Factors influencing the implementation of organizational change management in large Egyptian hotels: Mediating effects of employee engagement

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ARTICLE INFO	Abstract
Keywords: Organizational change; Egyptian hotels; employee engagement; resistance to change; organizational culture. **(IJTHS), O6U** Vol. 3, No. 2, October 2022, pp. 77-103	Hotels operate in a highly competitive and continually evolving business environment. They are required constantly to implement various changes and adapt their business operations to keep up with the rapid changes. Therefore, managing organizational change has become crucial to hotel organizations for long-term survival and growth. The research aims to determine the variables impacting the implementation of organizational change management in large Egyptian hotels. A structured questionnaire was designed and used as a research method to gather the data from a sample of employees of large hotels in Egypt that experienced organizational change. This study adopted the Partial Least Squares Structural Equation Modeling technique (PLS-SEM) to analyze and test the research hypotheses. The results identified five factors directly and significantly impacting the implementation of organizational change in large hotels, respectively: employee engagement, leadership support, communication, organizational culture, and employee resistance to change. The study also found that employee engagement partially mediated the effects between these independent variables and the implementation of organizational change. The study implied that change leaders in hotels should adopt a planned approach to organizational change and highly consider the factors resulting in this study to undertake organizational change initiatives successfully.

1. Introduction

Businesses are under tremendous pressure to quickly adapt to their surroundings (Milovanovic et al., 2022). The operational environment of hotels is distinguished as volatile because of fierce competition, ambiguity in economic conditions, government intervention, technology advancements, and changes in social norms and attitudes of customers. Such an unpredictable environment threatens the ability of hotels to survive (Rotich & Deya, 2021) making the implementation of change management strategies inevitable in the hotel industry. In addition, the occurring of several issues within an organization's internal environment can drive the company to undertake change. Factors like low productivity, turnover, absenteeism, and strikes are warning signs that change management is highly required (Rizescu & Tileag, 2016). Organizational changes are therefore becoming more important and thus being researched more thoroughly. In the troubled times in which businesses operate today, being ready for change and willing to accept change are qualities that are vital for a company's survival and competitiveness. However, many businesses run a larger risk of failing (Milovanovic et al., 2022). Garg & Singh (2006) revealed that an organizational change is associated with a noticeable change of organization in areas such as systems, technology, new facilities and services, organizational structure, processes etc. Davis & Holland (2012) referred that change management is the application of systematic techniques to guarantee that an organizational change can be guided in the planned direction, carried out in a cost-effective manner, finished within the set time, and provide the expected results. They emphasized that change implementation is the most crucial and challenging step in the change management process.

Change management involves two main parts—an engineering approach for enhancing corporate performance and a psychological approach for managing the human side of change. The adoption of any of these two parts, in isolation, will result in the failure of change process. A company should evaluate its performance, systems, strategy, and processes to determine the changes necessary for survival. Simultaneously, it should be aware of the impact changes will have on its employees considering their culture, values, background, readiness, and ability to change (Bhuiyan & Alam, 2014). Despite the importance of managing organizational change becomes very clear to most businesses, studies revealed that 60 to 70% of change initiatives were unsuccessful and did not achieve the desired change outcomes (Nikolaou et al., 2007; Burnes, 2011; Al-Haddad & Kotnour, 2015; Airiodion & Crolley, 2022). The failing of change initiatives in an organization can largely be ascribed to adverse attitudes by the employee towards the change (Coetsee 1999). Employees often experience worry, tension, and anxiety because of organizational change. Thus, communication is crucial throughout the whole change management process (Furxhi & Dollija, 2021). Waddell & Sohal (1998) argued that resistance to change is a major factor in the failure of many change programs. It adds expenses and delays to the process of change.

In the meantime, many hotels in Egypt confront great challenges that require them to transform (i.e., severe economic conditions, Covid-19 pandemic, seasonality, strong competition etc.). They must go through organizational change processes either to adapt to these external circumstances or as a part of their growth. The high failure rates of change initiatives point to the necessity for exploring the elements that support the effective implementation of organizational change (Kotter,1995; Burnes, 2011). Likewise, Al-Haddad & Kotnour (2015) proposed that more research is necessary to determine the variables that boost the probability of a successful transition. To the knowledge of the researcher, very few

studies investigated organizational change management and the success elements in the context of the hotel sector. This research comes to fill this gap and identifies the factors that have the potential to influence the effective implementation of organizational change in large hotels in Egypt. Specifically, this research aims to measure the direct effect of five main variables, including communication, organizational culture, leadership support, employee resistance to change and employee engagement on the implementation of organizational transition. It also assesses the indirect effect of these variables on the execution of organizational change via the mediating role of employee engagement.

2. Literature review

2.1 Organizational change management

Organizational change management can be defined as the introduction and management of initiatives designed to "renewing an organization's direction, structure and capabilities to serve the ever-changing needs of external and internal customers" (Moran & Brightman 2001:111). Change management is a structured approach to transitioning individuals, teams, and organizations from the current state to the desired future state (Sacheva, 2009:109). Greenberg (2005) distinguished between two different types of change: first-order change and second-order change. First-order change is considered ongoing and involves small changes directed to improving business operations but does not include major changes. Anderson (2010) added that first-degree change consists of discrete changes that are concentrated on currently in-use operational systems, procedures, and practices. While second-order change or transformational change entails fundamental adjustments that result in major transformations at various organizational levels and in many business-related areas (e.g., change of technology, and structure) (Greenberg, 2005). The changes associated with second-degree change centered on implementing new operational systems, procedures, and practices (Anderson 2010). Second-order adjustments are typically faced with resistance since they require staff to give up doing things the way they always do them and abandon the practices and habits that are comfortable with and have helped them be successful in the past (Greenberg, 2005).

There are two basic approaches to change management, specifically: planned and emergent approaches. The planned change indicates that the organization implements change when it recognizes that it is necessary and conducts a process to assess and execute self-sustaining change. Planned change describes a pre-planned process. On the contrary, the emergent approach is a continual, unorganized, less rational, and unexpected process of adapting a company to its changing environment (Cole & Kelly, 2011; Burnes 2009). Unplanned modifications are made to deal with emerging threats and crises (Anderson, 2010). Ali & Anwar (2021) examined change management in the hospitality industry in Sulaimaniah's private hotels. The findings revealed that there was a gap between plan and execution and so the hospitality industry had a difficulty in implementing organizational change initiatives. Sah & Nadda (2017) investigated change management and obstacles associated with it in the UK's tourism and hospitality industry through the cases of Hilton London Canary Wharf and Hilton London Tower Bridge. The most significant barrier to effective change was the workforce's diversity since the majority came from different backgrounds. In addition, difficulties with the transformation process are caused by communication and cultural obstacles.

Kurt Lewin's model in 1950 is considered one of the cornerstone models for managing change. Lewin's model involves three phases being necessarily in the implementation of a change, namely: Unfreeze – Change – Refreeze (Wanza & Nkuraru, 2016). First, the unfreezing stage means making the necessity for change so evident to encourage employees to acknowledge that change is required (Bhattacharyya, 2020). It implies that staff should abandon accustomed practices and be flexible to embrace new challenges. There is a need to instill the motivation to change at this stage to modify current attitudes about working practices. Communication is crucial at this point to enhance employees' understanding and support to the proposed change (Wanza & Nkuraru, 2016). Second, changing is a stage in which new concepts, values, attitudes, ideas, and practices are learned. At this point, patience is crucial as confusion, overwork, overwhelm and despair occur. Finally, the refreezing stage refers to applying what has been taught into practice (Teczke et al., 2017). The organization considers rewarding staff as a way of reinforcing the new practices (Bhattacharyya, 2020).

