



The Impact of Sustaining the Agility of Attitude Transformation on Credibility Matrix: The Mediation Effect of Social Media Advertisements “Insights from Touristic Hospitality Context in Egypt”

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Abstract

This paper examines the effects of sustaining the agility of attitude transformation on credibility matrix with respect to the mediation effect of social media advertisements. Under the Umbrella of New Public management, the Agility of attitude transformation entails the vision of a new policy approach as it is facing a volatile environment of risks and challenges. The group of factors in this study includes the agility of attitude transformation as an independent variable measured by (process- attitudes, process-competence, and process-resource), while the credibility matrix is determined by (customers' trust and customer experience) as dependent factors. It's important to note that there is no sufficient data regarding the effect of sustaining the agility of attitude transformation on credibility matrix inside the tourism/hospitality context in Egypt. Therefore, the utility of this research can contribute to a deeper understanding of the paper variables. The current research is based on quantitative data derived from an online survey which will be distributed among hotel visitors in Egypt. On the academic side, the research allows underlining significant issues and formulating vital findings in relevance to cover the gaps in data scarcity about the agility policy of attitude transformation. Moreover, on the practical side it relates to highlight customer experience and trust which are two main components of the credibility matrix within the mediation effect of advertising campaigns helping to develop a credible branded sector as tourism in the eyes of its users.

Keywords: *Agility of Attitude Transformation, Social Media Advertising, Credibility Matrix.*

When Agility Hits Customers' Trust and Experience

Operational agility when aligned with the study of (Sakthivel, 2014), it highlights properties of agility that reflect on both new public management and marketing perspective. The study advocated some properties as customer responsiveness and flexible business practices in timing of delivery, the new programs of IT integration for better product and service development, the organization structure and nature of management

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practices enhancing creativity and innovation and finally the team work and involvement as indicators of agility that deal with the citizen as a responsive customer and a stakeholder in the service delivered, not only a recipient which is parallel with the arms of credibility matrix reflecting on customer trust and experience. In this context, not achieving these properties result in widening the gap of operational approach of agility which reflect on lack of IT development for facilitation of knowledge systems, lack of well-designed collaborative and customized training programs for handling customer responses and lack of forecasting market needs to ensure advances in design and technology (Vinodh et al., 2010).

Marketing strategies help in creating this agile transition from one experience to the other where service providers react towards market dynamics and competitive changes keeping up with demands volatility. Social campaigns for the future must be personalized to create more designs of experiences as tourists will never stop looking for new products. The future lies in database marketing where potential customers are known and services can be personally tailored for them.

Three variables play a pivotal role into this relation between experience and trust when it involves social campaigns: technology which provides feasibility of the product, the business which yields growth and attraction directed to viability of the product, and the human experience which is the usability and this where trust is important to repeat the experience again.

Social media campaigns must look deeper into the concerns of social consciousness which influenced world travelers since 2019 where environmental activism is on the experience table and the mindset is now diverted into protecting the universe and sustainability themes are prevailing the globe thinking that less is more. A recent study proved that most global tourists would engage in friendly impact environmental activities and 37% would reduce plastic waste and clean off plastics from beaches to be recycled. As the tourism industry is sensitive to global challenges, it needs to be approached from a scientific, business professional and pragmatic perspective. So, in times of attitude transformation, the tourism industry must pursue product, process, operational agility in providing services. The emotional aspect affects end user experience as well and therefore emotional branding is needed to build on customer trust as transparency yields a high degree of relationship with the end user (Ascolese, 2019).

The success of a tourism business hinges on the quality of the service provided to guests before, during, and after their trip. Customers in the tourism industry must rely on the variety of publicly available information as most products are booked and paid for in advance. Yet, thanks to advancements in communication technology, customers can also submit product feedback in the form of online evaluations, supplementing the information provided directly by tourism service providers. Web blogs, chat rooms, review websites, and open communities devoted to niche tourism and specific locations already facilitate online interaction among like-minded individuals. (Stickdorn & Zehrer, 2009).

Under the Umbrella of New Public Management, the Agility of attitude transformation entails the vision of a new policy approach as it is facing a volatile environment of risks and challenges and it is an important problem to address. As change is a constant fact of life, the transformation of attitudes using a mediation effect of social media advertisements is a broad spectrum for tourism industry to show case their offerings, however it includes numerous gaps and challenges in terms of ensuring credibility. This is mainly due to rapidly changing consumers' preferences and expectations which entails tailoring to changing circumstances. The question here can social media advertisements be used as a tool to highlight the impact of sustaining the agility of attitude transformation on credibility matrix by enhancing trust and evolving expectation through engaging tourism industry service providers to resonate with their targeting audience?

Since the new research stream is focusing on the importance of sustaining the agility of attitude transformation, the researchers aim to study the impact of sustaining the agility of attitude transformation on credibility matrix mediated by social media with respect to the touristic hospitality context in Egypt.

Sustaining the Agility of Attitude Transformation

The agility of attitude transformation entails the vision of a new policy approach facing a volatile environment of uncertainty. In governmental sectors that constitute pillars of the economy like tourism this agility policy of attitude transformation is usually connected to strategic sensitivity and the use of efficiency in maintaining the fluidity of resources (Hamalainen et al., 2012). The art of the New Public Management (NPM) policies is directed in our century into a paradigm shift towards more entrepreneurial management of facilities. Reforms in the tourism sector in Egypt were usually embedded in a national strategic setting and planning due to the shrinking of the state budget but never tackling the enhancement of attitude transformation as a weapon.

