

Factors Affecting Tourism Organization Competitiveness: Implications for the Egyptian Tourism Industry

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Abstract

This research builds on the ideas through the development of sets of attributes (strategic leadership, strategic planning effectiveness, and tourism sustainability practice), the event of a framework for evaluating destination competitiveness in Egypt. This study has followed a quantitative design with a survey-based questionnaire development. Survey data from tourism professionals were obtained in Egyptian destinations and subjected to statistical examination (PLS-SEM) Partial Least Square-Structural Equation Modelling as an analysis technique. The findings of this study: strategic leadership significantly impact strategic planning effectiveness, tourism sustainability practice, and destination competitiveness; strategic planning effectiveness significantly impacts tourism sustainability practice; and finally, tourism sustainability practice significantly affects destination competitiveness. The results are outstanding empirical evidence for incorporation into the competitiveness studies of the tourism industry in both enterprise and destinations. Longitudinal data would be required to prove that relationships are founded upon. The growing methodology bias restricts the findings from this analysis. This analysis would be useful if the findings were to be taken into account when considering other integrative variables.

Keywords: Strategic leadership, strategic planning effectiveness, sustainability practices, tourism organization Competitiveness

Introduction

Tourism research in recent decades has seen a growing number of initiatives which address the need to track the competitiveness of destinations. The capacity of contractors to design, manufacture and sell products and services whose standard of prices and non-price are more desirable than that of competitors is usually known as competitiveness. (Abou-Shouk & Khalifa, 2017; Hossain, Khalifa & Abu Horaira, 2019; Khalifa, 2018). According to (Enright & Newton, 2004), the competitiveness of a destination is that it can maintain market position and improve it over time (Alseiari, Khalifa & Bhaumick, 2019). It demonstrates the potential while retaining a market place on the key competitors, to create added value goods that support their own capital (Abdulla, Khalifa, Abuelhassan & Ghosh, 2019). Concerning social benefits, destination called competitiveness that can offer their residents and visitors a high standard of living (Alseiari, Khalifa, Al-Shibami & Ghosh, 2019; Kozak & Rimmington, 1999). Tourism researchers are particularly interested in destination competitiveness (DC) (Crouch & Ritchie, 1999; Pearce & Robinson, 2005). According to Mihalič (2000), it is essential for the destinations and, therefore, primarily for destination authorities to maintain the high level of a beautiful scene, natural hydrologic structures, clean water, fresh air, and the species diversity. It extends previous studies that focused on destination image or attractiveness (Hu & Ritchie, 1993; Widjaja, Khalifa & Abuelhassan, 2019, 2020).



The qualities of tourists interesting, according to Gallarza, Saura and García (2002), the atmosphere, the landscape and accommodation. Though tourism services are an important component of the picture or product of destinations (Murphy, Pritchard & Smith, 2000; Sudigdo & Khalifa, 2020; Sudigdo, Khalifa & Abuelhassan, 2019; Trung & Khalifa, 2019). Besides, sustainability could refer to a development trajectory rather than to a specific organization and imply more dynamic perspective changes (Alharthi, Khalifa, Ameen, Al-Shibamid & Issac, 2020; Carey, Gountas & Gilbert, 1997). The view of sustaining temporarily relevant but changing every time with three sets of factors that are internal, external context, and the substance of changes (Chami, 2018). However, a little realistic approach has been developed in the case of tourism development, although many scientists argue that tourism can contribute to sustainable growth. Various claims and debates have been put forward, mostly on a theoretical basis, rather than on a realistic level (Bramwell & Lane, 1993; Sirakaya, Jamal & Choi, 2001; Swarbrooke, 1999). Most tourism university students assess sustainability in particular tourist destinations; they appear to have no reference to expectations or requirements based on subjective decisions (Alharthi, Khalifa, Al-Shibami, Isaac & Alrajawi, 2019; Ko, 2005; Pjerotic, Delibasic, Joksiene, Griesiene & Georgeta, 2017).