Kotter (1995, 1996) developed an eight-step change model to manage organizational change within the organization. Kotter's model consists of eight steps: (1) create a sense of urgency for change so that employees perceive the need for change. (2) Make guiding coalitions to direct the change process. (3) Establish a vision and a strategy. The vision should identify the direction for change, motivate staff to participate in the transformation process and encourage innovation. (4) Communicate the change vision through credible communication that explains 'what', 'why' and 'how'. (5) Empower employees for wide action. (6) Create short-term wins to demonstrate to workers that their efforts are paying off; discourage the criticism of skeptics; create momentum for gaining active participation from reluctant members. (7) Build on successes and bring about additional change. (8) Anchor or institutionalize the new changes in the business culture. However, existing core cultures and new change visions are not always congruent which may cause implementation issues. Thus, several practitioners suggested that corporate culture should be altered before the implementation of any reforms.

In 2006, Hiatt developed the ADKAR Model. The abbreviation stands for awareness, desire, knowledge, ability, and reinforcement. The model involves five steps for change management. (1) Awareness of the need to change - it entails fostering the idea that change is necessary and developing and communicating a change vision to employees. (2) Desire to participate and support the change – it emphasizes motivating staff to take part in the change process and provide them with the supporting tools. (3) Knowledge of how to change – it involves providing employees with the skills and knowledge required to actively participate in the transition. (4) Ability to implement the change – it entails the implementation of change on a day-to-day basis. (5) reinforcement to keep change in place – during this stage, the changes are reinforced into business's structure and processes (Sacheva, 2009).

It is necessary to choose the right change model to implement the change successfully. Errida & Lotfi (2021) studied 37 models to pinpoint the elements that influence change management success and assess their applicability in the context of Moroccan businesses. The study determined twelve factors linked to the successful implementation of change initiatives, involving: obvious and shared change vision and plan, the performance of the change team, capacity to change, resistance management, change management practices, engagement and commitment of stakeholders, consistent and efficient communication, motivation of workforce, sponsorship, leadership, supporting and monitoring the change process. Burnes (2009) identified five elements that influence the effectiveness of organizational transformations, including the leader's behavior, power and politics, organizational structure,

organizational culture, and organizational growth. Rotich & Deya (2021) examined the impacts of change management practices on the performance of hotels in Nairobi, Kenya. The study concluded that there was a need for hotels to improve their communication, leadership and resource allocation while implementing changes. Axelrod (2010) emphasized the need for three fundamental principles which act as the cornerstones of every successful transformation process: transparency, trust, and honesty.

2.2 Managing employee resistance to change

Resistance is the biggest challenge facing leaders when starting a change initiative. If it is not properly managed, it may be highly detrimental to the process and even halts the attempts to move ahead. A change leader must be sensitive to how people react and recognizes that the process of commitment and acceptance takes time (Kotter, 1996). Certainly, managing resistance to change is a crucial aspect of change management. It needs to be taken seriously if the business is to reap the benefits of the transformation. Coetsee (1999) indicated that employee resistance to change can have a variety of negative effects, including: slowing down the change process, employee corruption, lower productivity, high disruption and turnover of employees, and difficulties in the change initiative. The scope of staff resistance to change ranges from lack of concern, adverse attitudes and perceptions, robust opposing opinions, explicit obstructing behavior, boycotts, and violent strikes.

Duck (2001) determined four major causes of employee resistance to change: (1) Narrow self – interest: staff worries about possible losses because of the transition, and organizational goals are put second in importance. (2) Lack of knowledge and trust – employees do not grasp the reasons for the changes, and this attitude is made worse by a high level of organizational mistrust. (3) Different assessments - managers and workers' decisions are based on different knowledge bases. (4) Low tolerance for change - some employees may be unwilling to put up the extra effort necessary to acquire new abilities, while others may be concerned that their current skills and competences will not be sufficient to perform successfully when the changes are implemented. Holt et al. (2007) demonstrated that employees who think they possess the competencies to carry out the responsibilities related to the execution of the proposed change are less likely to exhibit resistance to it.

Johannsdottir et al. (2015) distinguished four types of resistance to change: overtly expressed resistance, concealed resistance, active resistance, and passive resistance. Both openly expressed and active resistance mean that employees argue and obstruct change efforts. Concealed and passive resistance, on the other hand, refers to behavior in which people withdraw or postpone taking initiative and refrain from acting. The origin of resistance lies at the organizational culture therefore managers must be aware of the conditions and the factors that increase the likelihood of change success. Korsakienė et al. (2017) identified several ways to reduce resistance to change, including: organizational readiness, vision creation, effective communication and education of the workforce, cooperation, and power display. Waddell & Sohal (1998) argued that resistance is not necessarily a bad thing since change is not always good for businesses. Further, resistance can highlight specific facets that are not considered in the change process. It is viewed as a source of information that can be used to create an effective change process and give the chance to view the change from workforce perspective.

2.3 Employee engagement

Saks (2006) indicated that employee engagement is a critical factor in the success of the implementation of organizational change initiatives. Employee engagement is a sequence of actions and procedures that call for the participation and contribution of organizational members as well as regular, ongoing, and effective communication. Both engagement and change appear to require some major functions: efficient problem-solving, good communication, cooperation, sharing of information and trust. Deficits in these crucial functions might act as a barrier to both the change effort and employee engagement. Promise & Gideon (2017) asserted that change agents must engage employees in the process of change implementation to prevent delays. Engagement minimizes employees' resistance to change. It encourages staff to embrace the new development and go forward to support organizational objectives. Employees that are actively involved in changing the workplace will have a sense of ownership over the company.

Enhancing employee engagement is a challenging task. It is a long-term and ongoing process that calls for continuous interactions over time to create commitments (Saks, 2006). It is essential for change leaders to comprehend what motivates their team members to encourage employee involvement in the change process (Wanza & Nkuraru, 2016). Meeting employees' personal needs will encourage the desire for change. These needs will act as a stimulus for staff to get involved and concentrate on their work for the business (Hiatt, 2006). Training programs encourage employee engagement by fostering communication and information exchange among staff about the change as well as by allowing them the opportunity to provide feedback on adjustments (Chung et al., 2014). Training and development are the cornerstones to equip the workforce for the increased requirements and responsibilities that come up with every substantial change. Training aids workers in achieving objectives more quickly, boosts their self-worth, provides them with a feeling of security, increases employee engagement, and improves their aptitudes and skills for a certain task (Rodriguez & Walters 2017).

Hiatt (2006) mentioned that managers should speak with their staff frequently to know about their problems and complaints and emphasized the significance of staff's voice in reducing obstacles. Axelrod (2010) indicated that establishing interpersonal connections and supporting justice offer a path for engaging workforce. Besides, involving staff in the change process will allow new and distinct views to emerge and add to the change process. Osei-Bonsu (2014) examined the level of employee participation in the change management procedures using a self-designed questionnaire distributed to 140 respondents. The results revealed that staff participation in the process was restricted and recommended that the management should encourage staff to participate as much as possible in the process, ensure they are adequately represented on change management committees and consider some of their proposals so that they feel that they are part of the decision-making process.

2.4 Leadership support

Leadership is an important organizational resource that acts as a key tool in the implementation of change management (Rudani, 2011). Leadership is viewed as the capacity of a person to inspire and influence the actions of staff to complete tasks or achieve goals. Leadership is a continuous process that focuses on enhancing employees' skills and competencies to get the greatest performance out of them to achieve organizational goals. Leaders play a crucial role in the company by introducing innovative ideas and establishing

the right direction for the organizational transformation process (Junnaid et al., 2020). Farah (2018) identified a statistically significant link between the influence of leadership and change management. The study concluded that the elements of leadership, involving: leaders' ability to establish a changing environment, create change targets, develop a plan for change and implement the transition plan, all contributed to effective change management in an organization. Junnaid et al. (2020) informed that organization leader is the responsible who should take active steps to implement the change and to identify the stakeholders who will be influenced by it.