The agility policy in the context of NPM entails a reflection about operational and process change in actions undertaken to enact change and adaptability in public sector organisations to meet citizens expectations (Moynihan & Landuyt, 2019). Various actions for change are directed towards an agility of conceptual change models related to organisational effectiveness and efficiency without tackling the concept of attitude transformation. The theory of Planned Behavior (TPB) helps in understanding and influencing individuals' attitudes transformation towards organisational agility (Ajzen, 1991). Therefore, updating thoughts about agility from the individual level of attitude transformation is now crucial as it enables public administrators to respond to new challenges and opportunities in a timely manner. Hajnal et al. (2020) studied the relationship between agility policy and organizational performance in the public sector. They found that agility policy positively affected organizational performance, as it enabled policy makers to respond to emerging issues and opportunities quickly and efficiently through the consistency and commitment of a strong leadership culture that supported attitude change. Another study by Vintar and Završnik (2018) explored that the implementation of agility policy required a flexible organizational structure and a commitment to a culture of innovation bred into employees to reach mental and result agility. Generally, change agility directs to the readiness of employees to learn new competencies while mental agility considers critical thinking patterns to face complexities in the organization (Saputra et al., 2018). The core of change is the result-agility which is the ability to be motivated when facing new situations and challenges aiming for better results (Yadav, 2017). This is usually combined with operational agility which depends on the organization's ability to exploit both revenue-enhancing and cost-cutting opportunities within the business by tackling the organisational tasks on an operational level. From an organisational agility perspective, the key transformation of a vital sector as Tourism to be agile is the flexibility and the timely management of acting decisively and creating proactivity in hunting opportunities (McCann & Selsky, 2012). The snapshot for this change must go parallel with tackling the concept of attitude transformation which is crucial in understanding both the reaction towards this change on an individual level and the risk taken to implement it from a wider perspective.

It is important to note that agile transformation is different than agile adoption while the first is concerned about changing character or condition to one of agility and in this scenario policy makers are looking for the why and the motive to encourage the change. While the latter is putting the process of change into effect and action by advocating the how. In principle, adoption is translating the values and principles into action by shifting mindset and processes especially needed in times of crisis to foster engagement and commitment about attitude transformation (Sutherland, 2009). In today's environment customers in any industry are looking for perfect service and experience and reasonable prices regardless of the industry, while policy makers are looking to balance agility in the why process while adopting a plan for the actual process for the how, so they balance scorecards and dashboards with a fluid planning model that open the door for organization to grow outward and compete in the external environment (Coleman, 2023). According to Wolfe (2016), agility is a crucial skill if organizations are to succeed in this VUCA world of volatility, uncertainty, complexity, and ambiguity. Several widely used frameworks such as Scrum and Lean agile practices can be adopted to provide a clearer understanding for running project management efficient use (Schwaber, 2004).

Credibility Matrix

Credibility and trust are multifaceted critical factors including business, politics, and social life. credibility entails a relationship between expertise and trust where trust refers to the belief that an individual or organization will behave in an honest, and ethical way while expertise is the experience and build up knowledge a person acquires over time of learning. Therefore, this relation puts credibility as a ceiling of perception that an individual or organization is trustworthy and has expertise or knowledge in a particular area (Mayer, Davis & Schoorman, 1995). Moreover (Colquitt & Rodell, 2011), referred to the element of fairness, equity, and justice by arguing that the actual added value is the perception of the relationship between justice and trustworthiness which was shown in their study to be reciprocal.

The importance of studying credibility factors in business is that it can impact customer loyalty, reputation, brand image, and ability to attract and retain customers (Kim & Choi, 2010). Also, there are other indicators interfering with credibility such as race, age, and gender that were updated from (Lin, 2001) writings to (Paul, 2022) to encompass perception discrepancies on which stakeholders of touristic destinations base their views which affects their credible observation of trust and experience. These discrepancies are parallel to several challenges such as communication breakdowns that can alter attitudes of stakeholders towards an organization, and they refer to transparency, consistency, and reputation (Bhattacharjee & Sanford, 2006). As Communication is essential to building trust and credibility, in establishing rapport, sharing information, and demonstrating competence, when it is distorted, it affects the reputation of the institution, transparency and building rapport, which will determine its unreliability, which plays a crucial downfall to break trust and credibility (Reichheld, 2003; Fogg et al., 2003). In their research study, David Maister et al. (2001), added the component of intimacy induced from soft power and interpersonal style of leadership to the trust equation which is = Reliability+ Credibility+ Intimacy+ Self-Orientation. In tourism industry, soft power equation can be inclined more towards: Quality (Kindness, Competence, Commitment) x Signaling x Perception where positive perception of quality elements plays a crucial role in gaining credibility of services provided, while negative perception leads to doubts and vulnerability (Vuving, 2019).

From a marketing perspective, customer experience is “a personal occurrence, often with significant emotional significance, resulting from the interaction with stimuli that are the products or services utilized” (Alnawas & Hemsley-Brown, 2019). Moreover, the presence of customer experience is a crucial factor that must be properly formulated, as the provision of quality service will undoubtedly make consumers who use these services satisfied. The design of a customer experience must be able to provide pleasure and comfort to make consumers happy if the customer feels pleasure and comfort, they will be satisfied (Syahputra & Murwatiningsih, 2019). In the past Theodore Levitt (1960) described the great danger of “marketing myopia” as a tendency to define a firm’s business in terms of a product, rather than a need or a benefit. Levitt stated that organizations that lose sight of their customers’ needs and attitudes and focus instead on their products only are guilty of myopic and short-term thinking. The best scenario was updated by (Fletcher, 2017) for curing this problem depending on: define- emphasize- envision- plan and enact for customer happiness and satisfaction. From the previous, the first hypothesis could be concluded as follows:

H₁: There is a significant relationship between the Agility of attitude transformation and Credibility matrix (customer trust – customer experience).

