



## The Impact of Organizational Culture on the Efficiency of Applying Digital Transformation in Egyptian Official Tourism Authorities

Moustafa Sobhy Mahmoud Abo El Nile

Faculty of Tourism and Hotels, October 6 University, Egypt

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### Abstract

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The purpose of the current research is to identify the level of the prevailing organizational culture, as well as to identify the requirements for implementing digital transformation in official tourism authorities in Egypt, and to explore the nature of the correlation between the two variables. The descriptive approach was used, and the research sample was selected by a stratified random method, and it numbered (116) official executives affiliated to the Egyptian tourism authorities. The data collection tools included a standardized and precise questionnaire survey with high validity and reliability, The most important results indicated that the dimensions of the prevailing organizational culture in Egyptian tourism authorities was ranked in descending order including: organizational flexibility, level of cooperation, level of participation, level of tolerance towards failure, level of innovation, level of openness to change dimension, level of focusing on customers, level of desire to learn, level of risk familiarity, level of entrepreneurship efforts, level of trust, level of communication, respectively. The results also showed There is a high degree of agreement regarding the need for digital transformation in official tourism authorities in Egypt and that the prevailing trends encourage and support the spread of the culture of digital transformation and the interest in applying it to facilitate the provision of tourism services offered by the tourism official authorities in Egypt, and there is a positive direct relationship with statistical significance at a significant level  $\alpha \geq 0.05$  between the level of organizational culture and the efficiency of implementing digital transformation in the official tourism authorities in Egypt, which indicates that the higher the level of organizational culture, the greater the efficiency of applying digital transformation in the official tourism authorities of Egypt, thus increasing the facilitation of regulatory procedures and activating the incoming tourism movement to Egypt, The study recommends that managers in official tourism authorities in Egypt need to adopt strategies to spread organizational culture to develop intellectual capital because of its effective role in bringing about development in the organizational structure, especially when implementing digital transformation.

## Introduction

Organizational culture can be defined as a set of concepts and terms related to the prevailing ideas in the administrative community, and its application depends on the role of organization as one of the main management functions in any business sector. Organizational culture is also known as the specifications that must characterize the work environment for it to be classified as relying on a fixed system, specific to it and capable of achieving many positive results, which contribute to increasing the growth and development of employees in various professional fields, which leads to achieving many Professional goals based on a successful organizational plan (Herbert, 2020).

The importance of organizational culture stems from the fact that it provides an excellent framework for organizing and directing organizational behavior in the tourism authorities. It affects employees and shapes the patterns of behavior they are required to adopt within the organization in which they work. Organizational culture is an important aspect of the internal environment of any organization. It is what maintains the unity and integrity of the organization. Which is represented by employees agreeing on specific elements, such as banks being concerned with enforcing the wearing of formal suits during work, as this is what their organizational culture represents; Whenever a new employee comes, he must adhere to the organization's culture. That is, to accept its values, beliefs, and customs, which was recognized and agreed upon by everyone (Quinn, 2024).

Digital transformation often requires a change in organizational culture. As Tourism Authorities undergo digital transformation, they must adapt to new technologies, processes, and ways of working. This can represent a major cultural shift for many organizations, as it often requires moving away from traditional hierarchical structures and taking a more collaborative and flexible approach (Lytras, 2020). In addition, companies must prioritize innovation and continuous improvement, which can also challenge old cultural norms. It is essential to have a supportive and adaptable organizational culture to successfully implement digital transformation initiatives (Cameron, 2023).

## Research Objectives

The research aims to focus on exploring how specific cultural dimensions influence successful digital transformation implementation in Egypt's official tourism authorities" through the following sub-aims:

- Identifying the prevailing organizational culture in Egyptian tourism Authorities (customer focus, innovation, openness to change, organizational flexibility, level of desire to learn, trust, entrepreneurial efforts, tolerance for failure, communication, risk familiarity, participation, cooperation)
- Identifying both the prevailing organizational culture and digital transformation requirements within Egyptian tourism authorities.
- Identifying the direction of the correlation between the organizational culture and its dimensions and the efficiency of applying digital transformation in the Egyptian tourism Authorities

## Research Questions

The research questions as the following:

- First, the level of organizational culture prevailing in the Egyptian tourism Authorities.
- Second, the requirements for implementing digital transformation in Egyptian tourism Authorities.
- Third, the type of correlation between the prevailing organizational culture and the requirements for implementing digital transformation in Egyptian tourism Authorities.

## Research Hypotheses

- **H1** : There is a positive direct relationship with statistical significance at a significant level  $\alpha \leq 0.05$  between the level of organizational culture on the efficiency of applying digital transformation in the official tourism Authorities of Egypt.

## Research Methodology

In order to achieve the research, aim and answer the research questions, the study depended on the descriptive approach (analytical and relational) which is not limited to data collection and classification, but also extends to analyzing and interpreting the research results.

## Research Sample

The research sample was by using the stratified random Included 116 participants chosen by the sampling method/technique from employees of Egypt's Official Tourism Authorities of Egypt, represented in (The general headquarters of the Egyptian Ministry of Tourism and Antiquities, The Egyptian General Authority for Tourism Promotion, The Supreme Council of Antiquities, The Grand Egyptian Museum Authority, The National Museum of Egyptian Civilization, Tourism and Antiquities Fund). Central to this, the sample was intended to include participants holding different job titles including: (Central Departments Heads, Vice- Minister, Heads of Sectors, General Managers, Heads of Tourism Authorities, Consultants, Vice-Heads of Tourism Authorities, Managers of departments or units, Consultants, Permanent agent, Permanent agent, Deputy Ministers).

## Study Limitation

- **Human limits:** A case study of staff in the official tourism Authorities of Egypt
- **Place limits:** This study was applied in the Arab Republic of Egypt.
- **Time limits:** It is the time period in which the reliability and validity coefficient of the questionnaire was confirmed on an exploratory sample from outside the basic study sample and the applied side of the study was conducted on the basic research sample by distributing the questionnaire from January 2024 until March 2024, in order to obtain answers to the questionnaire phrases to collect necessary information.

