DOES ORGANIZATIONAL HEALTH AFFECT STRATEGIC FLEXIBILITY IN THE EGYPTIAN TRAVEL AGENCIES?

MONIKA REFAAT ALFY
RESEARCHER, FACULTY OF TOURISM AND HOTELS, LUXOR UNIVERSITY, EGYPT
BASSAM SAMIR AL-ROMEEDY
FACULTY OF TOURISM AND HOTELS, UNIVERSITY OF SADAT CITY, EGYPT
FAKHORY SHOHDY AYOUB
FACULTY OF TOURISM AND HOTELS, LUXOR UNIVERSITY, EGYPT

ABSTRACT

This study aimed to examine the impact of organizational health and its dimensions on strategic flexibility in the Egyptian travel agencies category (A) in Cairo, Luxor, and Aswan. 689 questionnaires were given out to a sample of employees at travel agencies in Cairo, Luxor, and Aswan in order to fulfill the study's goal. Only 596 questionnaires were analyzed using the SPSS and AMOS Software. The results of the study indicated that organizational health affects positively the strategic flexibility in travel agencies. As well, al dimensions of organizational health (objective clarity, communication efficiency, balance of authority, resources exploitation, cohesion or belonging, moral, creativity, independence, adaptation, and problem solving) affect strategic flexibility in travel agencies. The study proposed many recommendations such as mangers of travel agencies need to adopt participatory and democratic leadership patterns that support the participation of employees in decision-making continuously, and listen to their opinions and suggestions regarding development, work and problem-solving that is ultimately reflected in enhancing the level of organizational health and strategic flexibility in these agencies.

KEYWORDS: Organizational Health, Strategic Flexibility, Egyptian travel agencies, Cairo, Luxor, Aswan.

INTRODUCTION

Organizational health has become one of the organizations' strategies to maintain the physiological and psychological health of workers, improve their productivity, pay attention to motivating them and develop their performance levels (Pordeli & Vazifeh, 2017). Arokiasamy (2018) clarified that it is the one of the modern administrative trends that focus on the individual and the working environment together, and for the institution to be healthy, it is better to achieve its integrated functions in a

harmonious manner. Organizations turn towards organizational health as a methodology that gives the individual full investment in the organization's human resources and reveals the ambiguity of the causes of organizational health problems affecting the productivity of organizations and the performance of their employees (İlhan, 2020).

Brozovic (2018) mentioned that flexibility and strategic capabilities occupy an important position in business organizations. they help to increase the efficiency of workers and their abilities to accomplish the tasks required of them in a timely and proper manner by reducing the error rate. Yawson (2020) mentioned that the old mechanisms used by companies in managing their affairs can no longer meet current and future challenges. Therefore, there is no alternative for corporate managers and leaders except to think and act strategically. The success of organizations in the contemporary era depends on the business environment and its ability to keep pace with changing market conditions, and this is what obliges organizations to pay attention to strategic flexibility because it supports the development of future strategies and the ability to adapt and respond quickly to environmental changes (Dai et al., 2018).

Additionally, many Egyptian travel agencies suffer from some problems that may negatively affect their development and continuity in the work environment such as a low degree of organizational confidence within the agencies (Al-Romeedy & Mohamed, 2022; Mohamed et al., 2022), weakness of the ability to respond quickly and effectively to changes in the work environment, low morale of employees, and a lack of setting goals and their mechanisms for their implementation that negatively affect the ability of travel agencies to have a competitive advantage, their continuity, and their survival in the rapidly changing and highly competitive work environment (Al-Romeedy, 2019). The study derives its scientific importance from the organizational health effects on strategic flexibility in Egyptian travel agencies that helps increase the ability of these agencies to keep pace with all changes in the internal and external work environment, in addition to enhancing the capabilities of these companies to exploit the opportunities offered by the change in the work environment. The main aim of the study is to assess the impact of the organizational health and its level on the strategic flexibility in Egyptian travel agencies. The main hypothesis of the study is that organizational health affects positively strategic flexibility in travel agencies and is divided into Subhypotheses as follows:

- Objective clarity affects positively strategic flexibility in travel agencies.
- Communication efficiency affects positively strategic flexibility in travel agencies.

- Balance of authority affects positively strategic flexibility in travel agencies.
- Resources exploitation affects positively strategic flexibility in travel agencies.
- Cohesion or belonging affects positively strategic flexibility in travel agencies.
- Morale affects positively strategic flexibility in travel agencies.
- Creativity affects positively strategic flexibility in travel agencies.
- Independence affects positively strategic flexibility in travel agencies.
- Adaptation affects positively strategic flexibility in travel agencies.
- Problem solving affects positively strategic flexibility in travel agencies.