The leaders' attitudes and actions have a great impact on the performance of their followers. As such leader's favorable behaviors and attitudes will largely assist in changing the performance and attitudes of staff in the workplace. Strong leadership can assess the association between a leader's style and the staff's degree of job engagement, commitment, and job satisfaction (Wanza & Nkuraru, 2016). Employees readily trust and believe in transformational leaders because they are charismatic, vision-oriented, self-assured, and trustworthy. Besides, they enjoy high interpersonal skills which are considered essential in the application of change. Previous research proved that transformational leadership had a significant positive impact on staff performance during organizational transition (Paulsen et al., 2013). The job of the leader is to serve as a role model, motivate others, build buy-in that encourages positive change, demonstrate relevance, resolve conflicts, and lessen harmful resistance in the workplace (Ozmete & Hira, 2011).

Leaders play a crucial role in the change management process. They must set a vision for change, create change measures and techniques to support the vision and formulate effective change management goals and strategies. Additionally, leaders must motivate and support employees with the new knowledge, abilities and skills required to handle change for an effective transformation (Darmawan & Azizah, 2019). Leaders should provide psychological support to their employees and create a work environment distinguished with confidence and trust. They should use the proper style of persuasion to influence followers' behavior which is vital for the effective implementation of change (Rudani, 2011). Another key aspect that explains how employees react to change is to trust in leaders. Workers who can depend on and trust their manager are more receptive to change (Rafferty & Simons, 2006).

2.5 Communication

Change and communication are inseparable processes. Leveraging communication effectively is crucial for change management. In addition to providing information, it tries to allay employee concerns and ease their tension and anxiety to win their support, maintain their motivation and accomplish the desired results. Communication aims to move staff in an organized manner to accept and participate in the change as a team. Successful change management relies on communication and teamwork (Lewis, 2000). Furxhi & Dollija (2021) emphasized the need of using communication to inform stakeholders about organizational changes and give them information about the timing, nature, impact, and significance of the change. Employees must be informed by their leaders on the following aspects: a) the organizational change that will be implemented; b) the necessity for the change and the benefits it will bring to the company, and c) the organization's plan for implementing the change. Employee fear during the transition will be reduced if the benefits and expenses of the change are communicated to them. Leaders should utilize various communication techniques to communicate change.

Communication is regarded as an effective tool for obtaining staff commitment and support to engage in the process of change. The explanation of the motivations and the methods of strategic change is part of communication (Kotter & Schlesinger, 2008). In the context of changes, communication reduces ambiguity and can have a good or negative impact on how people react to changes. Leaders must communicate the change's new details as well as the reasons behind them broadly to instill a feeling of urgency (Appelbaum et al., 2012). Hotels should improve the way they communicate with those who would be impacted by the change, notably the staff, since this practice has a good and substantial impact on the hotel's performance. A seamless flow of information in hotels is ensured by establishing communication practices such as having effective communication channels, being clear on issues, and giving timely feedback, which translates to the accomplishment of specified change performance objectives (Rotich & Deya, 2021).

Leaders should not only use a variety of communication techniques but also consider the information's content (Gilley et al., 2009). The risks and problems related to the change management process must be properly informed and explained to all stakeholders. The goal is to ensure that people accept the change as well as comprehend it (Junnaid et al., 2020). Christensen (2014) stated that providing accurate information throughout the transformation will boost people's willingness, commitment, and acceptance to change. As a result, it will enable the management to ensure that staff can apply the new skills and implement the new manner of working. Inadequate or inaccurate communication may result in cynicism, which may cause individuals to distrust their leaders' messages and worsen the shortcomings of change since those affected by change want certainty through regular and honest information relating to change (Gilley et al., 2009).

2.6 Organizational culture

Organizational culture is recognized as a set of shared values, beliefs, patterns, and practices forming the identity of an organization and shaping and guiding employees' attitudes and behavior in the organization (Abdul Rashid et al., 2003). Creating and maintaining corporate culture communicates to employees that they are valued members of the business. Once a strong organizational culture has been established, it will get momentum of its own, permitting employees to feel appreciated and express themselves freely. A strong organizational culture will assist every staff member to be more effective and successful (Wanza & Nkuraru, 2016). Organizational culture is reflected in the form of staff's behaviors on a day-to-day basis and corporate transactions with others (Rudani, 2011). Chatman & Eunyoung (2013) asserted that culture is the foundation for the behaviour of employees inside an organization. Culture shapes how individuals think, feel and approach certain difficulties. They pointed out that if we cannot alter people's perspectives and feelings, then we will only make them perform differently by imposing it, which will undermine the durability of a change. Baer (2012) argued that the organization must have a culture that emphasizes creativity, risk-taking and change, underlines the value of learning, remunerates and acknowledges personnel, receptive to new ideas, considers the external conditions and predicts change.

Understanding culture has two benefits. First, a cultural evaluation is likely to identify the underlying causes of the issues that require greater performance. Second, cultural insight reveals the degree to which employees are willing to change. A strong culture is essential for successful change management. A powerful culture may help employees to thrive and achieve magnificently while a poor culture may discourage a great number of employees,

causing them to underperform and achieve nothing (Chatman & Eunyoung, 2013). The behavior, values and norms practiced inside the business serve as a real indicator to transform an organization through change management. Kotter & Schlesinger (2008) asserted that values and norms are rooted in organizational culture. Values and norms can assist the workforce to better understand how to behave in different circumstances, especially during times of transition. Farah (2018) identified a statistically significant association between organizational culture and change management. The study found that all parts of the organizational culture involving: the organizational values and norms, organizational structure and organizational sub-culture are crucial for improving change management in a company.