The literature in strategic management explicitly argues for the importance of strategic controls in tracking progress and in ensuring the implementation of strategic plans (Alharthi, Khalifa & Bhaumick, 2019; Alharthi & Khalifa, 2019; Liao, 2005). The uncertainty and newness inherent in strategy-based planning processes expand the probability of tentative the destination effectiveness (Ferris, Fedor & King, 1994). Also, strategic planning has often been criticized because it is based on theoretical standards and not on the realisms of management (Freeman, 2010). Though the prerequisite for strategic planning effectiveness (SPE) to be associated in the literature that few studies have been available in the strategic management studies (Alharthi & Khalifa, 2019; Elbanna, 2008). According to the organizational perspective, strategy stated as the essential duty of strategic leaders for principal responsibility for addressing an organization's course and seeing the journey through. Parnell (2011) further considered the responsibility of strategic leaders to frame an inspiring vision of the future, providing a clear idea where threats could come from different sides by thinking and doing combined (Simpson, 2001). Strategic management studies are targeted at leaders, such as CEOs, top management teams, and boards of managers (Alharthi et al., 2019; Phillips & Hunt, 1992). They are responsible for organizational issues.

The latest literature offers ample proof of studies carried out using the data obtained by tourism destinations. Many studies have adopted this approach and have used various approaches to classify tourism indices. However, previous studies have neglected to examine the competition factors in terms of how efficiently they assess a successful destination. Focusing on the efficacy of all elements and helping literature to assess competition in destinations, in order to resolve the gaps in this report. It is also intended to assess the competitiveness of a selected country, primarily to demonstrate Egypt's competitive market place for other countries or destinations on the international tourism market. The impact of such factors in a wide range of hotels would be better understood by a determining factor and result of organizational policies in the tourism area. While in many economies (Fraj, Matute & Melero, 2015) the sector of tourism is significant in the sector, almost no research has been undertaken in this field. As far as we are aware of the surveyed in the report, the industry is extremely sensitive to cultural, political and business circumstances and can make an significant difference in tourism destinations' success (Gursoy, Chen & Chi, 2014). With rising demand and, thus, capacity building backed by regional governments' strategic initiatives, the outlook for the Egyptian tourism industry is optimistic. Therefore, in view of the high dynamics



of tourism strategies in the region and the potential role of these dynamics, our research hypotheses are especially important for the determination of the tourism industry.

Literature review

Strategic leadership, Strategic Planning Effectiveness (SPE), Tourism Sustainability Practices (TSP), and Destination Competitiveness (DC)

Strategic leadership focuses the future on creating excitement as well as for what is happening today within the organization. The first plan of a strategic leader is to achieve a better understanding of the destination's situation or environment and other aspects of the identity the challenges of the future (Alkheyi et al., 2020; Almatrooshi, Khalifa, Ameen, Hossain & Morsy, 2020; Boal & Hooijberg, 2000). In the strategic management literature, an organization describes as leaderships are about leadership in and strategic leaderships are of the organization (Gharama, Khalifa & Al-shibami, 2020; Phipps & Burbach, 2010). It is marked as a systemic concern for the evolution, changing aims, selection, improvement, and maintenance of the necessary capitals and competences to assist it to complete (Al-Shibami et al., 2019; Finkelstein, Cannella, Hambrick & Cannella, 2009). The plan of the goal cannot perform through traditional planning interventions or top-down approaches to strategic leadership. It needs an on-going dedication to crafting the strategic direction to ensure the ever-changing environment (Daily, McDougall, Covin & Dalton, 2002; Gharama, Khalifa & Al-Shibami, 2020; Mukhezakule & Tefera, 2019).

Strategic leadership effects on SPE denotes only strategic leaders can accomplish the strategic planning and encourage to practice among the organization. Besides, the impact on TSP through SPE indicates the integration of social, environmental, and economic concerns into the destination culture, decision making, and strategy and operation (Bramwell & Lane, 2000). Finally, the effect on organization competitiveness through the dual mediating roles of SPE and TSP enhances competitive advantage in the competitive market (Brinkerhoff & Goldsmith, 1992). Past researches have focused on the overall adoption of sustainability practice by the organization and related variety classification schemes with innovative conception (Binnawas, Khalifa & Bhaumik, 2020; Hunt & Auster, 1990). This present study supports the wide of view that competitiveness should be linked to visitors and increasing destination revenue. From the above arguments, we formulated hypotheses as follows:

H1: Strategic leadership is positively influence on SPE

H1a: SPE mediates the relationship between Strategic leadership and TSP

H1b: Strategic leadership is positively influence on destination competitiveness via SPE and TSP

Strategic Planning Effectiveness and Tourism Sustainability Practices (TSP)

Although the averages are low, there are no important and tangible benefits for many tourist destinations from engaging in the effectiveness of strategic planning (Elbanna, 2008). Extreme studies have concentrated on a more conventional approach to management and destination planning (see Becken & Hughey, 2013; Connell, Page & Bentley, 2009; Jurado, Damian & Fernández-Morales, 2013; Rout & Gupta, 2017). Benckendorff and Pearce, (2003) have shown those higher rates of awareness and more lucrative destinations with the highest degree of preparation. The results of the success are concerned as many of the previous major strategic plans reports have already been published. Accordingly, current work was subject to multiple measurement errors similar to Phillips and Moutinho (2000), which underestimated the benefits of preparation. In addition, specific functions for official preparation were important for better results between various types of organizations, between management and board. Better



management efficiency by strategic planning can lead to better results, but it depends on managers' ability to tackle the various internal and external variables influencing performance.