Social Media

In recent years, social media has become a popular platform for promoting and marketing products and services. Wang and colleagues (2018) studied the moderation effect of social media on the credibility matrix, to examine the relationship between social media campaigns, source credibility, message credibility, and behavioral intentions. Social media campaigns had a moderating effect on the relationship between

source credibility (experience and trust) and behavioral intentions (attitude transformation). The credibility matrix was used as a tool to enhance this transformation towards a more credible brand through trust and experience. Li and colleagues (2020) examined the effect of social media campaigns on the credibility of online reviews. They found that social media campaigns had a positive effect on the perceived credibility of online reviews and another parallel terminology “perceived usefulness” stemming out of customer experience was also proven by (Ayoub & Balawi, 2022) to have the same positive effect. Moreover, the study showed that the credibility of online reviews was influenced by the type of social media platform used for the campaign. Another dimension of looking at the effect of social media campaigns as mediating factor in the credibility matrix, was highlighted lately by (Sarkar et al., 2022) in displaying the difference between warmth and competence as two dimensions reflecting on one’s intent and the ability to pursue it. Warmth reflected on the trust and care whereas competence covered traits such as skills and intelligence ‘ability to enact the intention. Customer experience in marketing is related to customer satisfaction and service quality which is parallel to the studies of New Public Management (NPM) context where customer experience in the credibility matrix comes as a multidimensional construct and a mediating arm in this research between tourism industry and customers as stakeholders in the services provided. In that sense, it reflects on customer’s cognitive, affective, emotional, social, and physical/ behavioral components of attitudes towards service provided (Brakus, Schmitt & Zarantonello, 2009). The Consumer functional theory of attitude explaining the notion behind consumers ‘behavior reflects the Value expressive dimension, which in turns explains how attitude expresses the value of an individual (Ibrahim, 2023). Therefore, companies should consider social media campaigns as a tool to enhance their brand credibility through trust and experience to increase their customer base and to be able to alter attitudes. From all the previous, the following research hypotheses can be concluded as:

H₂: There is a significant relationship between the Agility of attitude transformation and credibility matrix (customer trust) mediated by social media advertising.

H₃: There is a significant relationship between the Agility of attitude transformation and credibility matrix (customer experience) mediated by social media advertising.

H₄: There is a significant relationship between the Agility of attitude transformation and Credibility matrix (customer trust – customer experience) mediated by social media advertising.

The Egyptian Tourism Market

It has experienced turmoiled agility over the last ten years, in 2010, Egypt was one of the top tourist destinations in the world, with over 14.7 million tourists visiting the country (Egyptian Ministry of Tourism, 2011). In 2011, the Egyptian revolution and the subsequent political instability led to a sharp decline in tourism, with only 9.8 million tourists visiting the country (Egyptian Ministry of Tourism, 2012). The situation improved in 2017, with 8.3 million tourists visiting Egypt, an increase of 54% compared to the previous year (Egyptian Ministry of Tourism, 2018). However, the COVID-19 pandemic in 2020 had a significant impact on the tourism industry, dropping rates to 3.5 million, a decrease of 70% compared to the previous year (Egyptian Ministry of Tourism, 2021). In 2015, the government launched the “Egypt Tourism Reform Program” with the aim of increasing the competitiveness of the tourism sector and attracting more tourists to the country (World Bank, 2018). The program includes initiatives such as improving infrastructure, enhancing the quality of tourism services, and developing new tourism destinations.

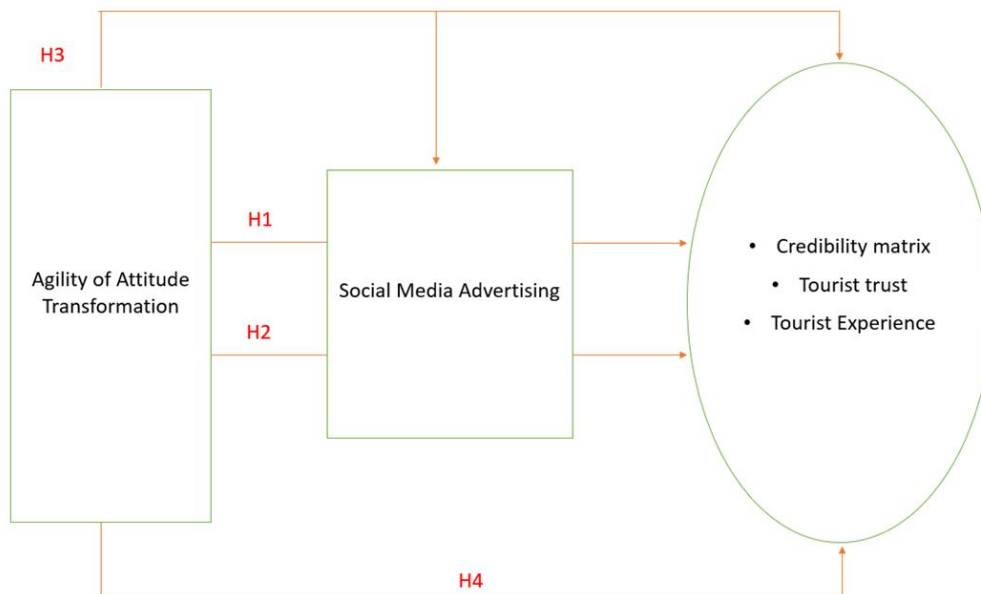
Tourists’ attitudes have a significant impact on their behavior, decision-making, and overall satisfaction with their travel experience. Yoon and Uysal (2005) found that tourists’ attitudes towards a destination had a significant positive effect on their behavioral intentions to visit the destination. Moreover, the study showed that tourists’ attitudes were influenced by the effect of social media campaigns reflecting on re-

views of previous experience, trust of image destination, and perceived value which affected by cognitive as well as affective components. Kim and colleagues (2018) explored tourists' attitudes toward sustainable tourism. The study found that tourists' attitudes toward sustainable tourism were influenced by their environmental beliefs, education level, and previous travel experience. Moreover, the study showed that tourists who had a positive attitude toward sustainable tourism were more likely to engage in sustainable tourism practices during their trips. Understanding tourists' attitudes can help tourism businesses to develop effective marketing strategies and provide better services for their customers based on both trust and expertise, this can easily be transformed through social media campaigns moderation.