### Objectivity Limitation

- **The independent variable: Organizational culture:** It is a system of values and behaviors that contribute to the interaction of staff within the work environment of an organization, as it works to direct the behavior of staff and enables them to distinguish between what is desirable or undesirable, and among these values: customer focus, innovation, openness to change, organizational flexibility, level of desire to learn, trust, entrepreneurial efforts, tolerance for failure, communication, risk familiarity, participation, cooperation, and thus values represent the main pillar of any organizational culture.
- **The dependent variable: Digital transformation:** It is the process of organizations moving to a business model that relies on digital technologies in creating smart services.
- **Mediating variable: Demographic data:** (Gender, Age, workplace, Job position).

### Literature Review

Digital transformation is no longer a buzzword, but the beating heart of the growth and prosperity of business activities. According to statistics, 80% of companies that adopted digital transformation achieved an increase in profits, and 85% of them reported an increase in their market share (Schein, 2019). Major tourism institutions do not deal with digital transformation as if it is a task that can be completed quickly in one stage. Rather, it is a journey that extends for weeks, months, or even years, and in the middle of the journey firms may feel lost if you are not guided and know them footing from the beginning. For IT managers and business leaders, understanding the essence of digital transformation and its potential benefits is crucial before embarking on this transformational journey (Francis, 2019).

The concept of digital transformation refers to the integration of digital technology into all aspects of tourism activity, whether it is a travel agency, airline, hotel, or small entity. What is important is that it radically changes the way firms work and the way to provide service to your customers. This process may differ from one company to another, but in general it is about taking advantage of digital tools and exploiting them to raise the level of efficiency, enhance the quality of service that customers receive, fuel the spirit of innovation, and outperform competitors (Barsumyan, 2022).

One of the main reasons why tourism organizations choose digital transformation is to simplify their operations and enhance their overall efficiency. Factors such as automating repetitive, routine tasks free up employees to focus on strategic and creative tasks that add greater value to the company. Factors such as digital workflow integration, accessing data instantly and instantaneously contributes to creating a more flexible and responsive business environment to change, leading to the comprehensive improvement of the system (Collins, 2021).

Digital transformation fosters a culture of innovation. By accessing new technologies and data, official tourism authorities and suppliers can create new products, services and business models. The process of digital transformation enables companies to quickly adapt to market trends, try new ideas, and embrace change – a crucial aspect in an era where technological developments occur at an unprecedented pace (Belem, 2022). A digital transformation strategy is a strategic plan that addresses how to reshape existing business models and change organizational culture with the adoption of digital developments. The digital transformation roadmap is the result of analyzing the current state of your business, the need to make the transformation, and defining the goals you want to achieve (Sandra, 2023).

## Organizational Culture in the digital era

Digital transformation is defined as an integrated package targeting cultural, strategic, organizational, and operational change for an organization or industry through the intelligent integration of technologies, processes and digital competencies across the levels of the internal and external organizational structure, in order to survive, sustain and search for profitability, competitive advantage and return on investment in the digital age (Herbert, 2020). Digital transformation is based on three basic pillars: digital strategy, digital technologies, and digital culture. Digital strategy includes customers, consumers, competitiveness, data, innovation, and values. Digital technologies are concerned with programs that facilitate the work of the digital strategy and are based on its implementation, such as cloud computing, big data, artificial intelligence, block chain, robotics, etc. Digital culture defines roles, employees, leadership, necessary skills, processes, guides, designs, and organizational structure. Change and risk management, in addition to behavior and work teams (Meneses, 2017).

Digital culture is a workplace shaped and influenced by digital tools and technologies, and in companies with an advanced digital culture, most employees use digital technologies to collaborate, innovate, and give customers access to products, services, and support. Organizational culture is understood as that which reflects all a company's beliefs, values, and attitudes and how these factors influence the behaviors and performance of its employees. The organization's culture is affected by the behaviors of its leader and executive management, and we always see that the organization's culture completely eats or kills its strategy, no matter how wonderful the strategy is. Even if the organization declares the ability to implement the strategy in all its details, culture must represent a major part of that ability (Schein, 2019).

Nearly 75 percent of strategic shifts fail to deliver promised results, so many organizations are reviewing and adjusting their strategies to consider adverse economic winds and market shifts. If strategy and culture do not go together, culture acts as an immune system for the organization. If the body is infected with an infection, the organization's immune system deals with it, and therefore the organization's culture imposes itself either positively or negatively to maintain the status quo of its positive or negative entity (Claudia, 2022). If we study the reason for the failure of digital transformation in large companies such as General Electric, Ford, and others, It will find that this failure is due to the failure of senior management to effectively communicate the goals, strategy, and expectations to its employees, who have no party to the problem. Accordingly, the culture of the organization It lacks communication between executive management and employees. Another example. The consulting company Deloitte explained in one of its statistical reports that the weakness of a company's digital transformation strategy results from a lack of confidence among leaders in their abilities or in the abilities of the organization's employees to implement the strategy (Navarro, 2023).