LITERATURE REVIEW

THE CONCEPT OF ORGANIZATIONAL HEALTH

Many researchers have addressed the concept of organizational health, which is used to describe an organization's stability and ability to deal with external influences. The concept of "Organizational Health" has been studied throughout history by bringing three focal points to the center. They are as follows: (1) organizational performance oriented; (2) individual health oriented; and (3) both organizational performance-oriented and individual health-oriented approaches (Köseoğlu & Karayormuk, 2009). Büyükyılmaz et al. (2018) defined it as the organization's ability to function efficiently, deal with change appropriately, and grow with that change. Writer (2018) clarified that organizational health is the ability of an organization to work effectively, deal with change appropriately, and grow through it, resulting in high performance. As well, Mahdy (2022) defined organizational health as the ability of organizations to face changes and developments, identify and address problems to improve individual health within the organization, and make the best use of available resources and capabilities to gain a competitive advantage. In light of the foregoing, a procedural definition of Organizational Health might be stated as follows: It is an organization's ability to provide an appropriate work environment that takes into account the physical and moral factors of its employees well, which reflects positively on employees, makes them feel satisfied, and thus they do their best effort to increase the organization's toolkit and effectively achieve its objectives.

THE IMPORTANCE OF ORGANIZATIONAL HEALTH

Organizational health is a different way of looking at the nature of the workplace, it can be used in organizations where internal and external conflicts are resolved, as employees adapt to changes in the environment, and maintain proper performance (Gholamzadeh & Khazaneh, 2012). Organizational health is a relatively new concept and includes the ability of Employee's to perform their duties effectively. As Lencioni (2010) clarified that even smartest of the organizations which have mastery over strategy, finance and marketing can fail if it is unhealthy.

Many researchers agreed on the significance of organizational health, as it is a modern term in the science of organizational behavior in organizations, as it is characterized by comprehensiveness in terms of providing an appropriate perception of the organization and its organizational climate, describing the relationship between employees and senior management (Alamri et al., 2018). Organizational health provides organizations with a set of characteristics, the most important of which is a comprehensive understanding of their environment, focus on creativity and new ideas for them (Al-Douri et al., 2022).

The significance of organizational health is in providing a common understanding and awareness of the elements affecting the internal and external environment, resulting in increased effectiveness and cohesion among the organization's parts (Salas et al., 2015). Because it improves employee health and well-being, it has been linked to the firm's productivity, effectiveness, competitiveness, and financial health. Furthermore, organizations that use successful employee retention practices will not only improve their business, but will also ensure lower attrition costs, increased productivity, and efficiency in carrying out business operations, faster access to markets, and increased customer loyalty and retention (Hussein et al., 2021; Hashemi et al., 2020).

DIMENSIONS OF ORGANIZATIONAL HEALTH

Dimensions of organizational health can be summed up as follows using Miles' proposed model (İlhan, 2020):

DIMENSION OF TASK NEEDS

Objective clarity: The objectives of the organization are reasonable, clear, and accepted by its members. Objectives should be realistic and in line with the environments demands at the same time.

Communication efficiency: When a misunderstanding-prevention communication system is available within the organization, employees

have access to accurate information, which increases organizational efficiency.

Balance of authority: Subordinates can both dominate and influence superiors when the distribution of influence within the organization is relatively equal.

DIMENSION OF MAINTENANCE NEEDS

Resources exploitation: Tasks are distributed among employees in the organization based on needs, with a balance between tasks and responsibilities. In other words, there is no conflict between the needs of employees and the expectations of the organization.

Cohesion or belonging: Members are influenced by the organization and want to remain a part of it. They work together to exert influence within the organization so members feel a sense of belonging and can demonstrate their dedication to the organization.

Morale: In general, the organization exhibits a sense of well-being and group satisfaction.

DIMENSIONS OF GROWTH AND DEVELOPMENT NEEDS

Creativity: A healthy organization creates new methods, moves toward new goals, and becomes increasingly distinct over time.

Independence: The organization is not oblivious to its surroundings. On occasion, it exhibits some independence from the outside environment.

Adaptation: The organization can make several corrective changes to grow and develop.

Problem-Solving: Problems are solved with minimal effort, and problem-solving mechanisms are protected and strengthened rather than weakened.

THE CONCEPT OF STRATEGIC FLEXIBILITY

The term "Strategic Flexibility" is often used interchangeably with other words such as adaptability, elasticity, fluidity, agility, versatility, resilience, etc. Strategic flexibility shows an organization's ability to deal with a turbulent environment and is often viewed as a core principle of business strategy (Widati, 2015). Elmorcee et al. (2018) defined strategic flexibility as a long-term management perspective that refers to the organization's ability to create real options that have permanent responses to environmental changes through its planning flexibility, the flexibility of its elements and processes, and the coordination flexibility between these elements and processes, all while seeking to increase the organization's market share and profitability. While Bakhelili and Chellali (2020) defined it as a company's ownership of management capabilities that enable them to respond quickly to and adapt to environmental changes and to gain and maintain a competitive advantage in the business environment.In light of

the foregoing, a procedural definition of Strategic Flexibility might be stated as follows: the capacity of organizations to adapt and respond quickly to the rapidly changing and highly competitive environmental and dynamic conditions in their external environment and to reevaluate and modify current strategies in order to gain a competitive edge in the business market.

THE IMPORTANCE OF STRATEGIC FLEXIBILITY

Strategic flexibility is a critical tool that enables organizations to quickly change production levels, develop new products, and respond to competitive threats (Singh et al., 2013). Strategic flexibility is one type of complementary organizational capability that, when combined, can assist firms in realizing the full potential of their key resources (Zhou & Wu, 2010). The value of strategic flexibility lies in its ability to enhance the firm's adaptability and responsiveness in addressing challenges from changing external environments (Nadkarni & Herrmann, 2010).