Indicators of credibility matrix, customer trust and experience in the field of tourism are crucial factors in determining the success of the industry with attitude transformation on the top of the trilogy pyramid. Ladhari and Michaud (2015) explored the relationship between customer trust, satisfaction, and loyalty in the tourism industry and found that customer trust was a significant predictor of customer satisfaction and loyalty. Kim and Kim (2019) focused on the role of customer experience in building credibility in the hotel industry and the study found that customer experience had a direct effect on attitude transformation relying on trust in the service delivered and some mediators might interfere such as media campaigns if they were perceived true in quality. Trust and experimentation in OCTAPCE model of organizational culture (Nagar 2020), reflect on the two segments of credibility matrix where it is advocated that experimentation is accumulation and buildup of the use of encouraging innovative and creative ideas, and trust is to maintain confidence in delivery of services provided.

Tourism norms are global, but industry is local, where experience is valued more than material things. Look at Dubai and the use of artificial intelligence and robotics, in touristic sites like Museum of the Future, they are also integrated into hotel business, restaurants and airports. The importance is that customer perception is centric and can easily be distorted by disruptions. To get the traveler's experience, is to increase the scope of experience and trust of this tourist who is the customer in this research. The experience increases the scope of creating unique products and services through the agile movement for attitude transformation.

Research Model



Source: Developed by the Researchers

Figure (1) Proposed Research Framework

Methodology and Sampling

Sampling Plan

This research is quantitative in nature. Accordingly, the research population is as follows:

- 1- All hotel customers who can make independent reservation decision aged between (18-65+). So the sample is nonprobability judgmental drawn from hotel customers who are Cairo residents.
- 2- Since the total number of fixed hotels and floating hotels is 1168 as 898 for fixed hotels (76.88%) and 270 for floating hotels (23.12%). Moreover, the distribution of hotels as per stars is as follows: 348 five-star hotels (29.79%), 247 four-star (21.15%), 257 three-star (22.00%), 170 two-star (14.55%), 97 one-star (8.31%), and 49 unclassified hotels (4.20%) according to (Abdelmawgoud, 2019). This research sample will focus on five and four stars' hotels as both are expected to have the proper finance to apply the agility and sustainability concepts.

Since there is no specific framework for this community, the researchers outline a selection of 384 respondents with a 95% coefficient of confidence and 5% error limits.

Questionnaire Design

For collecting the current research's primary data, an online English language survey was developed (see appendix a). The survey is separated into five primary sections. The first section consists of general inquiries to determine the hotels visited. The second section focuses only on the dependent variable, "Agility of Attitude Transformation". The third section was devoted to the mediating variable "Social Media". The fourth section is for the independent variable "Credibility Matrix." The fifth and final section focuses on demographics. Except for the demographic information, all areas used a 5-point Likert scale, ranging from strongly disagree to strongly concur and weighted from 1 to 5, to measure the respondents' level of agreement with the statements.

Data Collection

Respondents were asked to complete the survey based on a hotel brand they resided at within the past three years. Respondents mentioned a variety of hotel brands and the most repeated hotel names whereas follows: (Hilton, Kempinski, JW Marriott, Four Seasons, Tolip, Nile Ritz, Stella de Mari Sharm El Sheikh, Sheraton Miramar el Gouna). 384 questionnaires were initially collected, and 242 of them were suitable for analysis.

The hotels stated by the respondents were rated as follows: five stars (n = 163); four stars (n = 70); three stars (n = 9)

The following part will tackle the research sample socio-demographic characters of the selected sample.

The research sample consisted of 78.5% females and 21.5% males. While the age distribution is 0.4% among survey participants aged under 18 years old followed by 7.4% of the participants aged from 18 to 24 years old, 14.9% of the participants aged from 25 to 34 years old, 11.6% of the participants aged from 35 to 44 years old, 49.6% of the participants aged from 45 to 54 years old, 14% of the participants aged from 55 to 64 years old, while only 2.1% of the participants aged 65 years old and above.

Moreover, the education level showed that only 3.3% among survey participants are school graduates followed by 48.8% of the participants are university graduates, while 47.9% of the participants had pursued post graduate studies (e.g., master's degree, diploma, etc.). Finally, the income level illustrates that 15.7% among survey participants obtained monthly income under 15,000 L.E followed by 15.7% of the participants obtain monthly income ranged from 15,000 to 29,999 L.E, 22.3% of the participants obtain monthly income from 30,000 to 49,999 L.E, 16.9% of the participants obtain monthly income ranged from 50,000 to 79,999 L.E, while 29% of the participants obtain monthly income above 80,000 L.E.

Measurements Reliability and Validity

Cronbach's Alpha reflected good reliability of statements as ranges from 0.806 to 0.866 for main indicators, and it ranges from 0.541 to 0.842 for sub indicators. Also, the values of average item correlation indicate the validity of the questionnaire.