2.7 Hypothesized research framework

A research framework was developed based on reviewing extensive literature related to organizational change management in the hospitality industry and different business sectors. The framework determines five independent factors that theoretically support the implementation of organizational change management in large hotels, including: communication, leadership support, organizational culture, employee resistance to change and employee engagement. These factors were also identified based on the three cornerstone models for managing change including: Kurt Lewin's freezing-change-refreezing model, Kotter's eight-steps model and Prosci's ADKAR model. The framework hypothesizes that employee engagement acts as a mediator between the independent variables and organizational change implementation as a dependent variable (see Figure 1).
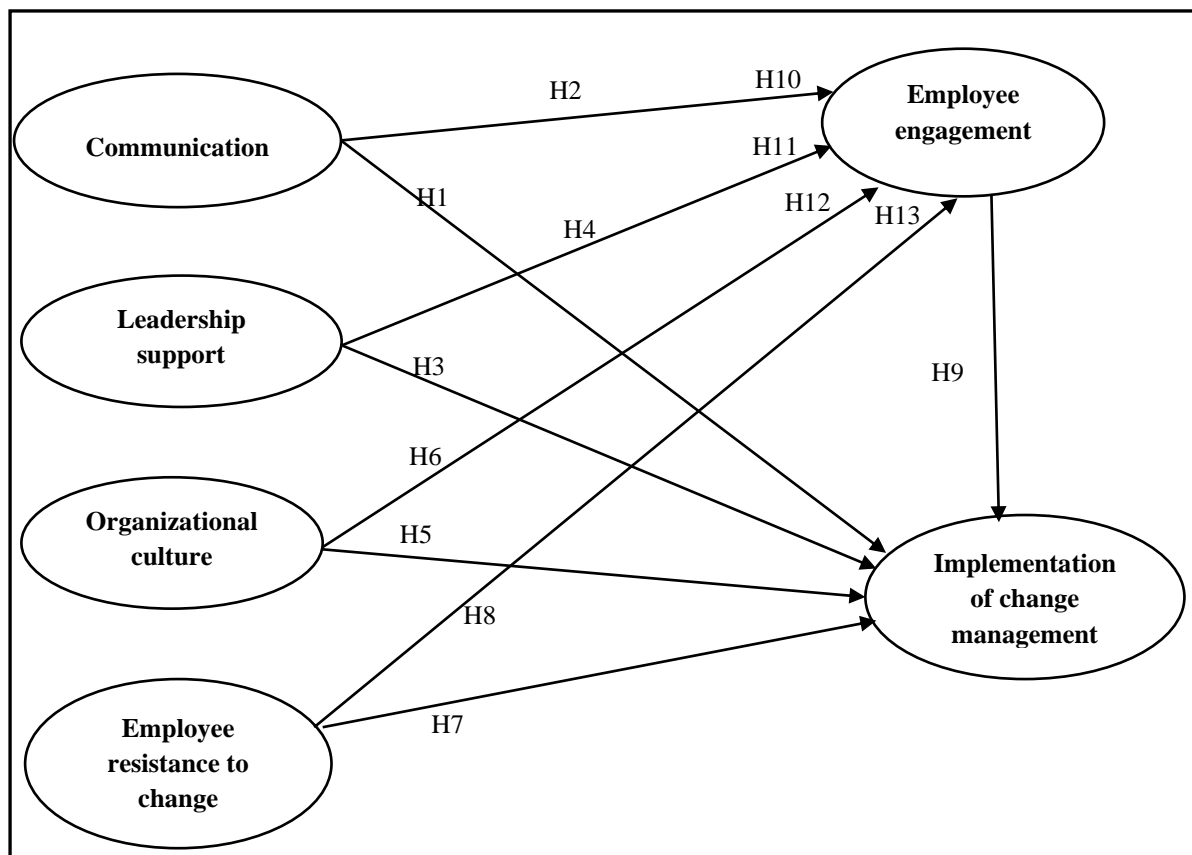

Figure 1: Hypothesized framework

The framework was tested in the real world of large hotels in Egypt to identify the relationships, and direct and indirect effects between the study's variables which were formulated in 13 research hypotheses as follows:

H1: Communication of organizational change significantly impacts on the implementation of change management.

H2: Communication of organizational change significantly impacts on employee engagement in change management.

H3: Leadership support to organizational change significantly impacts on the implementation of change management.

H4: Leadership support to organizational change significantly impacts on employee engagement in change management.

H5: Hotel's organizational culture significantly impacts on the implementation of change management.

H6: Hotel's organizational culture significantly impacts on employee engagement in change management.

H7: Employee resistance to change significantly impacts on the implementation of change management.

H8: Employee resistance to change significantly impacts on employee engagement in change management.

H9: Employee engagement significantly impacts on the implementation of change management.

H10: Employee engagement mediates the impact of communication of organizational change on the implementation of change management.

H11: Employee engagement mediates the impact of leadership support to organizational change on the implementation of change management.

H12: Employee engagement mediates the impact of the organizational culture on the implementation of change management.

H13: Employee engagement mediates the impact of employee resistance to change on the implementation of change management.

3. Methodology

3.1 The instrument and data collection

This research adopted a quantitative approach to explore the factors that contribute to the implementation of successful organizational change management in the context of large hotels in Egypt. A questionnaire survey was employed as the main research instrument for gathering the data as it has the advantage of exploring a larger population and thus enabling the generalizability of the findings. The questionnaire was made up of six main sections comprising 30 items developed to measure the study's variables and verify the research

hypotheses. The measurement items of the study's variables were formulated based on previous empirical studies (see Table 1). The first section measured communication of organizational change (COM) using 5 selected items developed by (Odera & Muendo 2017; Bouckenooghe & Devos, 2009; Rotich, & Deya, 2021). The second section assessed leadership support (LS) utilizing 5 constructs designed by (Bouckenooghe & Devos, 2009; Wambua, 2017; Odera & Muendo 2017). The third part evaluated the organizational culture (OC) by employing 6 indicators adapted from (Wambua, 2017; Farah, 2018). The fourth part measured employee resistance to change (ER) by 5 dimensions chosen from (Oreg, 2003). The fifth section measured employee engagement using 4 indicators developed by (Bouckenooghe & Devos, 2009; Rotich, & Deya, 2021). The sixth section measured the implementation of organizational change management via 5 indicators formulated by (Odera & Muendo 2017). All indicators measuring these latent variables were rated based on a five-point Likert scale ranging from "strongly disagree=1" to "strongly agree=5".

The survey instrument was revised by 5 specialists in the hospitality management field to enhance the validity of its content and then administered to 20 potential respondents before actual distribution to ensure that items were obvious and understandable. The revision process resulted in improving the wording of some indicators. The survey was designed online using google forms and then its link was sent randomly to employees of the targeted hotels with the help of some colleagues working in the hospitality sector in Egypt. The process of collecting the data lasted for about two months from 2 June until 29 July 2022. The survey's opening lines stressed the confidentiality of the information given and that it would only be used for research. Respondents were also not obliged to put down their names to encourage them to take part in the study.

3.2 Population and sampling technique

For the current study, large hotels were determined as those having 300 rooms or above. Initially, a list of 116 large hotels was gathered in four Egyptian cities including Cairo, Giza, Hurghada and Marsa Alam. Among them, 46 hotels were purposively chosen as those undertook a planned approach for organizational changes in the last 18 months before the distribution of the survey (i.e., change in working processes, systems, structures, organizational repositioning either expansion or merges, ownership and management changes, the introduction of new products and services etc.). A random sampling technique was utilized to create a sample from employees in these selected hotels. Out of the 516 forms randomly distributed to employees, 337 questionnaires were sent back representing 65.3% response rate. Besides, 13 forms were removed from the analysis as being incomplete and thus 324 forms were applicable for the analysis. According to Krejcie & Morgan (1970), the current study's sample size of 324 respondents was considered sufficient and valid for statistical analysis.

The features of the sample showed that most respondents (62.4%) were male while 37.6% were female. A large percentage of participants (40.8%) fall into an age category between 20 – 30 years old, followed by 31.6% between 31 – 45 years, 14.5% over 50 years and finally those aged under 20 years accounted for 13.1%. The educational level of the respondents referred that the majority (80.3%) had a bachelor's degree while 17.9% had intermediate education and a few of them (1.8%) had postgraduate studies (i.e. master, diploma). In terms of work experience, almost half of the participants (45.7%) enjoyed good experience ranging between 4 – 6 years, 30.5% had experience between 1 – 3 years, 14.6% had great experience extended to more than 6 years and finally, 9.2% had experience less than a year.

3.3 Data analysis

Data was initially analyzed using Statistical Package for Social Sciences (SPSS) Version 24 to get descriptive statistics like percentages, normality tests, skewness and kurtosis. Then, the PLS-SEM technique was employed to test the research hypotheses involving two steps process: the assessment of the measurement model and the assessment of the structural model through SmartPLS4. This approach was utilized because it can identify the cause-and-effect relationships between the latent variables in complex theoretical models as the case in the current study. PLS-SEM handles non-parametric data and can explore new relationships between variables starting from a hypothesized model with a solid theoretical foundation (Hair et al., 2017). It is also efficient in testing the mediation effects between the latent variables (Sharma et al., 2019). The PLS-SEM involves a set of statistical tests that are used to serve the aim of this study in measuring the relationships and the effects between the study's variables.