Therefore, one aspect of culture requires the organization's senior management to participate in digital transformation processes with the general staff and extend confidence in them. It is necessary to identify the cultural values and characteristics that must be demonstrated to support and enable the digital strategy, but those stated cultural values and aspirations are meaningless if negative behaviors are tolerated even if the leader expresses a positive culture (Ekman, 2021). When value-based behaviors are supported in line with strategic direction, the organization will move forward in the digital world without facing any internal obstacles. But in the event of incompatibility between them, culture can cause the strategy to deviate from its planned path, and even kill it in its infancy. Therefore, the necessity of aligning culture and strategy in a positive way is always called for. Indeed, cultural work is a prerequisite for launching any strategy. Rather, resources and capabilities must be provided

to implement it, such as building capabilities, enhancing digital skills, monitoring behaviors and performance, forming the appropriate organizational structure, and others (Heyes, 2022). The following suggested figure shows the relation between the digital transformation and its application in the Egyptian tourism authorities:

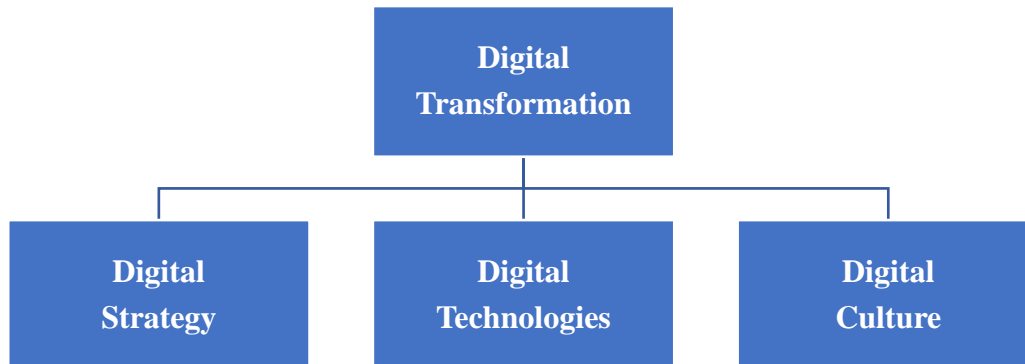


Figure 1: Digital Transformation Model at Egyptian Tourism Authorities

### Digital Transformation in Governmental Tourism Authorities

Digital transformation is not just about implementing new technologies or digital solutions; It also has a significant impact on organizational culture in tourism authorities. Digital transformation requires a shift in mindset and behavior, as well as changes in the way people work and interact with each other. This article discusses the impact of digital transformation on organizational culture and how Tourism authorities can deal with this change (Navarro, 2023).

In conclusion, digital transformation has a significant impact on organizational culture. It requires companies to adopt a new mindset, embrace collaboration, data-driven decision making, flexibility and agility, and remote working. To navigate this change successfully, companies need to foster a culture that supports these values and encourages experimentation, innovation, and continuous learning. By embracing digital transformation and creating a culture that supports it, tourism authorities in Egypt can remain competitive, meet customer needs, and achieve long-term success (Claudia, 2022).

- **Change in mentality:** Digital transformation requires a change in mindset from traditional ways of thinking and doing things. It involves embracing new technologies, new ways of working, and new business models. To support digital transformation, Tourism sector needs to foster a culture of innovation and continuous improvement, where employees are encouraged to experiment, take risks, and learn from failure (Raghupathi, 2021).
- **Increase cooperation:** Digital transformation encourages increased collaboration between departments in governmental tourism sector and teams. Collaboration enables tourism authorities to break down silos, share knowledge and experience, and develop more effective solutions. To support collaboration, organizations need to create a culture that values teamwork, communication, and trust (Lytras, 2020).

- **Embracing data-driven decision making:** Digital transformation requires companies to leverage data to make informed decisions. This involves collecting and analyzing data to gain insights into customer behavior, market trends and operational performance. To support data-driven decision making, Egyptian tourism authorities need to foster a culture that values data, promotes data literacy, and encourages experimentation (Schein, 2022).
- **Flexibility and agility:** Digital transformation requires tourism authorities to be flexible and agile in their approach to business. This includes adopting new technologies and processes that enable companies to respond quickly to changing market conditions, customer needs and internal processes. To support flexibility and agility, organizations need to foster a culture that values adaptability, innovation, and continuous learning (Ekman, 2021).
- **Embrace remote work:** Digital transformation has also accelerated the shift towards remote work, which requires a new approach to organizational culture. Remote work requires companies to adopt new technologies, communication channels, and management practices to support a remote workforce. To support remote work, organizations need to foster a culture that values flexibility, autonomy, and trust (Cameron, 2023).

## Research Design and Methodology

### ▪ Data collection tools:

To achieve the aims of the research, a questionnaire form was designed to be applied to the basic research sample, the questionnaire included two sections:

- **Section One:** includes basic (demographic) data of staff in the official tourism Authorities in Egypt, it includes four variables: (Gender, Age, workplace, Job position)
- **Section Two:** It includes surveying the opinions of employees regarding the identification of The questionnaire consists of two main axes, under which (24) sub-expressions are included in its final form, which are as follows:
  - **The first axis:** the prevailing organizational culture in Egyptian tourism establishments. This axis consists of (12) phrases, namely (customer focus, innovation, openness to change, organizational flexibility, level of desire to learn, trust, entrepreneurial efforts, tolerance for failure, communication, risk familiarity, participation, cooperation).
  - **The second axis:** the requirements for implementing digital transformation in Egyptian tourism establishments. This axis consists of (7) phrases.

The questionnaire was designed according to the quality and quantity of the required data and according to the hypotheses and objectives of the research. The questionnaire was based on a Five Likart Scale model with closed statements where respondents are asked to choose only one of the given five alternative answers.

- **The exploratory experience:**
  - **Calculating the validity of the internal consistency or internal homogeneity of the "vocabulary validity" of the questionnaire phrase:**

The questionnaire was applied electronically to an exploratory sample from outside the sample of the basic study, which consisted of (15) employees from the official tourism Authorities of Egypt, with the aim of calculating the validity of the "internal consistency" and this method depends on the extent to which each item of the questionnaire relates to Its axis, as well as the correlation of each item in the questionnaire with each other as a whole, so the Pearson coefficient was used to test the validity of the questionnaire for the survey sample, as shown in the following tables.