Nowadays, the challenging business environment places a demand on companies to incessantly develop flexible strategies to stay abreast of and maintain effectiveness in their operations. Strategic flexibility is critical for firms that must face diverse business challenges in a vibrant and volatile environment (Stanislous & Alagah, 2020).

Strategic flexibility acts as a source of competitive advantage and firm performance (Cadogan et al., 2012). In the twenty-first century, with rapidly changing technology, innovation, and globalization, strategic flexibility is viewed as a critical factor for organizations seeking a competitive advantage (Hitt et al., 2010). Because of uncertain operational conditions, the organization's "strategy commitment" will gradually fade while attention to "Strategic Flexibility" will continually increase (Lin et al., 2014).

DIMENSIONS OF STRATEGIC FLEXIBILITY

A. COMPETITIVE FLEXIBILITY

It is the set of efforts and procedures followed by the organization in order to meet the challenges of the corresponding organizations and thus keep up with changes in the labor market (Obaid & Al-Abachee, 2020). It can be defined as the firm's ability to compete in dynamic markets with high levels of competition and demand as well as technological uncertainty (Abuzaid, 2014; Atwa, 2013).

B. PRODUCTIVITY FLEXIBILITY

Production flexibility is defined as an organization's ability to manufacture or produce goods or services quickly and at competitive prices in most

global markets (Beraha et al., 2018). It entails aspects such as changing the capacity level, modifying existing products, and offering new products (Abuzaid, 2014).

C. MARKETING FLEXIBILITY

This dimension focuses on an organization's ability to adjust or fit marketing efforts in a changing environment over a long period of time. Shalender and Yadav (2019) believed that market flexibility allows the organization to meet the various customer desires within the general limits of the strategy in which it operates, whether by introducing new products, working on developing existing products, distributing products, or entering global markets.

D. HUMAN RESOURCES FLEXIBILITY

Human resource flexibility is defined as a capability that allows an organization to adapt to environmental contingency changes more easily (Sekhar et al., 2016), where both intangible assets such as knowledge and tangible assets play a role in determining competitive advantage (Aryee et al., 2016). Pradhan et al. (2017) conceptualized HR flexibility as having three components: worker skills flexibility, worker behavior flexibility, and HR management practices flexibility.

E. INFORMATION FLEXIBILITY

The researchers define information flexibility as the amount of accurate information that the corporation possesses from the surrounding environment and from the beneficiaries of the services, which assists the corporation in setting plans and goals and how to achieve them, as well as increasing the satisfaction of the beneficiaries of the service (Abu-Nahel et al., 2020).

F. COORDINATION FLEXIBILITY

With greater coordination flexibility, institutions can more effectively integrate and deploy existing resources, find new resources, and make new uses of existing resources (Yuan et al., 2010). The more adaptable the coordination, the more effective the representative enterprise will be at allocating and integrating internal and external resources in response to environmental changes (Liu & Zhao, 2019).

RESEARCH METHODOLOGY

THE STUDY INSTRUMENT

The questions included in the questionnaire were derived from a comprehensive literature review that previously reported. It was comprised

of closed questions that give respondents a fixed set of alternatives from which to choose their answer (Fowler & Cosenza, 2012).

The questionnaire was consists of three parts. Part one of the questionnaire concerned with demographic characteristics about the respondents. The questions included six items, are gender, age, education level, job, department, and work experience. Part two gathered information about the level of organizational health (OH) in travel agencies according to 30 items, which were developed based on Bahmaee et al. (2016) and Mohamed and Al-Romeedy (2021). This part was divided into ten dimension: (1) objective clarity (OC) (3 items), (2) communication efficiency (CE) (3 items), (3) balance of authority (BA) (3 items), (4) resources exploitation (RE) (3 items), (5) cohesion or belonging (CB) (3 items), (6) moral (MR) (3 items), (7) creativity (CR) (3 items), (8) independence (IN) (3 items), (9) adaptation (AD) (3 items), and (10) problem solving (PS) (3 items). Part three gathered information about the level of strategic flexibility (SF) in travel agencies according to 33 items, which were adopted based on Yang et al. (2015), and Zang (2022). This part was divided into six dimensions: (1) competitive flexibility (CF) (8 items), (2) productivity flexibility (PF) (5 items), (3) marketing flexibility (MF) (5 items), (4) information flexibility (IF) (5 items), (5) coordination flexibility (RF) (5 items), and (10) human resource flexibility (HF) (5 items).

A five-point Likert scale of agreement was used, where 1 means 'Strongly Disagree', 2 means 'Disagree', 3 'Neutral', 4 'Agree' and 5 means 'Strongly Agree'. A Likert scale is a "measure of a set of attitudes relating to a particular area" (Pimentel & Pimentel, 2019).