In comparison to findings only, the reliability of strategic planning in destinations was highlighted as a major problem (Dyson & Foster, 1980). The efficacy of strategic planning has been measured in two key directions: method and end-to-end (Dyson & Foster, 1982). The approach takes account of the whole system and helps the user to find vulnerabilities, while the final focus is on the system outputs (Alkatheeri et al., 2020; Mohamed et al., 2018). However, according to the proposed theory, the SPE effect on the TSP may reflect the influence over time, instead of the concept of an indeterminate continuity of a situation, of a shift in the quality of life of the individual and the natural environment (Cooper, 1995). The TSP can be seen by technological approaches and calculation based on the performance assessment of the destination. In terms of value, sustainability is practiced by adjusting destination principles and behaviour towards ethics and transparency (Fullan, 2005). SPE provides a thorough, responsible and considered decision-making process consistently. Based on the above arguments, we hypothesize as follows:

H2: Strategic planning effectiveness has a positive impact on TSP

Tourism sustainability practice and tourism organization competitiveness

The sustainability denotes from the notion of sustainable growth in the tourism context (McCool & Moisey, 2001). The principle of sustainability in the world has changed for over a quarter century, its focused approach and its lack of exposure to the relationship between local and global businesses have been critical (Sneddon, Howarth & Norgaard, 2006; Peeters, Gossling & Becken, 2006). This was a key basis for formulating environmental policies (Fernández & Rivero, 2009). Sustainable tourism cannot be accomplished unless tourist policies and demand are adequately handled (Kastenholz, 2004). Empirical research has shown, however, that sustainable tourism is practiced tremendously worldwide. Despite growing sustainability, the profitability of goals in the competitive market often takes into account. Crouch (2011) has investigated the fact that competitiveness as a destination is among the best known of recent attempts to design an approach which includes competitiveness of the industry and the multiple iterations since it was first implemented by Crouch and Ritchie, (1999). They also integrated four key components in a model which postulates destination competitiveness: core resources and attractors, support factors and resources, management of destinations, and determinants of quality. Nevertheless, the effect of the practice of sustainable tourism on competitiveness suggests that the practice of sustainability will increase organization competitiveness but favourably (Oliver, 1997). Based on the information of the scientists, this relationship has not been given much attention in previous studies. From the above arguments, we formulated hypothesis as follows:

H3: Tourism Sustainability practice has a positive effect on tourism organization competitiveness