4. Results of the study

4.1 Data screening

The research hypotheses were tested using PLS-SEM via SmartPLS4. The data was screened before applying SEM. Four points were examined before analyzing the data and running the PLS algorithm, including: missing data, suspicious response patterns, outliers and normal distribution. The data entered into SPSS had no missing data and suspicious response patterns (i.e., straight/diagonal lining) were not exist. The outliers were examined using box plots and showed that there were no outliers. Indeed, PLS-SEM is a non-parametric statistical test and does not entail the data to be normally distributed. However, the data should not be extremely far from the normal (Hair et al., 2017). The data was checked for normal distribution. The skewness and kurtosis revealed that the data was moderately distributed as their values were not far from the absolute value of ±1 ranging from -1.753 to 1.564. The theoretical model was then assessed in two stages: assessment of the outer measurement model and assessment of the structural model.

4.2 Assessment of the outer measurement Model

4.2.1 The constructs' reliability and validity

The constructs' reliability and validity of the measurement model were assessed by examining the outer loadings, Cronbach's alpha, composite reliability (CR) and Average Variance Extracted (AVE) (see Table 1). First, the internal consistently reliability was tested via Cronbach's alpha and composite reliability (CR). The Cronbach's alpha was greater than 0.70 for all constructs ranging from 0.817 – 0.907. The CR's values of all the constructs were above 0.70 ranging from 0.826 – 0.915. The composite reliability should be higher than 0.70 and also values of 0.60 to 0.70 is considered acceptable in exploratory research (Nunnally & Bernstein 1994; Hair et al., 2011). Accordingly, the values of Cronbach's alpha and CR were very satisfactory and accomplish internal consistency reliability. Second, the indicator's reliability was achieved as the values of the outer loadings of all the constructs' indicators were higher than 0.70. This corresponds with Hair et al. (2017) indicated that the outer loadings of the indicators should be greater than 0.70. Third, convergent validity was assessed via the average variance extracted (AVE) which should be greater than 0.50 (Hair et al., 2011; Hair et al., 2017). All the values of the AVE were more than 0.50 lying between 0.752 – 0.816. This refers that on average each construct explains more than half of the

variance of its indicators. These results indicate that there is no problem with the constructs' reliability and validity of the measurement model.

Table 1: The constructs' reliability and validity of the measurement model

Constructs	Outer loadings	(α)	CR	AVE
Communication				
COM1: Information presented on change is adequate and clear.	0.825	0.817	0.826	0.752
COM2: There is good communication between hotel management and staff on the hotel's change policy.	0.842			
COM3: The hotel uses various communication channels for conveying information on changes.	0.786			
COM4: The information on organizational change was communicated to employees in good time.	0.816			
COM5: I am regularly informed on how the change is going and the progress of the change.	0.848			
Leadership support				
LS1: Leaders provide direction to employees on change implementation at the hotel.	0.839	0.879	0.888	0.786
LS2: Leaders develop appropriate capacity among staff for implementation of the change.	0.873			
LS3: Leaders in the hotel provide the resources and support necessary for change management.	0.874			
LS4: My manager assists me if I encounter a problem or difficulty throughout the change process.	0.897			
LS5: Managers evaluate the performance of staff in the change initiative and offer constructive feedback.	0.919			
Organizational culture				
OC1: The hotel sets up strong values that guide staff performance.	0.888	0.907	0.915	0.816
OC2: The hotel has norms that direct staff's behavior throughout change management.	0.898			
OC3: The hotel's organizational culture largely identifies employees' attitudes towards change.	0.824			
OC4: I believe the hotel's organizational culture is open and receptive to new ideas, creativity; and change.	0.804			
OC5: The hotel's culture aligns with the change management strategy.	0.842			
OC6: The hotel's culture is a strong driver in the implementation of change management	0.798			
Employee resistance to change				
ER1: I find changing plans to be quite annoying and stressful.	0.824	0.838	0.856	0.768
ER2: I inclined to resist change even if I believe a change may eventually benefit me.	0.897			
ER3: I resist change because it needs more time, effort, and new skills to be implemented.	0.819			
ER4: I tend to refuse change because it will alter the traditional way things are done.	0.885			
ER5: I believe that the implementation of changes will threaten my future in this job.	0.853			

Constructs	Outer loadings	(α)	CR	AVE
Employee engagement				
ENG1: The hotel management involves employees in the formulation of changes.	0.882	0.862	0.876	0.775
ENG2: Employees are sufficiently involved in the implementation of the changes by the department manager.	0.918			
ENG3: Staff is permitted to take part in change management decision-making processes.	0.849			
ENG4: The way change is implemented considers staff's views, remarks and personal input.	0.873			
Change Implementation				
CI1: The hotel has proven its capacity to implement organizational changes.	0.877	0.885	0.897	0.804
CI2: Top and mid-management in the hotel have demonstrated full commitment to change management.	0.832			
CI3: Leaders in the hotel accurately plan and assign tasks to staff in the change implementation.	0.833			
CI4: The hotel determines employees' fears towards change and helps them overwhelmed.	0.905			
CI5: The obstacles that derail change are determined with a plan to eliminate them	0.915			

4.2.2 Discriminant validity

Discriminant validity was measured using cross loadings, the Fornell-Larcker criterion and Heterotrait-monotrait (HTMT). **A) cross loadings** – The findings revealed that the indicator's loadings on its allocated construct were higher than all of its cross loadings with other constructs' indicators and thus discriminant validity was attained. The values of indicators' loadings were underlined and highlighted in bold in table 2.

Table 2: Cross loadings

Items	Communication	Leadership support	Organizational culture	Employee resistance	Employee engagement	Change implement.
COM1	**0.825**	0.629	0.603	-0.585	0.601	0.523
COM2	**0.842**	0.623	0.620	-0.558	0.567	0.578
COM3	**0.786**	0.528	0.522	-0.497	0.519	0.464
COM4	**0.816**	0.515	0.467	-0.521	0.456	0.398
COM5	**0.848**	0.501	0.529	-0.470	0.457	0.398
LS1	0.610	**0.839**	0.661	-0.712	0.624	0.564
LS2	0.718	**0.873**	0.780	-0.759	0.743	0.675
LS3	0.705	**0.874**	0.783	-0.788	0.727	0.653
LS4	0.753	**0.897**	0.707	-0.694	0.773	0.694
LS5	0.580	**0.919**	0.645	-0.753	0.641	0.543
OC1	0.751	0.729	**0.888**	-0.749	0.782	0.666
OC2	0.723	0.747	**0.898**	-0.779	0.772	0.710
OC3	0.640	0.709	**0.824**	-0.637	0.642	0.615
OC4	0.572	0.622	**0.804**	-0.594	0.574	0.527
OC5	0.700	0.764	**0.842**	-0.688	0.711	0.633
						Continued

Items	Communication	Leadership support	Organizational culture	Employee resistance	Employee engagement	Change implement.
OC6	0.593	0.652	**0.798**	-0.613	0.631	0.588
ER1	-0.549	-0.681	-0.588	**0.824**	-0.557	-0.527
ER2	-0.427	-0.510	-0.427	**0.897**	-0.438	-0.397
ER3	-0.429	-0.536	-0.469	**0.819**	-0.469	-0.395
ER4	-0.668	-0.744	-0.694	**0.885**	-0.672	-0.566
ER5	-0.580	-0.719	-0.645	**0.853**	-0.641	-0.543
ENG1	0.665	0.732	0.713	-0.733	**0.882**	0.604
ENG2	0.612	0.699	0.707	-0.626	**0.918**	0.606
ENG3	0.569	0.598	0.577	-0.540	**0.849**	0.465
ENG4	0.532	0.626	0.586	-0.596	**0.873**	0.524
CI1	0.500	0.587	0.621	-0.561	0.564	**0.877**
CI2	0.449	0.477	0.474	-0.415	0.479	**0.832**
CI3	0.438	0.438	0.418	-0.400	0.398	**0.833**
CI4	0.423	0.462	0.394	-0.421	0.414	**0.905**
CI5	0.460	0.504	0.520	-0.469	0.434	**0.915**

B) Fornell-Larcker criterion – it was shown that the square root of AVE for each construct was greater than its correlations with all other constructs in the model. The values were made in bold in table 3 to distinguish them.