SAMPLE SIZE AND DATA COLLECTION

The sample size of the population was determined for a given population to become representative and ensure that results can be generalized to the whole population (Boddy, 2016; Talhi & Al-Romeedy, 2022). According to the Ministry of Tourism and Antiquities (2021), there are 1360 travel agencies category A in Cairo (1254), Luxor (80), and Aswan (26). Six hundred and eighty-nine paper questionnaires were distributed through two methods: the first method was electronically via social media sites, LinkedIn, and e-mails. The second method was in-person via contacting the managers of travel agencies and explaining the survey's aims and substance in October 2022. Each questionnaire was attached to a covering letter indicating the purpose of the study and the importance of the participant's involvement. The covering letter confirmed the confidentiality and anonymity of data collection and that it is used for research purpose. To preserve anonymity, no name lists and ID numbers

were required and no names or personal addresses were asked for. They were given clear instructions on how to answer the questionnaire and to confirm that all questions were answered within 7 days. All participants were volunteers who were not compensated in any way. After the agreed time, the researcher collected questionnaires in closed envelopes. A total of 656 questionnaires were returned from the 689 distributed. Only 41 surveys were excluded because of missing information and replies in the shape of a Z-shape. Finally, 615 questionnaires were found to be statistically valid, with an 89.3% response rate.

STATISTICAL TESTS

To analyze the study data and test hypotheses, the researcher used statistical programs, namely SPSS V. 28, AMOS V.28. The following statistical tests were used:

1- **Reliability Test**: it was used to measure the reliability of the study tool.
2- **Validity Test**: it was employed to assess the validity of the study tool by using constructs validity, including both convergent and discriminant validity, was assessed by using average variance extracted (AVE).
3- **Confirmatory Factor Analysis:** to determine the extent to which the proposed study variables matches the sample data. There are a number of indicators that can be judged on the extent to which the study variables matches the sample data.
4- **Frequencies, percentages, means and standard deviation**: to describe the characteristics of the sample, and to determine the responses of the sample members towards all the axes of the study tool.
5- **Pearson Correlation Coefficient**: to determine the strength and direction of the relationship between the study variables.
6- **Simple linear regression**: to indicate the effect of independent variable on dependent variable.
7- **Multiple regressions**: to indicate the effect of independent variables on dependent variable.

RESULTS AND DISCUSSION OF THE STUDY

DEMOGRAPHIC AND OTHER WORK-RELATED INFORMATION

Sample characteristics include six major items in this study. Table (1) indicates the results obtained after analyzing demographic variables. The frequency and percentage for each variable is listed according to the survey categories in the table.

Table (1) Demographic and work information

Characteristics	Frequencies	Percentage
Gender		
Male	357	59.9%
Female	239	40.1%
Total	**596**	**100%**
Age		
Less than 30 years	91	15.3%
From 30 to less than 40 years	267	44.8%
From 40 to less than 50 years	152	25.5%
From 50 to 60 years	86	14.4%
Total	**596**	**100%**
Educational level		
Medium level	114	19.1%
Bachelor	452	75.9%
Diploma	21	3.5%
Master	9	1.5%
PhD	0	0
Total	**596**	**100%**
Job		
Manager	69	11.6%
Supervisor	132	22.1%
Employee	395	66.3%
Total	**596**	**100%**
Department		
Aviation	163	27.3%
Tourism	141	23.6%
Religious tourism	150	25.2%
Marketing and sales	63	10.6%
Transportation	34	5.7%
Human resources	16	2.7%
Others	29	4.9%
Total	**596**	**100%**
Work experience		
Less than 5 years	93	15.6%
From 5 to less than 10 years	133	22.3%
From 10 to less than 15 years	153	25.6%
From 15 to less than 20 years	166	27.9%

Characteristics	Frequencies	Percentage
20 years and above	51	8.6%
Total	**596**	**100%**

According to table (1), the majority of the sample are male by 357 (59.9%), and there are 239 females by 40.1%. As well, when we look at the age of the respondents; 267 (44.8%) of the respondents are (From 30 to less than 40 years), followed by who are (From 40 to less than 50 years) by 152.5 (25.5%), then who are (Less than 30 years) by 91 (15.3%), and finally, who are (From 50 to 60 years) by 86 (14.4%). In addition, as for the level of education; there are 452 respondents have a bachelor's degree (75.9%), 114 respondents have a medium educational level (19.1%), then 21 respondents have a diploma (3.5%), then 9 respondents have a master degree (1.5%). Regarding the job of respondents; the majority of the sample are employees by 395 (66.3%), 132 of them are supervisors (22.1%), and there are 69 managers by 11.6%. Moreover, regarding the department; there are 163 respondents are working in aviation department, followed by who are working in religious tourism department by 150 respondents (25.2%), then who are working in tourism department by 141 respondents (23.6%), than who are working in marketing and sales department by 63 respondents (10.6%), followed by who are working in transportation department by 34 respondents (5.7%), then who are working in other departments by 29 respondents (4.9%), and finally, who are working in human resource department by 16 respondents (2.7%). As for the work experience of the respondents; 166 of respondents have experience (from 15 to less than 20 years) by 27.9%, then who have experience (from 10 to less than 15 years) by 153 respondents (25.6%), then who have experience (from 5 to less than 10 years) by 133 respondents (22.3%), then who have experience (less than 5 years) by 93 respondents (15.6%), and finally, who have experience (20 years and above) by 51 respondents (8.6%).