The conceptual framework

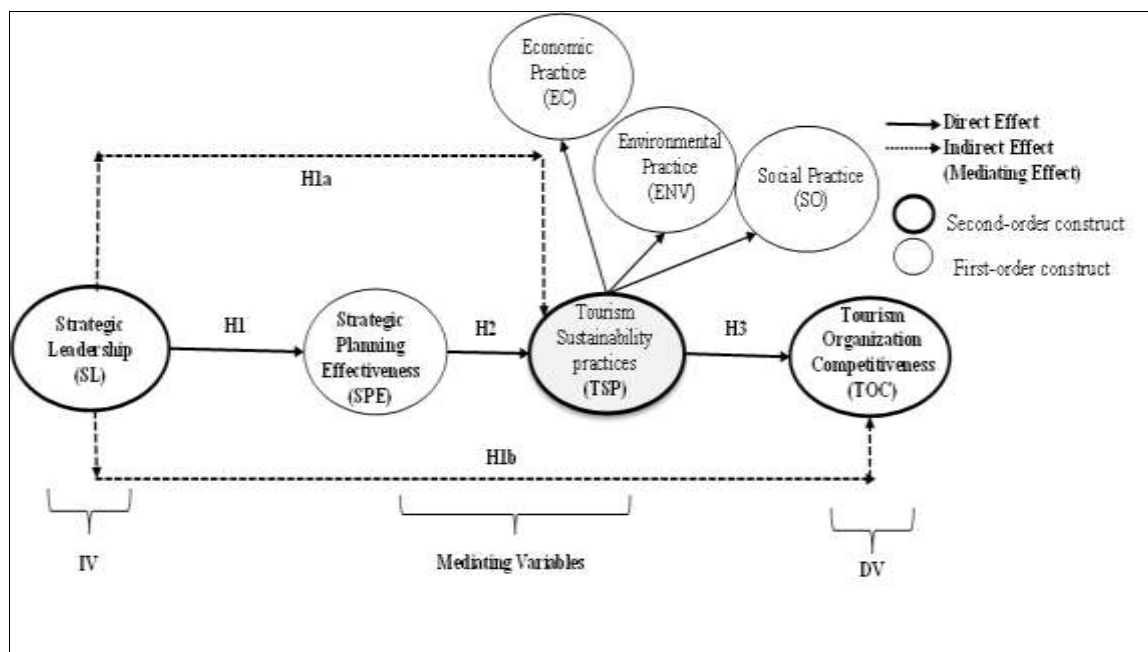


Figure 1. The conceptual framework (Author's compilation)

Methodology

The study hypotheses and objectives followed a quantitative research design. This approach indicates a methodological procedure that collects data (information) from the respondents (Brannen, 2017). Also, this approach used in the area of destination competitiveness, especially in the tourism industry in Egypt, by following survey-based methods. According to Mertler (2002), survey-based plans have advantages for collecting a big amount of data about an individual respondent and flexible for gathering data (Hair, Black, Babin, Anderson & Tatham, 2006). This present study respondent targeted the hospitality managers to measure the constructs in the tourism destination. Employee's perceptions expect the beliefs, motives, and attitudes for effective survey design. Consequently, the current research requires a self-administrative survey for assuming the responsibility of employees' responses. A self-administered questionnaire was customised to address the hypotheses and objectives of the study. This survey's forms were distributed to the hospitality employees in Egypt. All constructs adapted from the past studies: strategic leadership with six items from (Elbanna, 2016), SPE with five measurement items from (Elbanna, 2016), TSP with twenty-one measurement items from (Al-Jahni, 2015) and destination competitiveness with eight measurement items from (Li & Liu, 2014).

Sampling and data collection

Based on the Egyptian Hotel Association (EHA, 2016), Cairo and Sharm El-Shikh are home to 76 hotels. The two cities represent the population frame for this study, based on the complete census method. Based on the study's objectives, and under an assurance that respondents' responses would stay confidential, 51 out of a populace of 76 human managers consented to join this study and gave a rundown of hotel's managers and supervisors. Probability systematic simple random sampling is established in this present study. According to Pillemer and Finkelhor (1988), a satisfactory sample size with no definitive and straightforward rule, which considerable debate in the research field. Data collection from participating hotels in Sharm El-Shikh and Cairo began in July 2019. A hand to hand 510 questionnaires (10/hotel) were distributed among the Hotel's managers and department heads, and 355 accurate surveys were received. Missing and unclear questionnaires were not counted as specific responses. The



procedures of collecting data were contacted to the authority for privacy and permission to survey with the employee. The duration of data collection was taken six months from Cairo and Sharm El-Shikh in Egypt. For this study, statistical analysis and hypotheses were tested using Structural Equation Modelling (SEM) by performing Partial Least Squares (PLS) method. In order to conduct the analysis, SmartPLS software, Version 3.2.9 (see Ringle, Wende & Becker, 2015) was used. Although PLS does not require normal-distributed input data (Hair, Hult, Ringle & Sarstedt, 2017), The result indicated that the skew and kurtosis of all items were laid between ± 2 and ± 7 respectively. Therefore, it can be concluded that the data set of all items were well-modelled by a normal distribution (Kline, 2010). According to (Hulland, 1999), a large sample for less stable estimation purposes, and use for sample size as small as 50 and abundant 5000. The analysis followed the direct and indirect effects determination, and model fit for supporting the proposed hypotheses. A 0.05 significance level was employed to test the study hypotheses (Hair et al., 2017).

Results interpretations

Respondent profile

The frequency and percentage of the respondent population in the study sample is shown in Table 1. The study indicates that in Egypt, there have been more men (59.2%) than women (40.8%). Most workers were aged 30-39 years, comprising 29 percent and 22.3 percent of the overall replies, 41.7% of the responses accompanied by less than 30 years and 40 to 49 years. Nearly 81.6% of the staff is students of the degree, and most of the remaining 11% are postgraduate. Senior high school was owned by just 7.3 percent. Working experience show that, 24.4% are with work experience between 11 to 15 years, 20.1% are from 5 to 10 years, 18.6% are 16-20 years' experience, and 15.5% are above 20 years' experience.

