructs	Composite reliability	AVE
STR	.901	.771
ORI	.883	.697
ORP	.873	.722

4.7.3. DISCRIMINATE VALIDITY

According to Hair et al. (2014), the square roots of AVE should outperform the highest squared correlation with any other construct. According to the table (11), the square root of AVE for a given construct is larger than the absolute value of the standardized correlation of the provided construct with any other construct in the analysis ($AVE > correlations^2$).

Table (11) Discriminate Validity

	STR	ORI	ORP
STR	<i>.912</i>		
ORI	.472	<i>.803</i>	
ORP	.450	.497	<i>.855</i>

Bold and italic values indicate the square roots of AVE

4.8. MODEL FIT

Table (12) depicted the suggested ranges of some model fit indicators. According to these ranges of model fit indicators, table (12) indicated that $X^2/df = 1.6521$, GFI= .952, NFI= .927, CFI= .967, TLI= .958, and RMSEA= .047. all these values fell within the recommended ranges in table (12).

Table (12) ranges of model fit indicators

Indicators	Ranges	Model
X^2/df	Less than 2	1.6521
Goodness of fit index (GFI)	More than .90	0.952
Normed fit index (NFI)	More than .90	0.927
Comparative fit index (CFI)	More than .95	0.967
Tucker – Lewis index (TLI)	More than .95	0.958
Root Mean Square Error of Approximation (RMSEA)	.05 - .08	0.047

4.9. PATH ANALYSIS

Table (13) revealed that path analysis was positive from STR→ ORI. This result is in line with Järvi and Khoreva (2020) who mentioned that strategic renewal has a positive impact on organizational identification. As well, the same table depicted that path analysis was positively from STR → ORP. This result is consistent with both Shu et al. (2019) and Agarwal and Helfat (2009) who stated that strategic renewal affects positively organizational reputation. additionally, the table clarified that path analysis was positive from ORI → ORP. This result is consistent with Turgut et al. (2012) and He and Brown (2013) who revealed that organizational

identification affects positive organizational reputation. All C.R. values were more than +/-1.96, and Significant was .000 for all estimates. Therefore, H1, H2, and H3 are all supported.

Table (13) Estimate, S.E., C.R, and Sig.

Path	Estimate	SE	CR	Sig.	Hypothesis
STR→ ORI	.803	.141	5.695	.000	Yes
STR→ ORP	.638	.123	5.187	.000	Yes
ORI→ ORP	.756	.119	6.353	.000	Yes

4.12. MEDIATING EFFECTS OF HYPOTHESIZED MODEL

When a third variable intervenes between two other related variables, a mediating effect is formed. The purpose of this study is to investigate the role of organizational Identification as a mediator in the link between strategic renewal and organizational reputation. To determine if the mediator variable plays a complete or partial role in the link between the independent and dependent variables;

- A) If the indirect link between the independent variable and the dependent variable is significant, the mediator variable plays a mediating role.
- B) B) If the indirect link between the independent variable and the dependent variable is insignificant, the mediator variable has no mediating role.
- C) C) If the direct relationship between the independent variable and the dependent variable is significant, the mediator variable plays a partial mediating role.
- D) D) If the direct link between the independent variable and the dependent variable is insignificant, the mediator variable plays a complete mediating role.

Regarding the mediation role of ORI in the relationship between STR and ORP, table (14) showed that ORI plays a partially mediating role in the relationship between STR and ORP because direct and indirect effects were significant (direct effect P= .018; indirect effect P= .029), and the indirect effect of STR on ORP through ORI as a mediator was (.295). Hence, H4 is supported.

Table (14) Direct and indirect effect results

Path	Effect		Significance		Outcome	Hypothesis
	Direct effect*	Indirect effect**	Direct	Indirect		
	Via ORI					
STR→ ORP	.638	.295	P= .018	P= .029	Partial mediation at 5%	Yes

CONCLUSIONS

This study aimed to assess the impact of strategic renewal on both organizational identification and organizational reputation. It also aimed to explore the mediating role of organizational identification in the relationship between strategic renewal and organizational reputation in Egyptian travel agents. The results of the descriptive analysis highlighted the high level of strategic renewal, as there was an increase in the two dimensions of strategic renewal (exploratory renewal and investment renewal). The results of the study also highlighted the high level of organizational identification, where there was a clear increase in their three dimensions of similarity, loyalty, and membership. Finally, there has been a rise in the organizational reputation of travel agents.

The results of the correlation analysis and path analysis also highlighted the existence of a correlation and a significant impact of the strategic renewal on both organizational identification and organizational reputation. Besides, the results of the study showed that there is an effect of organizational identification on the organizational reputation in Egyptian travel agents. With regard to whether organizational identification plays a mediating role in the relationship between strategic renewal and organizational reputation in travel agents, the results confirmed that organizational identification plays a partial mediating role in enhancing the impact of strategic renewal on organizational reputation.

In light of the findings of the study, the researchers suggest that travel agents should be constantly keen on strategic renewal because it represents major support for enhancing their ability to keep pace with changes in the work environment. Managers should also identify the latent skills and capabilities of employees in order to benefit from them in improving agents' performance and increasing their competitive capabilities in the work environment. Managers should pay attention to emphasize and maintain work ethics constantly, as it has a clear impact on the reputation of agents.

As well, these agents should also take advantage of the work ethics prevailing in the workplace to enhance the level of organizational identification among employees, which is reflected in the success of the agent. Moreover, travel agents should adopt leadership styles that contribute to achieving organizational identification and enhance organizational reputation such as ethical leadership, servant leadership, and authentic leadership. Further, managers should pay attention to listening to employees' complaints and work to resolve them quickly, in addition to giving them the opportunity to put forward their ideas and suggestions for developing work, which will reflect on their sense of their value at work, and thus increase their level of organizational identification.

Finally, to achieve a high level of organizational identification and organizational reputation within the travel agents as well; managers should pay attention to the factors affecting the level of organizational identification and organizational reputation, such as achieving organizational justice in all aspects of work, enhancing organizational mutual trust between management and employees, reducing organizational conflicts, adopting fair and objective management practices, and providing all support to workers, whether in functional or personal matters.

LIMITATIONS AND FUTURE RESEARCH

The current article, like every scientific paper, has some limitations that must be addressed for future work areas. This study assessed the impact of strategic renewal on both organizational identification and organizational reputation in travel agents. The study also evaluated the impact of organizational identification on organizational reputation in these agents. Future research may assess the impact of some other organizational variables on both organizational identification and organizational reputation, such as patriarchal leadership, compensation policies, and organizational health.

This study also explored the mediating role of organizational identification in the relationship between strategic renewal and organizational reputation in travel agents. Future research can explore the mediating role of some other variables (such as perceived organizational support, conflict patterns, negative work behaviors, bullying, psychological contract fulfillment, managerial transparency, work ethic) in the relationship between strategic renewal and organizational reputation. A discussion of the mediating role in future research for strategic renewal in the relationship between authentic leadership and organizational reputation is suggested.

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