The results of the Factor analysis showed that all items are loaded in their constructs as suggested in the proposed model, as the loading of all items are greater than 0.5. Also, AVE values indicate that the constructs could explain more than 50% of the statements which indicate high internal validity.

Descriptive Statistics of Constructs and Statement Items

The descriptive analysis includes the following: Minimum, Maximum, Mean, Standard Deviation, and Coefficient of Variation for each statement.

Agility of Attitude Transformation

The survey was comprised of 9 statements to measure agility of attitude transformation and their descriptive statistics is as follows:

- The respondents tend to agree with the statements related to the process resources as the mean values are between 3.5 and 4.5 with "The hotel management is open to the changes in my attitudes and preferences" as the statement with the highest agreement. Furthermore, the homogeneous statement, with lower variance, is "How quickly is the hotel adjusting its practices to meet the changing needs of travelers?" with COV equals 22.01%.
- The respondents tend to agree to the statements related to the process attitudes as the mean values are between 3.5 and 4.5 with "The hotel management is adapting to changing circumstances that influence the level of customer satisfaction" as the statement with the highest agreement. Furthermore, the homogeneous statement, with lower variance, is "The hotel management is applying its experiences and learning to improve its approach to similar situations in the future" with COV equals 19.88%.
- The respondents tend to agree to the statements related to the process competence borders as the mean values are between 3.5 and 4.5 with "This hotel is explicitly obligated for the quality of service delivered" as the statement with the highest agreement. Furthermore, the homogeneous statement, with lower variance, is "This hotel is explicitly obligated for the quality of service delivered" with COV equals 16.38%.

Social Media Advertising

The survey was comprised of 6 statements to measure social media advertising and their descriptive statistics is as follows:

- The respondents tend to say that they are not following the hotel on social media platforms, and they also tend to say that they didn't watch the hotel's videos and ads on social media.
- The respondents tend to agree to the statements: "The hotel's ads on social media are accessible and visible" and "The hotel's ads on social media messages are clear" as the mean values are between 3.5 and 4.5 with "The hotel's ads on social media are accessible and visible" as the statement with the highest agreement. However, the respondents tend to neutrally agree to the statements: "The hotel's ads on social media are strongly persuasive/convincing" and "The hotel's ads on social media extremely likely" as the mean values are between 2.5 and 3.5 with "The hotel's ads on social media extremely likely" as the statement with the highest agreement.
- The homogeneous statement, with lower variance, is "The hotel's ads on social media are strongly

persuasive/convincing” with COV equals 21.85% and the non-homogeneous, with highest variance, is “The hotel’s ads on social media are accessible and visible” with COV equals 25.54%.

Credibility Matrix (Customer Trust and Customer Experience)

The survey was comprised of 14 statements to measure credibility matrix and their descriptive statics is as follows:

- The respondents tend to agree to the statements: “I believe that the hotel I visited last time is credible”, “I trust the hotel management” and “I believe that the hotel employees worth my trust” as the mean values are between 3.5 and 4.5 with “I believe that the hotel I visited last time is credible” as the statement with the highest agreement. However, the respondents tend to neutrally agree to the statements: “I trust social media ads made by the Hotel” and “I believe that the advertisements through the social media are trustful” as the mean values are between 2.5 and 3.5 with “I trust social media ads made by the Hotel” as the statement with the highest agreement.
- The homogeneous statement, with lower variance, is “I believe that the hotel I visited last time is credible” with COV equals 16.76% and the non-homogeneous, with highest variance, is “I believe that the advertisements through the social media are trustful” with COV equals 28.91%.
- The respondents tend to agree to the statements related to the customer experience as the mean values are between 3.5 and 4.5 with “I had fun while visiting the hotel” as the statement with the highest agreement. Furthermore, the homogeneous statement, with lower variance, is “I had fun while visiting the hotel” with COV equals 13.76% and the non-homogeneous, with highest variance, is “The noise level is pleasant throughout the hotel Walls” with COV equals 21.38%.
- The respondents tend to agree to all the constructed variables as the mean values are between 3.5 and 4.5 with “Customer Experience” as the variable with the highest agreement. Moreover, the homogeneous variable, with lower variance, is “Credibility Matrix” with COV equals 12.08% and the non-homogeneous variable, with highest variance, is “Process Resources” with COV equals 19.14%.

Inferential Data Analysis

The Normality tests’ results, revealed that all study variables were not normally distributed because the significance value of those variables were below 0.05. However, since the valid collected sample is 242 responses hence, according to Sekaran (2003), a research study sample size which is above 30 to 50 participants can run parametric tests especially in multivariate research. Moreover, running a parametric test when the data variables are normally distributed can be violated if the study’s sample size is large or moderate and results can still reflect precision and accuracy (Green and Salkind, 2005).

Correlation Test

The values of Pearson’s Correlation Coefficient for the main variables can be concluded as follows:

There is a significant positive moderate relationship between the agility of attitude transformation and the attitude toward the advertisement, and there is a significant positive strong relationship between the agility of attitude transformation and the credibility matrix, as the significance value is less than 0.05.

Moreover, there is a significant positive moderate relationship between the agility of attitude transformation and customer trust, and there is a significant positive moderate relationship between the agility of attitude transformation and the customer experience, as the significance value is less than 0.05. Also, there is a significant positive moderate relationship between the attitude toward the advertisement and the credibility matrix, as the significance value is less than 0.05.

In aligning with the previous results, there is a significant positive moderate relationship between the attitude toward the advertisement and customer trust, and there is a significant positive weak relationship between the attitude toward the advertisement and the customer experience, as the significance value is less than 0.05.