C) The HTMT estimates the true correlations between two constructs and values close to 1 indicate a lack of discriminant validity (Hair et al., 2017). All the HTMT values were less than 0.90 and not close to 1 (see Table 4). Thus, the three measures used: cross loadings, Fornell-Larcker and HTMT indicated adequate and satisfactory discriminant validity of the measurement model. Hence, the outputs of the outer measurement model were considered acceptable to proceed to assess the structural model.

Table 3: discriminant validity according to Fornell-Larcker criterion

	COM	LS	OC	ER	ENG	CI
Communication (COM)	**0.823**					
Leadership support (LS)	0.598	**0.880**				
Organizational culture (OC)	0.565	0.463	**0.842**			
Employee resistance (ER)	-0.628	-0.623	-0.533	**0.856**		
Employee engagement (ENG)	0.686	0.655	0.556	-0.703	**0.881**	
Change implementation (CI)	0.657	0.596	0.621	-0.605	0.710	**0.872**

Table 4: HTMT

	COM	LS	OC	ER	ENG	CI
Communication (COM)						
Leadership support (LS)	0.675					
Organizational culture (OC)	0.684	0.571				
Employee resistance (ER)	0.732	0.712	0.618			
Employee engagement (ENG)	0.792	0.743	0.671	0.781		
Change implementation (CI)	0.768	0.678	0.734	0.726	0.812	

4.3 Assessment of the structural model

This step in the PLS-SEM involves examining the structural model for collinearity issues, evaluating the level of R^2, the level of f^2 effect sizes and the standardized square mean root residual (SRMR). These measures were used to identify the fit of the structural model in explaining the relationships between the study's variables. This step ends up with assessing the significance and relevance of the structural model relationships (path coefficients). The values of collinearity statistics (VIF) – Outer model ranges from 1.190 – 3.414 (see Table 5). The collinearity problem occurs when the tolerance values are 0.20 or below and the variance inflation (VIF) values are 5 or above (Hair et al., 2021). The VIF values of all the indicators were below 5 and thus there were no collinearity issues in the structural model.

Table 5: The values of Collinearity statistics (VIF)

Constructs	Indicators	VIF	Constructs	Indicators	VIF
Communications	COM1	1.362	Employee resistance	ER1	1.404
	COM2	1.392		ER2	1.222
	COM3	1.326		ER3	1.255
	COM4	1.223		ER4	1.534
	COM5	1.283		ER5	1.453
Leadership support	LS1	1.605	Employee engagement	ENG1	1.475
	LS2	2.767		ENG2	1.685
	LS3	2.952		ENG3	1.507
	LS4	3.274		ENG4	1.572
	LS5	1.534	Change implementation	CI1	1.197
Organizational culture	OC1	3.181		CI2	1.204
	OC2	3.414		CI3	1.262
	OC3	2.388		CI4	1.190
	OC4	1.605		CI5	1.371
	OC5	2.419			
	OC6	2.060			

All the measures used for deciding the fit of the model for statistical analysis have been met. As a guideline, R^2 values of 0.75, 0.50, and 0.25 for endogenous latent variables in the structural model can be designated as substantial, moderate, and weak respectively (Hair et al., 2011). The values of R^2 for employee engagement in change were substantial (0.761) and for change implementation was moderate (0.619) (see Table 6). This means that 76% of the variance in employee engagement as an endogenous latent variable in the structural model is caused by the four exogenous variables: communication, leadership support, organizational culture, and employee resistance. Similarly, 62% of the variance that occurred in the change implementation was attributed to all the exogenous variables in the structural model including employee engagement.

Table 6: Coefficient of determination (R^2), the effect sizes (F^2) and SRMR

	Change implementation		Employee engagement		SRMR
	F^2	R^2	F^2	R^2	
Communication	0.225	0.619	0.238	0.761	0.072
Employee engagement	0.481				
Leadership support	0.383		0.427		
Organizational culture	0.175		0.198		
Employee resistance	0.156		0.167		

In terms of the effect sizes, the strength and influence of the latent exogenous variable on the latent endogenous variable was examined via f^2. The effect sizes' values of 0.02, 0.15 or 0.35 and above indicate small, medium, and high effects (Cohen, 1988). Accordingly, the effect sizes of employee engagement and leadership support on change implementation were high as $f^2 = 0.481$ and $f^2 = 0.383$ respectively. Medium effect sizes were marked for communication of organizational change ($f^2 = 0.225$), organizational culture ($f^2 = 0.175$) and employee resistance ($f^2 = 0.156$) on change implementation. Besides, the effect sizes of the exogenous variables on employee engagement were as follows: leadership support was high ($f^2 = 0.427$) whereas communication of organizational change ($f^2 = 0.238$), organizational culture ($f^2 = 0.198$) and employee resistance ($f^2 = 0.167$) had medium effect sizes on employee engagement in change. Moreover, the overall fit of the structural model was evaluated by examining the SRMR. The SRMR values below 0.08 means that the model is acceptable (Henseler et al., 2015). The value achieved in this research is 0.072 which was less than 0.08. This indicates the accuracy of the proposed model and can be used in the interpretation of the research hypotheses.

4.4 Hypotheses testing

The path coefficient (direct effects) between the latent variables, t-value and the significance of the relationships were estimated by performing a complete bootstrapping in SmartPLS4. The findings showed that communication of organizational change significantly and directly impacts on the implementation of organizational change ($\beta= 0.439$ t= 8.196, $p < .01$) and employee engagement ($\beta= 0.426$ t= 7.864, $p < .01$), such effects were positive. Thus, H1 and H2 are accepted. The results revealed also a straight significant and positive effect at the level of 0.01 of leadership support on the implementation of organizational change ($\beta= 0.526$ t= 12.576, $p < .01$) and employee engagement ($\beta= 0.581$ t= 13.648, $p < .01$) and therefore H3 and H4 are supported. Table 7 also shows that there was straight significant and positive influence of hotel's organizational culture on both the implementation of organizational change ($\beta= 0.377$ t= 6.346, $p < .01$) and employee engagement ($\beta= 0.400$ t= 6.891, $p < .01$). Consequently, H5 and H6 are accepted. Moreover, the results of the SEM indicated that employee resistance to change significantly and directly impacts on the organizational change implementation ($\beta= -0.324$ t= 4.271, $p < .01$) and employee engagement in change management ($\beta= -0.361$ t= 5.383, $p < .01$), such effects were negative. Hence, H7 and H8 are supported. Lastly, employee engagement had the greatest significant and positive effect on the implementation of organizational change at the level of 0.01 with an effect value of (0.613) and t value of (17.673). This reflects that H9 is accepted.