RELIABILITY TEST

A high Cronbach's Alpha value reflects the reliability of scale and indicates cohesiveness among scale items. A high Cronbach's Alpha is an indirect indicator of convergent validity (Ab Hamid et al., 2017; Salem et al., 2022). However, on the contrary, the validity needed to be confirmed by CFA (Hair et al., 2020). Table (2) highlights values of Cronbach's Alpha for all constructs. On the basis of the data presented in the table, there is sufficient evidence to suggest that the reliability of the constructs was acceptable given that the Cronbach's Alpha value is > .70 (Taber, 2018; Al-Romeedy & Mohamed, 2022).

Table (2) Reliability levels of instrument – Cronbach's Alpha

Variables/Dimensions	Cronbach's Alpha	No. of items
Objective clarity	0.862	3
Communication efficiency	0.792	3
Balance of authority	0.766	3
Resources exploitation	0.815	3
Cohesion or belonging	0.901	3
Moral	0.883	3
Creativity	0.746	3
Independence	0.792	3
Adaptation	0.773	3
Problem solving	0.816	3
Organizational Health	**0.823**	**30**
Competitive flexibility	0.912	8
Productivity flexibility	0.767	5
Marketing flexibility	0.785	5
Information flexibility	0.851	5
Coordination flexibility	0.812	5
Human resources flexibility	0.779	5
Strategic Flexibility	**0.793**	**33**

Therefore, it is concluded from this finding that the scale have high levels of internal consistency and are considered to be very reliable, where Cronbach's Alpha values are > .746. Thus, all the constructs and variables used in this study are based on well-established instruments with high reliability scores, and the internal consistency of each construct is substantiated to be very good (Zaki et al., 2022).

VALIDITY TEST

The next step in the analysis was to test the validity, which is reported in detail in the following sections. Constructs validity, including both convergent and discriminant validity, was assessed by using average variance extracted (AVE). The following section discusses constructs validity.

TEST OF CONVERGENT VALIDITY

The first test is the composite reliability of each measure. This was assessed using Nunnally's (1978) guideline for assessing reliability coefficients. Followed, the second test is average variance extracted (AVE) by each construct, which indicates the amount of variance in the item

explained by the item explained by the construct relative to the amount attributed to measurement error (Hair et al., 2020). The Fornell and Larcker criterion, which confirmed that the AVE should be > .50, was used to assess the AVE for all constructs (Henseler et al., 2015; Gaafar & Al-Romeedy, 2022). Some of the measures used for convergent validity include the reliability if each items, AVE, and composite reliability. The following tables reveal that all the indicators were statistically significant for the proposed constructs, thereby providing strong evidence for convergent validity (Hair et al., 2021).

For more details, the composite reliability values for organizational health (.978), objective clarity (.824), communication efficiency (.764), balance of authority (.864), resources exploitation (.757), cohesion or belonging (.840), moral (.896), creativity (.825), independence (.785), adaptation (.747), and problem solving (.816). As well, the composite reliability values for strategic flexibility (.981), competitive flexibility (.937), productivity flexibility (.869), marketing flexibility (.856), information flexibility (.911), coordination flexibility (.856), and human resources flexibility (.899). These values of composite reliability exceeded the desired threshold of .70 in accordance with Fornell and Larcker's (1981) proposal.

Also, the following tables clarify that AVE values for organizational health (.596), objective clarity (.611), communication efficiency (.520), balance of authority (.679), resources exploitation (.510), cohesion or belonging (.637), moral 742 creativity (.612) independence (.549), adaptation (.507), and problem solving (.599). As well, the AVE values for strategic flexibility (.608), competitive flexibility (.650), productivity flexibility (.572), marketing flexibility (.545), information flexibility (.672), coordination flexibility (.544), and human resources flexibility (.641). All of these values exceeded the suggested value (0.50). So, the model seems to possess adequate convergent validity. In details, table (3) clarifies that composite reliability for all items exceeded the desired threshold of .70. Additionally, this table shows that AVE for organizational health instrument exceeded the suggested value (0.50). As well, this table indicates that the factor loading for all items of organizational health instruments are greater than (.50).

Table (3) results summary for construct validity of organizational health instrument

Items	Factor loading	Composite reliability	AVE
OH		0.978	0.596
OC		0.824	0.611
OC1	.715		
OC2	.830		

Items	Factor loading	Composite reliability	AVE
OC3	.795		
CE		0.764	0.520
CE1	.751		
CE2	.698		
CE3	.711		
BA		0.864	0.679
BA1	.814		
BA2	.803		
BA3	.854		
RE		0.757	0.510
RE1	.676		
RE2	.755		
RE3	.710		
CB		0.840	0.637
CB1	.769		
CB2	.811		
CB3	.814		
MR		0.896	0.742
MR1	.836		
MR2	.856		
MR3	.891		
CR		0.825	0.612
CR1	.772		
CR2	.810		
CR3	.764		
IN		0.785	0.549
IN1	.742		
IN2	.719		
IN3	.762		
AD		0.747	0.507
AD1	.764		
AD2	.666		
AD3	.681		
PS		0.816	0.599
PS1	.658		
PS2	.842		
PS3	.809		

Table (4) depicts that composite reliability for all items exceeded the desired threshold of .70. Moreover, this table illustrates that AVE for strategic flexibility instrument exceeded the suggested value (0.50). Additionally, this table reveals that the factor loading for all items of strategic flexibility instrument are greater than (.50).