Table (1): Pearson’s Correlation Coefficients

	Agility of Attitude Transformation	Attitude Toward the Advertisement	Credibility Matrix	Customer Trust	Customer Experience
Agility of Attitude Transformation	1	0.452**	0.712**	0.684**	0.590**
Attitude Toward the Advertisement	0.452**	1	0.447**	0.457**	0.334**
Credibility Matrix	0.712**	0.447**	1	0.925**	0.872**
Customer Trust	0.684**	0.457**	0.925**	1	0.621**
Customer Experience	0.590**	0.334**	0.872**	0.621**	1

** correlation is significant at the 0.01 level (2-tailed)

Model Testing

Structural Equation Modeling (SEM) is used to answer the previously stated hypotheses which related to the models with mediator variable. While, testing the mediating effect in a model, this is done through using the “path analysis” graphical tool.

Two models will be estimated; these models are testing the theoretical model with the presence of a mediator.

1- Model (1)

In the first model, there are one independent variable (Agility of Attitude Transformation), one dependent variable (Credibility Matrix) and one mediator (Social Media Advertising).

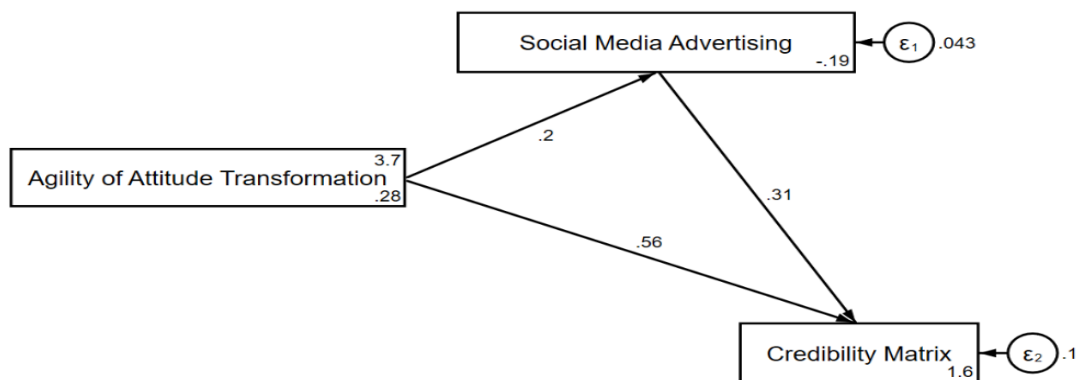


Figure (2): Path Analysis Model (1)

The following table shows the estimates of the above model which can be interpreted as follows:

- The agility of attitude transformation has a significant direct positive impact on the social media advertising which equals about 0.198, as well as the Social media advertising has a significant direct positive impact on the credibility matrix which equals about 0.315 with confident 95%.
- The agility of attitude transformation has a significant direct positive impact on the credibility matrix which equals about 0.564. While, the agility of attitude transformation has a significant indirect positive impact on the credibility matrix which equals about 0.062 (0.3148*0.1981) with confident 95%.

Table (2) (See appendix B) shows the measures of goodness of fit, the values of NFI, RFI, IFI, TLI and CFI are closer to one also the values of RMSEA and SRMR are closer to zero which indicates that the fitted model

is very good. Note that the level of significance of the Chi-Square test is less than 0.05 which indicates that the model is not good fit, but this is not an accurate result as Chi-Square is very sensitive for large sample size so goodness of fit of the model is determined according to the above-mentioned measures.

2- **Model (2)**

In the second model, there are one independent variable (Agility of Attitude Transformation), two dependent variables (Customer Trust and Customer Experience) and one mediator (Social Media Advertising).

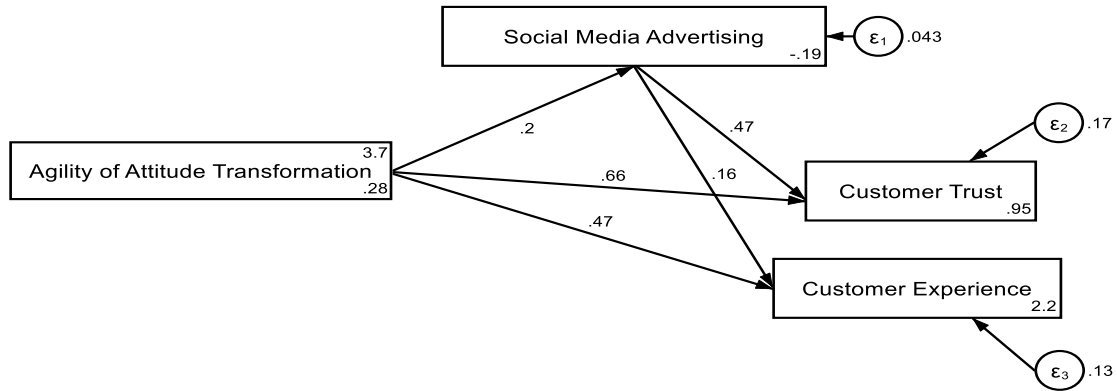


Figure (3): Path Analysis Model (2)

The following table shows the estimates of the above model which can be interpreted as follows:

- The agility of attitude transformation has a significant direct positive impact on social media advertising which equals about 0.198. Meanwhile, the Social media advertising has a significant direct positive impact on customer trust which equals about 0.465 with confident 95%.

On the other side, Social media advertising has an insignificant direct impact on the customer experience with confident 95%. While, the agility of attitude transformation has a significant direct positive impact on customer trust which equals about 0.657 with confident 95%.

Moreover, the agility of attitude transformation has a significant direct positive impact on the customer experience which equals about 0.461 and the agility of attitude transformation has a significant indirect positive impact on the customer trust which equals about 0.092 (0.4654*0.1981) with confident 95%. Lastly, the agility of attitude transformation has an insignificant indirect impact on the customer experience with confident 95%.