**Table (1)**  
**The value of the internal correlation coefficient between the degree of the phrase and the total degree of the first axis degree**

N=15

The first axis The prevailing organizational culture in the Egyptian tourism Authorities		Pearson correlation	significant
1	The level of focusing on customers	0.779*	0.000
2	the level of innovation	0.720*	0.000
3	the level of openness to change	0.842*	0.000
4	organizational flexibility	0.794*	0.000
5	the level of desire to learn	0.762*	0.000
6	the level of trust	0.832*	0.000
7	the level of entrepreneurship efforts	0.819*	0.000
8	the level of tolerance towards failure	0.785*	0.000
9	the level of communication	0.863*	0.000
10	the level of risk familiarity	0.855*	0.000
11	the level of participation	0.930*	0.000
12	the level of cooperation	0.894*	0.000
overall correlation value		0.857*	0.000

\* significant at  $\alpha \leq 0.05$

It is clear from the previous table that there is a significant positive correlation at a significance level of  $\geq \alpha 0.05$  and a degree of freedom of 13, between all degrees of each statement and the total correlation value for its axis, where the Pearson correlation coefficients ranged (from 0.720 to 0.930) and the total correlation coefficient for the axis reached (0.894). The first axis is related to the prevailing organizational culture in Egyptian tourism institutions, which indicates the internal consistency between each word with its own axis, and thus the veracity of the vocabulary in expressing and measuring this axis.



**Table (2)**

**The value of the internal correlation coefficient between the degree of the phrase and the total degree of the second axis degree**

**N=15**

The Second axis Digital transformation application requirements in Egyptian tourism Authorities		Pearson correlation	significant
1	First phrase	0.679*	0.005
2	Second phrase	0.827*	0.000
3	Third phrase	0.747*	0.001
4	Fourth phrase	0.808*	0.000
5	Fifth phrase	0.747*	0.001
6	Sixth phrase	0.763*	0.001
7	Seventh phrase	0.829*	0.000
overall correlation value		0.771*	0.001

\* significant at  $\alpha \leq 0.05$

It is clear from the previous table that there is a significant positive correlation at a significant level of  $0.05 \geq \alpha$  and a degree of freedom of (13), between all degrees of each statement and the value of the total correlation for its axis, as the Pearson correlation coefficient ranged in the second axis Digital transformation application requirements in Egyptian tourism establishments (from 0.679 to 0.829), and the total correlation coefficient for the second axis reached (0.771), which indicates the internal consistency between each item with its own axis, and thus the validity of the items in expressing and measuring this axis.

**- Calculation of the stability coefficient using the Cronbach's alpha coefficient method:**

There are a lot of statistical methods for measuring stability, the most common of which is the Cronbach's alpha coefficient method, as shown in the following table:

**Table (3)**

**The value of Cronbach's alpha coefficient to indicate the stability.  
A questionnaire**

**N = 15**

axis	number of phrases	Values Cronbach's alpha
The first axis The prevailing organizational culture in the Egyptian tourism Authorities	12 phrases	0.840*
The Second axis Digital transformation application requirements in Egyptian tourism Authorities	7 phrases	0.887*
Total questionnaire	19 phrases	0.856*

It is clear from the previous table that all reliability coefficients using the Cronbach's Alpha coefficient method are high for the questionnaire's axes. The value of the Cronbach's Alpha coefficient in the first axis on the prevailing organizational culture in Egyptian tourism institutions reached (0.840), and the value of the Cronbach's Alpha coefficient in the second axis on the requirements for implementing digital transformation in tourism institutions

reached 0.840. Egyptian (0.887), while the total Cronbach's alpha coefficient value for the questionnaire as a whole was (0.856), which indicates the stability of the questionnaire and its readiness for application.

▪ **Application of the questionnaire:**

The questionnaire was applied electronically from January 2024 until March 2024, on the basic study sample of (116) questionnaires, to obtain answers and collect the necessary information to conduct the statistical analysis.

▪ **Requirements for statistical analysis:**

Data for study variables were processed by IBM SPSS Statistics ver.25; The level of significance at 0.05 was chosen to ensure the significance of the statistical results, The statistical treatment plan included the following methods: (Mean, Standard Deviation, Pearson coefficient, Cronbach's alpha, Chi Square, Percentage, Regression, Likert Scale).

The Likert Scale considered as one of the measures of the general trend of the respondents' behavior and is used in questionnaires about a specific phenomenon. The scale depends on responses indicating the degree of approval or objection to a formula. The directions of the answer are determined by means of the arithmetic average with the following weights:

**Table (4)**  
**Estimating the degrees of importance of the phrases according to the respondents' response to the items of the questionnaire**

Response	Strongly agree	Agree	neutral	Disagree	Strongly disagree
Degree	5	4	3	2	1
weighted average	4.20: 5	3.40: 4.19	2.60: 3.39	1.80: 2.59	1: 1.79

▪ **Analysis and discussion of the results of the applied study:**

The analysis and discussion of the results of the applied study aims to show the results of the applied study by analyzing the answers of the respondents to the questionnaire phrases, The results of the analysis are extracted and commented on using inferential statistics through which the research hypotheses are answered:

- **First: Description of the study sample (the characteristics of the sample):**

The study sample was determined by four demographic data that give the sample more comprehensiveness, represented by (Gender, Age, Workplace, Job position), which are shown as follows:

**Table (5)**  
**The Frequency, percentage of the research sample according to**  
**(Gender, Age, Work place, Job position)**