Table (4) results summary for construct validity of strategic flexibility instrument

Items	Factor loading	Composite reliability	AVE
SF		0.981	0.608
CF		0.937	0.650
CF1	.813		
CF2	.839		
CF3	.817		
CF4	.795		
CF5	.778		
CF6	.842		
CF7	.800		
CF8	.764		
PF		0.869	0.572
PF1	.669		
PF2	.781		
PF3	.778		
PF4	.716		
PF5	.826		
MF		0.856	0.545
MF1	.797		
MF2	.718		
MF3	.759		
MF4	.652		
MF5	.757		
IF		0.911	0.672
IF1	.811		
IF2	.834		
IF3	.822		
IF4	.856		
IF5	.773		
RF		0.856	0.544
RF1	.731		
RF2	.792		
RF3	.708		
RF4	.646		
RF5	.801		

Items	Factor loading	Composite reliability	AVE
HF		0.899	0.641
HF1	.761		
HF2	.795		
HF3	.803		
HF4	.842		
HF5	.799		

DISCRIMINANT VALIDITY

Hair et al.(2016) and Al-Romeedy and Ozbek (2022) have clarified that the square roots of AVE should surpass the highest squared correlation with any other construct.On the basis of table (5), it can be noted that the square root of AVE for a given construct is greater than the absolute value of the standardization correlation of the given construct with any other construct in the analysis (AVE > correlations^2).

Table (5) Discriminate Validity for all variables

	OH	OC	CE	BA	RE	CB	MR	CR	IN	AD	PS	SF	CF	PF	MF	IF	RF	HF
OH	*.772*																	
OC	.632	*.782*																
CE	.497	.466	*.721*															
BA	.563	.495	.602	*.824*														
RE	.581	.630	.592	.703	*.714*													
CB	.499	.662	.528	.553	.497	*.798*												
MR	.503	.402	.622	.521	.485	.722	*.861*											
CR	.561	.481	.497	.564	.603	.584	.712	*.782*										
IN	.397	.545	.431	.397	.502	.703	.706	.603	*.741*									
AD	.463	.492	.517	.456	.434	.339	.522	.555	.632	*.712*								
PS	.411	.557	.397	.556	.501	.564	.628	.495	.522	.635	*.774*							
SF	.469	.531	.587	.527	.621	.597	.509	.508	.497	.574	.709	*.780*						
CF	.617	.597	.531	.454	.555	.634	.457	.597	.521	.507	.525	.638	*.806*					
PF	.555	.621	.472	.556	.403	.444	.562	.663	.667	.597	.497	.621	.663	*.756*				
MF	.501	.564	.634	.602	.447	.565	.555	.702	.494	.531	.444	.694	.691	.552	*.738*			
IF	.495	.528	.701	.575	.509	.528	.706	.511	.541	.621	.531	.620	.567	.587	.531	*.820*		
RF	.476	.547	.555	.791	.594	.434	.446	.564	.551	.666	.597	.673	.599	.501	.497	.721	*.738*	
HF	.403	.663	.674	.552	.465	.666	.581	.596	.460	.458	.563	.550	.497	.563	.669	.582	.558	*.801*

Bold and italic values indicate the square roots of AVE

CONFIRMATORY FACTOR ANALYSIS

Confirmatory factor analysis was used for the two variables using the maximum likelihood method (Maximum Likelihood - ML). The results resulted in a good fit for the two variables. The following table shows the value of the matching indicators for the variables. It is noted from the following table that the value of the good match indicators exceeds (0.95), which indicates an acceptable good match.

Table (6) Confirmatory Factor Analysis

	CFI	GFI	AGFI	NFI	NNFI	IFI	TLI
OH	.962	.954	.986	.961	.964	.959	.972
SF	.951	.975	.966	.957	.984	.980	.957

DESCRIPTIVE STATISTICS

The following section shows the descriptive statistics of the study variables and their dimensions.

Table (7) descriptive analysis of the study variables

Items	Mean	SD	Rank
Objective clarity	4.01	0.942	7
Communication efficiency	4.08	0.874	6
Balance of authority	3.89	0.784	9
Resources exploitation	4.15	0.743	5
Cohesion or belonging	3.91	0.926	8
Moral	3.73	0.748	10
Creativity	4.19	0.879	4
Independence	4.26	0.820	3
Adaptation	4.27	0.890	2
Problem solving	4.30	0.902	1
Level of organizational health in travel agencies	**4.08**	**0.626**	
Competitive flexibility	3.96	0.756	6
Productivity flexibility	4.02	0.764	5
Marketing flexibility	4.25	0.939	1
Information flexibility	4.16	0.879	3
Coordination flexibility	4.21	0.901	2
Human resources flexibility	4.08	0.855	4
Level of strategic flexibility in travel agencies	**4.11**	**0.574**	

The results of table No. (7) refer to the study sample's responses to the organizational health variable statements. In general, the total mean of the responses of the respondents to organizational health amounted to (4.08) with a standard deviation of (.626), and based on the standard used in this study and the responses of the sample, this mean indicates that there is a high level of organizational health in travel agencies.