Table (3) (See appendix B) shows the measures of goodness of fit, the values of NFI, RFI, IFI, TLI and CFI are closer to one also the values of RMSEA and SRMR are closer to zero which indicates that the fitted model is very good. Note that the level of significance of the Chi-Square test is less than 0.05 which indicates that the model is not good fit, but this is not an accurate result as Chi-Square is very sensitive for large sample size so goodness of fit of the model is determined according to the above-mentioned measures.

Discussion and Conclusion

The purpose of the current paper is to examine the effect of sustaining the agility of attitude transformation on credibility matrix with respect to the mediation effect of social media advertisements. This resulted in proposing four hypotheses; whereas the first one is related to conceptualizing and measuring the impact of sustaining the agility of attitude transformation on credibility matrix, while the other three hypotheses are related to testing the impact of sustaining the agility of attitude transformation on credibility matrix (customer trust - customer experience) with respect to the mediation effect of social media advertisements.

The results in model 1 revealed that the agility of attitude transformation has a significant direct positive impact on the credibility matrix which equals about 0.564 with confident 95%, without the mediator effect. However, when the mediator presents in this relationship, the agility of attitude transformation has a significant indirect positive impact on the credibility matrix which equals about 0.062 (0.3148×0.1981) with confident 95%. By other means, most of the respondents showed positive attitudes towards the credibility matrix when the agility of attitude transformation increased by 56.4%. Moreover, most of respondents showed positive attitudes towards the credibility matrix when the agility of attitude transformation increased in the presence of the social media advertisements as a mediator by 6.2%.

Meanwhile, the results in model 2 clarified that the agility of attitude transformation has a significant indirect positive impact on the customer trust which equals about 0.092 (0.4654×0.1981) with confident 95%. While the agility of attitude transformation has an insignificant indirect impact on the customer experience with confident 95%. In other words, the

Customer trust is affected by social media advertisement by 46.5 % and by the agility of attitude transformation by 65.7%. on the other hand, customer experience wasn't affected by the social media advertisements, but it was positively affected by the agility of attitude transformation 46.1%.

It can very well be inferred that agility of attitude transformation help to enhance the social media advertising campaigns, when likable and favorable photos are shaped inside consumers' mind, consumers are attracted to the brand, and it is more likely that they would trust the hotel advertisement, thus visiting intention maybe formed. So, this signifies the mediating role of social media advertising campaigns between the agility of attitude transformation and customer trust.

Also, the results in model (2), revealed that the relation between the relation between social media advertisement and customer trust is significant while social media advertisement and customer experience is insignificant which infers that social media advertisement has only a partial indirect effect on the relationship between agility of attitude transformation and the credibility matrix.

The current outcomes approve the research conceptual framework which highlights that the agility of attitude transformation is a critical element that will impact the credibility matrix. Also, the results demonstrated that the credibility matrix is being partially affected by social media advertisement. The general outcomes indicated that social media advertisement is a key factor for building customer trust and in keeping up a competitive edge among social media platforms.

Managerial Implications

From a managerial perspective, the agility of policy formulation in the Tourism industry is crucial to base the idea of rowing collaboratively as a team instead of steering the wheel in one-way decision maker platform. Therefore, the impact of sustaining attitude transformation on customer trust and experience will be directed positively by the administration of social media campaigns policies of advertisements as tools of operations in the designated field. The result will be a reform of the reformable or in other ways preaching and coaching to sustain commitment to customer satisfaction of the services provided. As no one size fits all in service delivery, tailoring the policies to customers' needs is a crucial factor. On the level of policy makers recommendations could be carried out to sustain the impact of attitude transformation. **First**, marketing managers should be focusing on building customers' trust through giving more attention to social media advertising by fostering transparency. **Second**, to guarantee offering better experience for the customers, it is very crucial to focus on the thin line between what customers expect and actual reality or what they get during the stay in the hotel according to (Dicky Syahputra & Murwatiningsih, 2019). Moreover, the study of (Ibrahim Alnawas & Jane Hemsley-Brown, 2019) stated that there are plenty of aspects that can

affect the customer experience such as atmospherics, emotional-related experiences, customer-customer interaction, learning/education, and a recent study by (Ayoub & Balawai, 2022), explored that social media is one valuable tool to enhance customer experience. However, in the hospitality and tourism sector in the Egyptian context, the research in hand observed that information load, unrealistic expectations, lack of authenticity, discomfort with privacy concerns were factors leading to a negative impact of social media campaigns on customer experience. Therefore, a long-term strategic plan is one solution to be considered to avoid side effects and complexities of managing social media campaigns in a positive way to achieve positive results. This is mainly because an experience may last only a few hours for a meal, days for a hotel stay, or weeks for an extended vacation, indicating that experiences are not always delivered in a single instant, but frequently take place over time, and are sometimes revealed over an extended period (Alnawas & Hemsley-Brown, 2019). **Third**, to manage a positive relation between customer expectation and social media advertisements by showcasing reliable and positive experiences to highlight the authenticity of the tourism products and services delivered. Firms may use external factors such as interacting with employees or the surrounding environment to influence the customer's senses, to affect how the customer perceives the consumption experience. **Fourth**, managers should avoid creating skepticism in the mind of consumers through choosing appropriate social media platforms because once a negative impression has been created, consumers would suspect all activities of the hotel. **Fifth**, when creating advertising messaging and designing consumer education activities, both marketers and Policy initiators should give consumers useful and transparent knowledge. **Sixth**, collaborating with influential partners to promote branding of the services provided and influence customer perception and decision-making process. **Seventh**, training and mentoring workers to leverage the standards of services provided. Lastly, responding regularly to comments on social media to mitigate any risks associated with false information about the product and services delivered.