Description of the research sample		Frequency	Percentage
<b>Gender</b>	Male	96	82.76%
	Female	20	17.24%
<b>Total</b>		<b>116</b>	<b>100%</b>
<b>Age</b>	Less than 30 years	4	3.45%
	From 30 to 40 years	18	15.52%
	From 41 to 50 years	61	52.59%
	more than 50 years	33	28.45%
<b>Total</b>		<b>116</b>	<b>100%</b>
<b>Workplace</b>	Egyptian Ministry of Tourism and Antiquities	32	27.58%
	The Egyptian General Authority for Tourism Promotion	24	20.69%
	The Supreme Council of Antiquities	19	16.38%
	The Grand Egyptian Museum Authority	15	12.93%
	The National Museum of Egyptian Civilization Authority	9	7.76%
	Tourism and Antiquities Fund	17	14.66%
<b>Total</b>		<b>116</b>	<b>100%</b>
<b>Job position</b>	Central Departments Heads	21	18.10%
	Vice- Minister	1	0.86%
	Heads of Sectors	6	5.17%
	General Managers	55	47.42%
	Deputy Ministers	5	4.31%
	Heads of Tourism Authorities	5	4.31%
	Consultants	5	4.31%
	Vice-Heads of Tourism Authorities	3	2.59%
	Managers of departments or units	9	7.76%
	Consultants	5	4.31%
	Permanent agent	1	0.86%
<b>Total</b>		<b>116</b>	<b>100%</b>

Table No. (5) shows that:

- the largest percentage according to gender was in favor of the (male) category, with a percentage of (82.76%), followed by the (female) category with a percentage of (17.24%).
- The largest percentage by age category was in favor of (From 41 to 50 years) with a percentage of (52.59%), followed by the age category (more than 50 years) with a percentage of (28.45%), followed by the age category (From 30 to 40 years) with a percentage of (15.52%). And it came in last place in the age category (less than 30 years) with a percentage of (3.45%).
- The largest percentage according to the Workplace was in favor of the category (general headquarters of the Egyptian Ministry of Tourism and Antiquities) with a percentage of (27.58%), followed by (the Egyptian General Authority for Tourism Promotion) with a percentage of (20.69%).

percentage of (20.69%), followed by (The Supreme Council of Antiquities) with a percentage of (16.38%), followed by (Tourism and Antiquities Fund) with a percentage of (14.66%), followed by (The Grand Egyptian Museum Authority) with a percentage of (12.93%), and the last place came Workplace category (The National Museum of Egyptian Civilization) with a percentage of (7.76%).

- The largest percentage according to the Job position was in favor of the (General Managers) category with a percentage of (47.42%), followed by the category of the Job position (Central Departments Heads) with a percentage of (18.10%), followed by the category of the Job position (Managers of departments or units) with a percentage ( 7.76%), followed by the category of Job position (Heads of Sectors) with a percentage of (5.17%), followed by the participation of the following categories of Job position (Vice-Minister, Heads of Authorities, Heads of Authorities, Consultants) with a percentage of one percentage of (4.31%), followed by the category of Job position (Vice-Heads of Authorities) with a percentage of (2.59%), followed by the participation of the two categories of Job position (Vice- Minister, Permanent agent) with a percentage of (0.86%).

- **Second: Descriptive analysis of the axis and phrases of the research variables:**

To perform the descriptive analysis of the phrases of the research variables, the estimated sum of the respondents' scores and percentage, as well as the averages, standard deviations, and Chi Square Test values of the respondents' scores were extracted, as shown below:

### 1- Discussing the results of the first axis: the prevailing organizational culture in Egyptian tourism authorities:

The first question states: "What is the level of organizational culture prevailing (customer focus, innovation, openness to change, organizational flexibility, level of desire to learn, trust, entrepreneurial efforts, tolerance for failure, communication, risk familiarity, participation, cooperation) in the Egyptian tourism authorities?"

**Table (6)**

**The significance of the differences, frequencies and percentages of phrases in the first axis the prevailing organizational culture in Egyptian tourism authorities**

N=116

	Phrases of the prevailing organizational culture in Egyptian tourism authorities	Mean	Std. Deviation	degree of approval	Chi Square Test	Arrangement
1	The level of focusing on customers in the Egyptian official tourism authorities	4.28	0.484	Strongly agree	49.564*	7
2	the level of innovation in the official tourism authorities	4.46	0.508	Strongly agree	40.025*	5
3	the level of openness to change in the Egyptian official tourism authorities	4.33	0.462	Strongly agree	59.991*	6
4	organizational flexibility in the Egyptian official tourism authorities	4.71	0.451	Strongly agree	40.676*	1

	Phrases of the prevailing organizational culture in Egyptian tourism authorities	Mean	Std. Deviation	degree of approval	Chi Square Test	Arrangement
5	the level of desire to learn in the Egyptian official tourism authorities	4.18	0.403	agree	45.775*	8
6	The level of trust in the Egyptian official tourism authorities	4.04	0.501	agree	78.112*	11
7	the level of entrepreneurship efforts in the Egyptian official tourism establishments	4.11	0.477	agree	63.409*	10
8	the level of tolerance towards failure in the Egyptian official tourism authorities	4.51	0.426	Strongly agree	28.491*	4
9	the level of communication in the Egyptian official tourism authorities	3.38	0.624	neutral	64.499*	12
10	the level of risk familiarity in the Egyptian official tourism authorities	4.15	0.428	agree	65.741*	9
11	the level of participation in the Egyptian official tourism institutions	4.59	0.422	Strongly agree	55.417*	3
12	the level of cooperation in the Egyptian official tourism authorities	4.64	0.402	Strongly agree	41.819*	2
<b>Total results</b>		<b>4.28</b>	<b>0.457</b>	<b>Strongly agree</b>	<b>63.584*</b>	

\* significant at (0.05)

The previous table shows that there are statistically significant differences at the level of significance (0.05) in front of the statements of the first axis (about the prevailing organizational culture in Egyptian tourism authorities), where the calculated K2 values ranged between (28.491 to 78.112), which is greater than its tabulated value, as is clear from the results that The arithmetic means ranged from (3.38 to 4.71) with standard deviations ranged from (0.402 to 0.624). There is a difference in the visibility of the statements of this dimension, which were arranged in descending order according to the degree of the respondents' responses as follows:

- The phrase (organizational flexibility in the Egyptian official tourism authorities) occupied first place with an arithmetic mean (4.71) and a standard deviation (0.451), and the general trend within the research sample from their point of view tends towards (Strongly agree).
- It is followed in second place by the phrase (the level of cooperation in the Egyptian official tourism authorities) with an arithmetic mean (4.64) and a standard deviation (0.402), and that the general trend within the research sample from their point of view tends towards (Strongly agree).
- It is followed in third place by the phrase (the level of participation in the Egyptian official tourism authorities) with an arithmetic mean (4.59) and a standard deviation (0.422), and that the general trend within the research sample from their point of view tends towards (Strongly agree).