The mean for the ten dimensions of organizational health ranged between (3.73) and (4.30). The ranks of the level of organizational health dimensions in travel agencies came after arranging the means as follows: problem solving dimension (*Mean= 4.30 & SD= .902*), adaptation dimension (*Mean= 4.27 & SD= .890*), independence dimension (*Mean= 4.26 & SD= .820*), creativity dimension (*Mean= 4.19 & SD= .879*), resources exploitation dimension (*Mean= 4.15 & SD= .743*), communication efficiency dimension (*Mean= 4.08 & SD= .874*), objective clarity (*Mean= 4.01 & SD= .942*), cohesion or belonging (*Mean= 3.91 &*

SD= .926), balance of authority (*Mean= 3.89 & SD= .784*), and finally, moral (*Mean= 3.73 & SD= .748*).

Additionally, the results of table No. (7) show the study sample's responses to the strategic flexibility variable statements. In general, it appears from the results of the table that the total mean of the responses of the respondents to strategic flexibility amounted to (4.11) with a standard deviation of (.574), and based on the standard used in this study and the responses of the sample, this mean indicates that there is a high level of strategic flexibility in travel agencies.

The mean for the ten dimensions of strategic flexibility ranged between (3.96) and (4.25). The ranks of the level of strategic flexibility dimensions in travel agencies came after arranging the means as follows: marketing flexibility dimension (*Mean= 4.25 & SD= .939*), coordination flexibility dimension (*Mean= 4.21 & SD= .901*), information flexibility dimension (*Mean= 4.16 & SD= .879*), human resources dimension (*Mean= 4.08 & SD= .855*), productivity flexibility dimension (*Mean= 4.02 & SD= .764*), and finally, competitive flexibility dimension (*Mean= 3.96 & SD= .756*).

THE RESULTS OF MULTIPLE REGRESSIONS

Table (8) the effect of Organizational Health on Strategic Flexibility

Model	Coefficients (B)	T	Sig.	r	R Square	F	Sig.
(Constant)	3.109	23.193	0.000				
Objective clarity	0.603	6.375	0.000				
Communication efficiency	0.551	3.880	0.000				
Balance of authority	0.387	2.988	0.008	.780		90.891	
Resources exploitation	0.368	2.581	0.010		0.608		0.000
Cohesion or belonging	0.384	2.981	0.003				
Moral	0.436	3.352	0.025				
Creativity	0.483	5.929	0.000				
Independence	0.473	3.830	0.000				
Adaptation	0.434	3.248	0.004				
Problem solving	0.383	2.207	0.028				

The results in table (8) reveal that the sig. value is less than (.05) which mean there is a statistically significant correlation between organizational health and strategic flexibility. Table also shows that the correlation between organizational health and strategic flexibility was positive, where

correlation coefficient value is (.780). Table (8) shows also the reliability of model used in testing the effect of organizational health on strategic flexibility. F value is (90.891) with sig. level (0.001). This model indicates the percent of change on strategic flexibility in which explained through organizational health. It also indicates that R Square is (0.608) which means that the independent variable (organizational health) explain (60.8%) of change in the dependent variable (strategic flexibility). Hence, H1 is supported.

THE RESULTS OF LINEAR SIMPLE REGRESSION

Table (9) depicts the effect of organizational health dimensions on strategic flexibility.

Table (9) the effect of organizational health dimensions on strategic flexibility

Effects	r	R Square	F	Sig.	T	Sig.
The effect of objective clarity	.715	.512	622.808	.000	24.956	.000
The effect of communication efficiency	.679	.460	506.927	.000	22.515	.000
The effect of balance of authority	.689	.474	535.835	.000	23.148	.000
The effect of resources exploitation	.685	.469	525.243	.000	22.918	.000
The effect of cohesion or belonging	.730	.533	676.534	.000	26.013	.000
The effect of moral	.648	.420	430.464	.000	20.748	.000
The effect of creativity	.731	.534	681.109	.000	26.098	.000
The effect of independence	.710	.504	602.684	.000	24.550	.000
The effect of adaptation	.727	.529	666.083	.000	25.809	.000
The effect of problem solving	.733	.538	691.457	.000	26.296	.000

Table (9) indicates the following results:

- There is a statistically significant and positive correlation between objective clarity and strategic flexibility (r= .715). Moreover, objective clarity affects significantly and positively strategic flexibility. It also indicates that R Square is (0.512) which means that the objective clarityexplain (51.2%) of change in the strategic flexibility. Hence, H1/1 is supported.

- There is a statistically significant and positive correlation between communication efficiency and strategic flexibility (r= .679). Besides, communication efficiency has a significant and positive impact on strategic flexibility. It also indicates that R Square is (0.460) which means that the communication efficiency explain (46%) of change in the strategic flexibility. Hence, H1/2 is supported.