Table 7: Path Coefficients (direct effects)

	Path Coefficients	Original sample (O)	T statistics	P values	Hypotheses results
H1	Communication -> Change implementation	0.439	8.196	0.000	Supported
H2	Communication -> Employee engagement	0.426	7.864	0.000	Supported
H3	Leadership support -> Change implementation	0.526	12.576	0.000	Supported
H4	Leadership support -> Employee engagement	0.581	13.648	0.000	Supported
					Continued

	Path Coefficients	Original sample (O)	T statistics	P values	Hypotheses results
H5	Organizational culture -> Change implementation	0.377	6.346	0.000	Supported
H6	Organizational culture -> Employee engagement	0.400	6.891	0.000	Supported
H7	Employee resistance -> Change implementation	-0.324	4.271	0.001	Supported
H8	Employee resistance -> Employee engagement	-0.361	5.383	0.006	Supported
H9	Employee engagement -> Change implementation	0.613	17.673	0.000	Supported
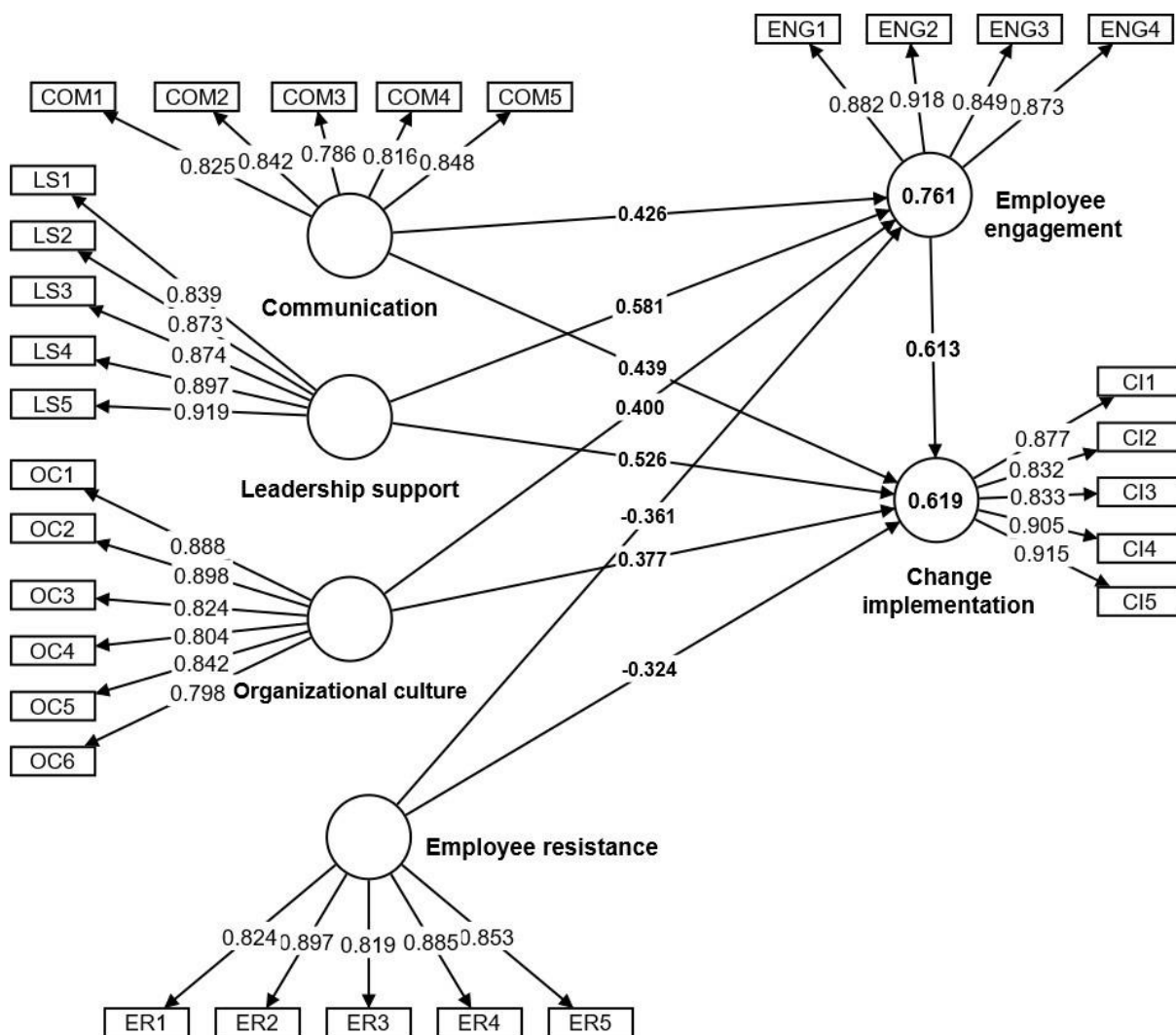
Figure 2: Measurement and structural model

Also, a bootstrapping technique in SmartPLS4 was executed to determine the indirect effects (mediation) of the four exogenous variables (communication, leadership support, organizational culture and employee resistance) on the implementation of organizational

change as endogenous latent variables via employee engagement as a mediator. The results revealed that employee engagement partially mediates the relationships between all four exogenous variables and the implantation of change. Partial mediation occurs when the direct effect is significant and also the indirect effect and this is the case with the four relationships tested in this research (see Tables 7 & 8). Communication has an indirect significant effect on the implementation of organizational change (β= 0.319 t= 5.218, p < .01) with the mediation of employee engagement. The confidence intervals (CI 95%) 0.239 - 0.397. indicates that "zero" does not fall within its lower and upper limits. This informs that employee engagement acts as a partial mediator between the two variables and so H10 is accepted.

The findings also showed that leadership support has an indirect significant impact on the implementation of organizational change mediating employee engagement with an effect value of 0.387 and t value of 6.539 at the level of .01. The CI 0.296 - 0.464 does not involve "zero" between its lower and upper limit and thus employee engagement partially mediates the effect of leadership support on organizational change implementation. Therefore, H11 is supported. Furthermore, table 8 shows an indirect significant effect of organizational culture on the implementation of organizational change mediating employee engagement (β= 0.268 t= 4.497, p < .01) and "zero" does not fall into the CI (0.174 - 0.352). This supports the role of employee engagement as a partial mediator in this relationship and thus H12 is accepted. Finally, it was found that the indirect effect of employee resistance on the implementation of organizational change with the mediation of employee engagement was significant and negative (β= -0.230 t= 3.937, p < .01). The CI does not involve "zero" between its two boundaries (0.145 - 0.316). This confirms H13 that employee engagement partially mediates the relationship between employee resistance and implementation of change. It is important to note that all the partial mediation identified in this study were complementary as the direct and indirect effects were moving in the same direction either positive or negative.

Table 8: Path Coefficients (indirect effects)

	Indirect effects	Original sample (O)	T statistics	Confidence intervals (CI 95%)	P values	Hypotheses results
H10	Communication -> Employee engagement -> Change implementation	0.319	5.218	(0.239 - 0.397)	0.000	Supported
H11	Leadership support -> Employee engagement -> Change implementation	0.387	6.539	(0.296 - 0.464)	0.000	Supported
H12	Organizational culture -> Employee engagement -> Change implementation	0.268	4.497	(0.174 - 0.352)	0.003	Supported
H13	Employee resistance -> Employee engagement -> Change implementation	-0.230	3.937	(0.145 - 0.316)	0.008	Supported

5. Discussion and implications

This research focuses on organizational change management in large hotels in Egypt. The study provides insights on the factors necessary to successfully implement organizational change initiatives in hotels. The results demonstrated that communication of organizational change had favorable, significant, and direct effects on both employee involvement in the change process and the implementation of organizational change. Consequently, communication is considered a vital factor influencing the success of organizational changes. This result accords with (Kotter & Schlesinger, 2008; Bhuiyan & Alam, 2014; Christensen, 2014; Promise & Gideon, 2017) confirmed that communication is an essential tool to enhance staff's participation, commitment, and acceptance to change and gain their support in the implementation of change. This implies that hotel leaders should use various communication channels to continuously inform employees about the change, listen to their concerns, resolve conflicts, and deliver appropriate feedback. The information communicated to staff on change must be timely, clear, and accurate addressing: the urgency for change, how the change will be implemented, change plans, objectives etc. Effective communication will reduce employees' anxiety, uncertainty, and resistance to change. The hotel can use influential and trusted staff to communicate with their counterparts and convince them with the desired change.