- It is followed in fourth place by the phrase (the level of tolerance towards failure in the Egyptian official tourism authorities) with an arithmetic mean of (4.51) and a standard deviation of (0.426), and that the general trend within the research sample from their point of view tends towards (Strongly agree).
- It is followed in fifth place by the phrase (the level of innovation in the official tourism authorities) with an arithmetic mean (4.46) and a standard deviation (0.508), and that the general trend within the research sample from their point of view tends towards (Strongly agree).
- It is followed in sixth place by the phrase (the level of openness to change in the Egyptian official tourism authorities) with an arithmetic mean of (4.33) and a standard deviation of (0.462), and that the general trend within the research sample from their point of view tends towards (Strongly agree).
- Followed in seventh place by the phrase (The level of focusing on customers in the Egyptian official tourism authorities) with an arithmetic mean of (4.28) and a standard deviation of (0.484), and that the general trend within the research sample from their point of view tends towards (Strongly agree).
- It is followed in eighth place by the phrase (the level of desire to learn in the Egyptian official tourism authorities) with an arithmetic mean of (4.18) and a standard deviation of (0.403), and that the general trend within the research sample from their point of view tends towards (agree).
- It is followed in ninth place by the phrase (the level of risk familiarity in the Egyptian official tourism authorities) with an arithmetic mean of (4.15) and a standard deviation of (0.428), and that the general trend within the research sample from their point of view tends towards (agree).
- It is followed in tenth place by the phrase (the level of entrepreneurship efforts in the Egyptian official tourism authorities) with an arithmetic mean of (4.11) and a standard deviation of (0.477), and that the general trend within the research sample from their point of view tends towards (agree).
- It is followed in eleventh place by the phrase (The level of trust in the Egyptian official tourism authorities) with an arithmetic mean of (4.04) and a standard deviation of (0.501), and that the general trend within the research sample from their point of view tends towards (agree).
- It is followed in the twelfth and last place by the phrase (the level of communication in the Egyptian official tourism authorities) with an arithmetic mean of (3.38) and a standard deviation of (0.624), and that the general trend within the research sample from their point of view tends towards (neutral).
- It is also clear that the overall result of the first axis (the prevailing organizational culture in Egyptian tourism authorities) reached an average of (4.28) with a standard deviation of (0.457), and that the general trend tends towards Strongly agree from the point of view of the respondents, because it is located between a weighted average (4.20: 5.00).

## 2- Discussing the results of the second axis: Digital transformation application requirements in Egyptian tourism establishments:

The second question states: "What are the requirements for implementing digital transformation in Egyptian tourism authorities?"

**Table (7)**

**The significance of the differences, frequencies and percentages of phrases in the second axis Digital transformation application requirements in Egyptian tourism authorities**

N=116

The second axis (Digital transformation application requirements in Egyptian tourism authorities)		Mean	Std. Deviation	degree of approval	Chi Square Test	Arrangement
1	A ministry/authority has directions towards adopting digital transformation in all its tourism and administrative services	4.82	0.379	Strongly agree	49.793*	1 Rep
2	For a ministry/authority, there should be a clear and defined strategy for implementing digital transformation in all its tourism and administrative services	4.76	0.463	Strongly agree	111.948*	2 Rep
3	A ministry/authority works on spreading digital culture among all members of the tourism community	4.18	0.386	agree	47.207*	4
4	A ministry/authority works on encouraging all employees to effectively apply electronic management	4.25	0.576	Strongly agree	49.724*	3
5	A ministry/authority holds seminars, conferences and training courses for all employees to explain the importance of digital transformation in the tourism sector	4.15	0.363	agree	55.172*	5
6	The prevailing organizational culture in a ministry/authority encourages and supports efficient implementation of digital transformation	4.82	0.399	Strongly agree	49.793*	1 Rep
7	A ministry/authority must have a supportive organizational culture for the process of digital transformation to ensure its success and efficiency	4.76	0.444	Strongly agree	109.672*	2 Rep
<b>Total results</b>		<b>4.53</b>	<b>0.427</b>	<b>Strongly agree</b>	<b>67.615*</b>	

\* significant at (0.05)

The previous table shows that there are statistically significant differences at a significant level  $0.05 \geq \alpha$  in front of the phrases of the second axis (Digital transformation application requirements in Egyptian tourism establishments), where ranged values of Chi Square ranged between (47.207 to 111.948), which is greater than Its tabular value, It is also clear from the results that the mean ranged between (4.15 to 4.82) with standard deviations ranging from (0.363 to 0.576) and that there is a discrepancy in the vision of the phrases of this axis, which were arranged descending according to the degree of the respondents' responses as follows:

- the phrases (A ministry/authority has directions towards adopting digital transformation in all its tourism and administrative services), (The prevailing organizational culture in a ministry/authority encourages and supports efficient implementation of digital transformation) participated in the first place with an mean (4.82), and a standard deviation respectively (0.379) (0.399), and that the general trend within the research sample is from Their view tends towards (Strongly agree).
- Followed by the participation of the two phrases (For a ministry/authority, there should be a clear and defined strategy for implementing digital transformation in all its tourism and administrative services), (A ministry/authority must have a supportive organizational culture for the process of digital transformation to ensure its success and efficiency) in second place, with an mean of one(4.76), and a standard deviation respectively (0.463) (0.444), and that the general trend within the research sample is from Their view tends towards (Strongly agree).
- Followed by the third place by the phrase (A ministry/authority works on encouraging all employees to effectively apply electronic management) with an mean (4.25), and a standard deviation (0.576), and that the general trend within the research sample is from Their view tends towards (Strongly agree).
- Followed in the fourth place by the phrase (A ministry/authority works on spreading digital culture among all members of the tourism community) with an mean (4.18), and a standard deviation (0.386), and that the general trend within the research sample is from Their view tends towards (agree).
- Followed in the fifth and final place by the phrase (A ministry/authority holds seminars, conferences and training courses for all employees to explain the importance of digital transformation in the tourism sector) with an mean (4.15), and a standard deviation (0.363), and that the general trend within the research sample is from Their view tends towards (agree).
- It is also clear that the total result of the second axis (Digital transformation application requirements in Egyptian tourism establishments), reached a mean (4.53) with a standard deviation of (0.427), and that the general trend tends towards Strongly Agree from the point of view of the respondents, because it is located between a weighted average (4.20: 5.00).

#### ▪ **Checking the research hypotheses:**

The hypothesis states that: "**There is a positive direct relationship with statistical significance at a significant level  $\alpha \leq 0.05$  between the level of organizational culture on the efficiency of applying digital transformation in the official tourism authorities of Egypt**".



To test the validity of this hypothesis, a simple linear regression method was used, as follows:

**Table (8)**  
**The results of simple linear regression analysis of the relationship between the level of organizational culture and the efficiency of applying digital transformation in the official tourism authorities of Egypt**

Independent Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	T Test	P. Value
organizational culture (X)	0.629	0.703	10.566*	0.000
Regression constant ( $\alpha$ )	1.599	--	5.907*	0.000
<ul style="list-style-type: none"> <li>- R2 = 0.815</li> <li>- Adjusted R2 = 0.810</li> <li>- (F) Values = 111.630</li> <li>- P. Value = 0.000</li> <li>- Confidence (0.99%)</li> <li>- Error percentage of the model = 18.50%</li> <li>- Dependent variable (Y) : efficiency of applying digital transformation</li> </ul>				

**Table (8) shows the following:**

- The value of "F" was (111.630) with a P.value (0.000), which indicates the significance of the simple linear regression model for the relationship between the two variables of the study.
- The positive value of the regression coefficient of the independent variable indicates the direct relationship between it and the dependent variable, which indicates that the higher the level of organizational culture, the greater the efficiency of applying digital transformation by the official tourism authorities of Egypt, and thus Activating incoming tourism.
- The result show that the independent variable explains (81.50%) of the change in the dependent variable, according to what is indicated by the value of the coefficient of determination R2.
- The error rate in the model shows that (18.50%) of the variance resulting from measuring the effect of the independent variable on the dependent variable under study is due to other random factors not mentioned in the model.

## Conclusion

Considering the objectives and hypotheses of the research, within the limits of the research sample, its characteristics and the method used, and depending on the results of the statistical analysis used, the following conclusions were reached:

- **The results of the first axis: The prevailing organizational culture in Egyptian tourism authorities:**

The results showed that the arrangement of the dimensions of the prevailing organizational culture in the Egyptian tourism establishments varied according to the degree of the respondents' responses from their points of view, which were arranged in a descending order as follows: the organizational flexibility dimension, the level of cooperation dimension the level of participation dimension, the level of tolerance towards failure dimension, the level of innovation dimension, the level of openness to change dimension, the level of focusing on customers dimension the level of desire to learn dimension, the level of risk familiarity dimension, the level of entrepreneurship efforts dimension, the level of trust dimension, the level of communication dimension, respectively.

- **The results of the Second axis: Digital transformation application requirements in Egyptian tourism authorities:**

The results indicated that phrases order for requirements axis of applying digital transformation in the Egyptian tourism authorities varied according to the degree of the respondents' responses from their point of view, which were arranged in descending order as follows:

- 1- In the first: came two phrases (A ministry/authority has directions towards adopting digital transformation in all its tourism and administrative services), (The prevailing organizational culture in a ministry/authority encourages and supports efficient implementation of digital transformation) with one mean.
- 2- In the second: came two phrases (For a ministry/authority, there should be a clear and defined strategy for implementing digital transformation in all its tourism and administrative services), (A ministry/authority must have a supportive organizational culture for the process of digital transformation to ensure its success and efficiency) with one mean.
- 3- The third: came with the phrase (A ministry/authority works on encouraging all employees to effectively apply electronic management)
- 4- The Fourth place came with the phrase (A ministry/authority works on spreading digital culture among all members of the tourism community).
- 5- The fifth: came with the phrase (A ministry/authority holds seminars, conferences and training courses for all employees to explain the importance of digital transformation in the tourism sector).

▪ **The results of the research hypotheses showed:**

There are statistically significant differences at a significant level of  $0.05 \geq \alpha$  between, The axis of organizational culture and the axis of Digital transformation application requirements in Egyptian tourism authorities, Where the value of F was (111.630) in terms of the P. Value of (0.000), which indicates the significance of the simple linear regression model for the relationship between the two variables of the study, and the positive value of the regression coefficient of the independent variable indicates the direct relationship between it and the dependent variable, This indicates that the higher the level of organizational culture, the greater the efficiency of applying digital transformation in the official tourism authorities of Egypt, and thus increasing the facilitation of regulatory procedures and stimulating incoming tourism to Egypt. It also becomes clear that the independent variable explains (81.50%) of the change in the dependent variable, according to what denoted by the value of the coefficient of determination R<sup>2</sup>, The error rate in the model shows that (18.50%) of the variance resulting from measuring the effect of the independent variable on the dependent variable under study is due to other random factors not mentioned in the model.