- There is a statistically significant correlation between balance of authority and strategic flexibility (R= .689). In addition, balance of authority affects significantly and positively strategic flexibility. It also indicates that R Square is (0.474) which means that the balance of authority explain (47.4%) of change in the strategic flexibility. Hence, H1/3 is supported.

- There is a statistically significant correlation between resources exploitation and strategic flexibility (r= .685). Further, resources exploitation affects significantly and positively strategic flexibility. It also indicates that R Square is (0.469) which means that the resources exploitation explain (46.9%) of change in the strategic flexibility. Hence, H1.4 is supported.

- There is a statistically significant correlation between cohesion or belonging and strategic flexibility (r= .730). Table shows that cohesion or belonging affects significantly and positively strategic flexibility. It also indicates that R Square is (0.533) which means that the cohesion or belonging explain (53.3%) of change in the strategic flexibility. Hence, H1/5 is supported.

- There is a statistically significant correlation between moral and strategic flexibility (r= .648). As well, moral affects significantly and positively strategic flexibility. It also indicates that R Square is (0.420) which means that the moral explain (42%) of change in the strategic flexibility. Hence, H1/6 is supported.

- There is a statistically significant correlation between creativity and strategic flexibility (r= .731). Similarly, creativity affects significantly and positively strategic flexibility. It also indicates that R Square is (0.534) which means that the creativity explain (53.4%) of change in the strategic flexibility. Hence, H1/7 is supported.

- There is a statistically significant correlation between independence and strategic flexibility (r= .710). likewise, independence affects significantly and positively strategic flexibility. It also indicates that R Square is (0.504) which means that the independence explain (50.4%) of change in the strategic flexibility. Hence, H1.8 is supported.

- There is a statistically significant correlation between adaptation and strategic flexibility (r= .727). Furthermore, In adaptation affects significantly and positively strategic flexibility. It also indicates that R

Square is (0.529) which means that the adaptation explain (52.9%) of change in the strategic flexibility. Hence, H1/9 is supported.

- There is a statistically significant correlation between problem solving and strategic flexibility (r= .733). Too, problem solving affects significantly and positively strategic flexibility. It also indicates that R Square is (0.538) which means that the problem solving explain (53.8%) of change in the strategic flexibility. Hence, H1/10 is supported.

RESULTS AND RECOMMENDATIONS

RESULTS

1. There is a high level of organizational health in the Egyptian travel agencies category (A), as all dimensions of organizational health were acceptedwith a high degree in these agencies. The problem-solving dimension was the highest, followed by adaptation, then independence, followed by creativity, then resources exploitation, followed by communication efficiency, objective clarity, then cohesion or belonging, followed by balance of authority, and finally moral.
2. There is a high level of strategic flexibility in the Egyptian travel agencies category (A), as all dimensions of strategic flexibility were available to a high degree in these agencies. Marketing flexibility was the highest, followed by coordination flexibility, then information flexibility, followed by human resources flexibility, then productivity flexibility, and finally competitive flexibility.
3. There is a positive and significant correlation between organizational health and strategic flexibility in travel agencies. As well, organizational health affects positively the strategic flexibility in travel agencies. As well as the organizational health dimensions (objective clarity, communication efficiency, balance of authority, resources exploitation, cohesion or belonging, moral, creativity, independence, adaptation, and problem solving) affect significantly and positively strategic flexibility in travel agencies.

RECOMMENDATIONS

Based on the study's findings, the following recommendations can be suggested for travel agencies:

1. In light of the shift from traditional work to electronic work; there is a need for providing new training courses on the latest technologies applied in the tourism industry to enhance the employees' capabilities and qualify them optimally to keep abreast of technological changes and

developments, and to ensure that these technologies are successfully operated, used to complete their work optimally, provide innovative services, and respond quickly to customers better than competitors.

2. Mangers should provide an opportunity for employees to use their skills, experience, knowledge and capabilities in determining how the work will be implemented and achieve the agencies' objectives, in a way that enhances flexibility in achieving objectives in the work environment.

3. The management of travel agencies must continue to provide all administrative, technical and financial support to develop its organizational structures and operations, improve the capabilities and expertise of employees, use technology on a large scale in all its work, and develop its organizational culture in a way that stimulates creativity and innovation at work, and is reflected in its flexibility and competitiveness in an environment the work.

4. There is need to continuous and permanent focus on creativity, independence, adaptation, and effective communications as prerequisites for enhancing Strategic Flexibility, ensuring the sustainability of competitive advantage in travel agencies, and as a prerequisite for survival and continuity in the work environment.

5. Travel agencies category (A) should constantly be interested in providing ideal Organizational Health through the continuous involvement of employees in setting goals, as well as involving them in decision-making, adopting administrative empowerment, and keenness to build and strengthen human relations between management and employees on the one hand, and between employees on the one hand. Other.

6. Travel agencies should set an effective rewards system to motivate employees to come up with new and innovative ideas that will increase the ability of these agencies to face challenges and risks in the work environment and enhance their Strategic Flexibility in a way that distinguishes them from competitors.

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