Limitation and Direction for Future Research:

First, the current paper's design does not permit researchers to verify the existence of emotional experiences. This is because an online survey was used to collect responses for measuring the constructs of the study. This method of data collection led respondents to report a variety of hotels, ranging from budget hotels to three-star hotels to upscale and luxury accommodations. This issue may have affected the analytical structure of experiences, as various types of hotels may emphasize different aspects of the customer experience. Therefore, future research could validate the proposed model in a single type of hotels (e.g., luxury hotels) to further enrich our comprehension of the research constructs and to provide additional support for the structure of the factors that comprise the credibility matrix. Second, it is widely acknowledged that upper premium and luxury hotels are highly professional, have complex hospitality service configurations, and compete on creativity and innovation rather than price and location.

However, locations affect the degree of service complexity which might have a different impact on customer experience; for example, one would expect having a whole different experience while staying in Sharm El Sheikh (touristic city) hotel than that of staying in Cairo (the capital) or Luxor. Accordingly, a new research stream should consider the location as one aspect that affects customer expectations and experience (Kim & Kim, 2022). This paper also recommends future comparative research to assess the impact of applying the risk management strategy named HACCP: Hazard Analysis Critical Control Point among hotels in Egypt and in Gulf Region cities (ex: Dubai), as many hotels are already applying such strategies, and this will supposedly affect the credibility matrix (customer trust - customer experience).

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Appendix (A)

Construct	Measuring Item
Agility of Attitude Transformation (Developed by the Researchers)	<p>Process Resources</p> <ul style="list-style-type: none"> The Hotel management is open to the changes in my attitudes and preferences (If Yes) How quickly is the hotel adjusting its practices to meet the changing needs of travelers? (quickly-moderate-slow) <p>Process Attitudes</p> <ul style="list-style-type: none"> The Hotel management is adapting to changing circumstances that influence the level of customer satisfaction The Hotel management is applying its experiences and learning to improve its approach to similar situations in the future The Hotel Management is adaptable and can face uncertainty or ambiguity in delivering the expected level of service quality The Hotel management usually takes my feedbacks into consideration in a timely fashion <p>Process competence</p> <ul style="list-style-type: none"> This hotel is explicitly obligated for the quality of service delivered I prefer Eco-friendly hotels I'm keen to know about the sustainability level of the hotel I'm planning to visit
Social Media Advertising (Alalwan, 2018)	<ul style="list-style-type: none"> Are you following this hotel on social media platforms? Yes/ No Did you watch this hotel's videos and ads on social media? Yes/No The hotel's ads on social media are accessible and visible The hotel's ads on social media messages are clear The hotel's ads on social media are strongly persuasive/ convincing The hotel's ads on social media extremely likely
Credibility Matrix (Alnawas & Hemsley-Brown, 2019)	<ul style="list-style-type: none"> I trust social media ads made by the Hotel I believe that the advertisements through the social media are trustful I believe that the hotel I visited last time is credible I trust the hotel management I believe that the hotel employees worth my trust
Customer Trust	<p>Atmospherics</p> <ul style="list-style-type: none"> The noise level is pleasant throughout the hotel Walls The indoor temperature of the hotel is comfortable The materials used in the hotel facilities are of high quality Walls
Customer Experience	<p>Emotional-related Experiences</p> <ul style="list-style-type: none"> I had fun while visiting the hotel Visiting this hotel helps me get away from stress of daily life <p>Customer-customer Interaction</p> <ul style="list-style-type: none"> I think that the other customers behave nicely Other customers are of an appropriate socio-economic level <p>Learning/Education</p> <ul style="list-style-type: none"> Visiting this hotel was a real learning experience Employees of this hotel are always willing to help me

All the amended statements of the above questionnaire had been revised by Business Administration professors at the British University in Egypt.

Appendix (B)

Table (2): Model (1) Fit Measures

Indices	Abbreviation	Recommended Criteria	Results	Conclusion
Chi-Square	χ^2	P-value > 0.05	8.785	Not Good Fit
Degree of Freedom			2	
Level of Significance			0.000	
Normed Chi-Square	$\frac{\chi^2}{DF}$	$1 < \frac{\chi^2}{DF} < 5$	4.393	Good Fit
RMESA	Root Mean Square Error of Approximation	< 0.05 Good Fit < 0.08 Acceptable Fit	0.002	Good Fit
NFI	Normed Fit Index	> 0.90	0.978	Good Fit
RFI		> 0.90	0.989	Good Fit
IFI		> 0.90	0.960	Good Fit
TLI	Tucker-Lewis Index	> 0.90	0.997	Good Fit
CFI	Comparative Fit Index	> 0.90	0.995	Good Fit

Table (3): Model (2) Fit Measures

Indices	Abbreviation	Recommended Criteria	Results	Conclusion
Chi-Square	χ^2	P-value > 0.05	16.942	Not Good Fit
Degree of Freedom			4	
Level of Significance			0.000	
Normed Chi-Square	$\frac{\chi^2}{DF}$	$1 < \frac{\chi^2}{DF} < 5$	4.236	Good Fit
RMESA	Root Mean Square Error of Approximation	< 0.05 Good Fit < 0.08 Acceptable Fit	0.001	Good Fit
NFI	Normed Fit Index	> 0.90	0.980	Good Fit
RFI		> 0.90	0.990	Good Fit
IFI		> 0.90	0.956	Good Fit
TLI	Tucker-Lewis Index	> 0.90	0.998	Good Fit
CFI	Comparative Fit Index	> 0.90	0.999	Good Fit