The outputs further showed a direct, significant and positive effect of leadership support on employee engagement and the implementation of organizational change. This finding is in line with Farah (2018) determined a statistically significant relationship between the effect of leadership and change management. Also, previous research (Ozmete & Hira, 2011; Rudani, 2011; Darmawan & Azizah, 2019) verified that leaders play an important role in the transformation process serving as a key instrument in the implementation of change. This indicates that change leaders in hotels should develop, share, and allow inputs from staff in formulating the change vision, targets, and strategies. They should motivate and support staff psychologically to overcome their resistance to change and enhance their participation. Leaders should develop staff's capabilities with the skills and knowledge required and provide them with the resources necessary to implement change. They should pay more attention to the effects of change on each employee and consider their individual needs during the change.

Additionally, it was found that the hotel's organizational culture had a direct, significant and favorable influence on employee participation and implementation of organizational change. This reflects that the hotel must have a strong organizational culture that fosters creativity and change, emphasizes the importance of learning and is receptive to new ideas and risk-taking. This result is consistent with Farah (2018) who found that all aspects of the company's organizational culture (i.e., values, norms etc.) are significantly associated with the execution of change management. Likewise, Chatman & Eunyoung (2013) emphasized that organizational culture is crucial for the success of change management since it fosters employee engagement. Consequently, this study recommends that the hotel should develop or align its current culture with the change management strategy when embarking on implementing organizational changes.

Besides, the analysis showed that employee resistance to change had a straight, significant and adverse effect on both employee engagement and the organizational change implementation. This result is consistent with (Kotter, 1996; Waddell & Sohal 1998; Coetsee, 1999) indicated that resistance to change is a major factor that leads to the failure of change

programs. This study implies that change leaders in hotels must consider employee resistance to change as it has a detrimental influence on the change process. They should identify the real causes of employee resistance to change and handle them effectively. Leaders should use effective instruments to lessen such resistance as providing more information, communication, incentives, training etc. This study emphasizes that hotel leaders should embrace employee resistance to change as a source of information.

The results also demonstrated that employee engagement had the largest significant and most positive impact on the implementation of organizational change, which was highlighted as a direct effect. This confirms previous research (Saks, 2006; Holt et al., 2007; Rotich & Deya, 2021) stated that employee engagement is considered a major dimension to successfully implement an organizational change. This indicates that the hotel leader must consider the various means/drivers to motivate and engage the workforce emotionally and physically in the change management process. They should incentivize employees to encourage good performance in implementing organizational change. Borah & Baruah (2014) asserted that an engaged staff always exhibits a high level of enthusiasm, physical energy, and sustained work effort, which results in an excellent performance.

Finally, the indirect effects identified via SEM also verified that employee engagement had a partial mediation effect between the four independent variables (communication, leadership support, organizational culture, and employee resistance) and the implementation of organizational change. The statistical analysis proved that the mediator (employee engagement) enhances the indirect relationship and carries out the effect from the four pre-mentioned variables to the implementation of change. These results accord with previous studies as Saks (2006) argued that both engagement and change management require some common major functions: effective communication, leader support, cooperation, sharing of information and trust.

6. Conclusion

This research explores the factors that influence the success of the implementation of organizational change in large Egyptian hotels. A theoretical model was developed and tested using the PLS-SEM technique. The findings of this study determined five elements directly impacting the organizational change implementation, including respectively: employee engagement, leadership support, communication, organizational culture, and employee resistance to change. The outcomes revealed also that employee engagement partially mediates the effect between the other pre-mentioned four variables and the application of organizational change management in hotels. For the success of change management, this research recommends that change managers in hotels must consider the needs of the human element in the change process as the implementation of change is primarily carried out by the employees. They should create a sense of urgency for change and utilize effective tools to engage staff in the change process (i.e., rewards, empowerment etc.). Besides, the study implies that change leaders in hotels should adopt a transformational leadership style as it has a positive effect on employee involvement in the transition process. They should provide staff with the support necessary to implement a change like knowledge, new skills, resources, and training programs. Furthermore, mangers must maintain good communication with staff during the period of the transition by using effective channels to communicate accurate and timely information on the change process. The study implies also that the hotel must develop a strong organizational culture in line with the change management approach to drive and form employees' feelings and behaviors during change. Lastly, change leaders in hotels

should tackle employee resistance to change by determining its roots and handling them effectively.

This research will contribute to the theory on the base of enhancing the understanding of the success factors of organizational change management in hotels. It was highlighted that organizational change management literature considering the hospitality sector is very limited and so this study will add to the existing body of knowledge in this area of research. Likewise, previous studies emphasized a high rate of failure of change initiatives implemented in different business sectors and so this research acquired its importance. It will add to practice by assisting hotel managers to adopt a planned process for transition and recognize the factors critical to implement organizational change initiatives effectively. This study is limited to large Egyptian hotels and so it opens an opportunity for further research to explore organizational change management in a different hotel category. Future studies can examine the influence of other variables other than those tested in this study on the success of organizational change management such as trust, organizational commitment, job satisfaction, employee retention etc. Researchers also can replicate this study in a different country to explore the relevance of the determining factors on the implementation of organizational change and make a comparative study.

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العوامل المؤثرة في تطبيق إدارة التغيير التنظيمي في الفنادق المصرية الكبيرة: التأثيرات الوسيطة لمشاركة الموظفين

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الملخص:

تعمل الفنادق في بيئة أعمال تنافسية للغاية ومتطورة باستمرار، وبالتالي مطلوب منهم باستمرار تنفيذ التغييرات التنظيمية المختلفة وتهيئة أعمالهم لمواكبة التغيرات السريعة. لذلك أصبحت إدارة التغيير التنظيمي أمرًا بالغ الأهمية لمنظمات الفنادق من أجل البقاء والنمو على المدى الطويل. الهدف من هذا البحث هو تحديد العوامل المؤثرة في تطبيق إدارة التغيير التنظيمي في الفنادق المصرية الكبيرة. تم تصميم استبيان واستخدامه لجمع البيانات من عينة عشوائية من موظفي الفنادق الكبيرة في مصر التي شهدت تغييرات تنظيمية. اعتمدت هذه الدراسة على تقنية نمذجة المعادلات البنائية (PLS-SEM) لتحليل واختبار فرضيات البحث. أظهرت نتائج الدراسة خمسة عوامل تؤثر بشكل مباشر وكبير على تنفيذ التغيير التنظيمي في الفنادق الكبيرة بما في ذلك، على التوالي: مشاركة الموظفين، دعم القيادة، التواصل، الثقافة التنظيمية، مقاومة الموظفين للتغيير. ووجدت الدراسة أيضاً أن مشاركة الموظفين توسطت جزئيًا الآثار بين هذه المتغيرات المستقلة وتنفيذ التغيير التنظيمي. أشارت الدراسة إلى أن قادة التغيير في الفنادق يجب أن يتبنوا نهجاً مخططاً للتغيير التنظيمي وأن يأخذوا بعين الاعتبار العوامل الناتجة عن هذه الدراسة لإجراء مبادرات التغيير التنظيمي بنجاح.

الكلمات الدالة: التغيير التنظيمي، الفنادق المصرية، مشاركة الموظفين، مقاومة التغيير، الثقافة التنظيمية.