### **Recommendations**

Based on the results reached, the following is recommended:

- Leaders affiliated to the official tourism authorities in Egypt need to adopt specific strategies that intend to spread organizational culture that develops intellectual capital and has an effective role in bringing about development of the organizational structure, especially when applying digital transformation.
- The need for the official tourism authorities in Egypt to quickly adapt to the latest developments in the tourism and technological situation, both internally and externally, in order to stimulate the tourism movement.
- All members of the tourism professional community, whether workers or owners of companies and hotels, must cooperate by exchanging experiences and cultural information for the success of implementing digital transformation efficiently.
- The technological requirements of tourists should be known to develop the tourism system in Egypt according to their trends.
- Taking into account the tourism leaders in the official authorities in Egypt for the idea of the participation of workers on issues related to tourism work in order to make correct decisions that support the implementation of digital transformation.
- The leaders of the official tourism authorities in Egypt must be characterized by tolerance when a mistake occurs from the workers involved during the digital transformation, not punishing them, and supporting the idea of learning from the mistake.
- Encouraging employees to innovate new work methods to develop their electronic system and stimulate tourism.

- Encouraging staff in the official tourism authorities in Egypt to accept change and not be afraid of applying digital transformation in its system in line with the developments of the era of globalization.
- Providing training courses, seminars, workshops and conferences on digital transformation to identify its importance in raising the efficiency of workers and providing them with new skills and knowledge to achieve continuous progress for the success of its administrative system in the tourism sector.
- It is necessary to identify and analyze the needs of the tourism market in Egypt to direct and focus the activities of the official tourism agencies towards meeting them, while raising the level of quality of service provided, including the development of the digital transformation system.
- Leaders in the official tourism authorities in Egypt must delegate to staff a set of powers and authorities and provide a space of freedom to make decisions that ensure the successful conduct of work.
- The need for confidence among leaders in the capabilities of workers to ensure the success of the implementation of digital transformation in the field of tourism efficiently.
- Taking into account effective communication between the various departments and sections of the official tourism authorities in Egypt to exchange knowledge and various experiences to serve the mechanisms of digital transformation in a way that serves tourists of different nationalities and other stakeholders.
- Paying attention to the prevailing organizational culture in tourism organizations, analyzing its dimensions, and revealing the degree of its impact on the level of building knowledge and on the level of knowledge exchange between staff, through conducting analytical studies.
- Establishing an effective culture that will develop the capabilities and skills of staff in the tourism sector, encourage creativity and innovation, and develop a spirit of cooperation among them.

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## أثر الثقافة التنظيمية على كفاءة تطبيق التحول الرقمي في الأجهزة السياحية الرسمية المصرية

مصطفى صبحي محمود أبو النيل

كلية السياحة والفنادق - جامعة ٦ أكتوبر - جمهورية مصر العربية

يهدف البحث إلى التعرف على مستوى الثقافة التنظيمية السائدة، وكذلك التعرف على متطلبات تطبيق التحول الرقمي في الجهات السياحية الرسمية في مصر، واستكشاف طبيعة الارتباط بين المتغيرين. تم استخدام المنهج الوصفي، وتم اختيار عينة البحث بالطريقة العشوائية، وبلغ عددهم (١١٦) مسؤولاً تنفيذياً يعملون بالأجهزة السياحية المصرية والمتمثلة في (ديوان عام وزارة السياحة والآثار المصرية، الهيئة المصرية العامة للتنشيط السياحي، المجلس الأعلى للآثار، هيئة المتحف المصري الكبير، هيئة المتحف القومي للحضارة المصرية، صندوق السياحة والآثار). وتضمنت أدوات جمع البيانات استبانة موحدة ودقيقة ذات صدق وثبات عاليين، وأظهرت أهم النتائج أن ترتيب أبعاد الثقافة التنظيمية السائدة في الأجهزة السياحية المصرية جاء ترتيباً تنازلياً على النحو التالي: احتل المركز الأول بعد المرونة التنظيمية، يليه بعد مستوى التعاون، يليه بعد مستوى المشاركة، يليه بعد مستوى التسامح تجاه الفشل، يليه بعد مستوى الابتكار، يليه بعد مستوى الانفتاح على التغيير، يليه بعد مستوى التركيز على العملاء، يليه بعد مستوى الرغبة في التعلم، يليه بعد مستوى معرفة المخاطر، يليه بعد مستوى جهود قيادة الأعمال، يليه بعد مستوى الثقة، يليه في المركز الأخير بعد مستوى الاتصال، كما أظهرت النتائج أن متطلبات التحول الرقمي في الأجهزة الرسمية للسياحة في مصر جاءت بدرجة عالية من الاتفاق، مما يدل على أن الاتجاهات السائدة تشجع وتدعم انتشار ثقافة التحول الرقمي وتطبيقه لتسهيل الخدمات السياحية، وتوجد علاقة طردية موجبة ذات دلالة إحصائية عند مستوى دلالة  $\alpha \geq 0.05$  بين مستوى الثقافة التنظيمية. وكفاءة تطبيق التحول الرقمي داخل القطاع الحكومي السياحي، مما يدل على أنه كلما ارتفع مستوى الثقافة التنظيمية، زادت كفاءة تطبيق التحول الرقمي في أجهزة السياحة الرسمية في مصر، وبالتالي زيادة تيسير الإجراءات التنظيمية ومرونة العمل، وأوصت الدراسة بضرورة قيام المسؤولين والمديرين في وزارة السياحة والهيئات التابعة لها بتبني استراتيجيات نشر الثقافة التنظيمية لتنمية رأس المال الفكري لما له من دور فعال في إحداث التطوير في الهيكل التنظيمي، خاصة عند تطبيق التحول الرقمي.

**الكلمات الدالة:** الثقافة التنظيمية، التحول الرقمي، الأجهزة السياحية الرسمية، وزارة السياحة والآثار