Table 1: Summary of demographic profile of respondents

Constructs	Items	Frequency	Valid Percent (%)
Gender	Male	210	59.2
	Female	145	40.8
Age	less than 30	103	29.0
	30-39	148	41.7
	40-49	79	22.3
	50-59	25	7.00
Experience	less than 5	76	21.4
	5-10	71	20.1
	11-15	87	24.1
	16-20	66	18.6
	above 20	55	15.5
Education	Senior High School	26	7.30
	Bachelor	29	81.6
	Master	23	6.50
	PhD	16	4.50

Measurement model

To evaluate the measurement model, this research verified the reliability and validity of the constructs (Hair et al., 2017) following Cronbach Alpha (α) and Composite Reliability (CR). The finding presented that, all of Cronbach's Alpha measures are higher than the accepted value of 0.7 (Kannana & Tan, 2005). Besides, the results show that all CR values are above 0.7 (Kline, 2010). Construct reliability is fulfilled (see Table 2). Henceforth, the loading for all measurements exceeded the accepted value 0.5. For both constructs dependency on the suggested value (α) and composite reliability (> 0.7) is fulfilled. Therefore, the AVE for all



constructions (Hair, Babin & Krey, 2017) is higher than the recommended value 0.5. Therefore, prejudice is met in compliance with the Fornell-Larker guidelines. Therefore, the AVEs square root in the diagonals is more elevated than their correlations (Fornell & Larcker, 1981) and the HTMT values are lower than 0.85 (Kline, 2010).

Table 2: Measurement model results

Constructs	Items	Loadings	(α)	(CR)	(AVE)
Economic Practice	EC1	0.888	0.924	0.942	0.731
	EC2	0.887			
	EC3	0.910			
	EC4	0.888			
	EC5	0.862			
	EC6	0.669			
Environmental Practice	ENV1	0.834	0.869	0.902	0.605
	ENV2	0.814			
	ENV6	0.775			
	ENV7	0.795			
	ENV8	0.694			
	ENV9	0.748			
Social Practice	SO1	0.725	0.921	0.934	0.585
	SO2	0.782			
	SO3	0.806			
	SO4	0.749			
	SO5	0.729			
	SO6	0.724			
	SO7	0.710			
	SO8	0.819			
	SO9	0.774			
	SO10	0.823			
Strategic Leadership	SL1	0.805	0.921	0.934	0.585
	SL2	0.839			
	SL3	0.838			
	SL4	0.839			
	SL5	0.761			
	SL6	0.785			
Strategic Planning Effectiveness	SPE2	0.812	0.896	0.920	0.659
	SPE3	0.823			
	SPE4	0.895			
	SPE5	0.865			
	SPE6	0.762			
Tourism Organization Competitiveness	TOC1	0.733	0.920	0.934	0.641
	TOC2	0.797			
	TOC3	0.834			
	TOC4	0.849			
	TOC5	0.830			
	TOC6	0.785			
	TOC7	0.798			
	TOC8	0.772			

Note: Cronbach Alpha (α), Composite Reliability (CR), Average Variance Extracted (AVE)

Table 3: Discriminant validity

	Fornell-Larker criteria						HTMT					
	EC	ENV	SL	SO	SPE	TOC	EC	ENV	SL	SO	SPE	TOC
EC	0.855											
ENV	0.658	0.778					0.733					
SL	0.592	0.537	0.812				0.650	0.602				
SO	0.720	0.744	0.472	0.765			0.780	0.818	0.511			
SPE	0.654	0.775	0.655	0.696	0.833		0.723	0.711	0.732	0.763		
TOC	0.702	0.661	0.695	0.594	0.701	0.801	0.760	0.732	0.768	0.631	0.775	

Key: SL: Strategic Leadership, SPE: Strategic Planning Effectiveness, TOC: Tourism Organization Competitiveness, ENV: Environmental practice, EC: Economic Practice, SO: Social Practice

Structural model



Tables 4 and 2 display the outcomes of the hypothesis checks. The results showed that strategic leadership predicts strategic planning effectiveness substantially and accounts for H1. Therefore ($\beta=0.655$, $t=18.637$, $P<0.001$), H1 is endorsed. Strategic planning effectiveness also forecast significantly the practices of sustainable tourism destination. So, with H2 ($\beta=0.786$, $t=30.019$, $P<0.001$), it is accepted. The competitiveness of tourism organization is also predicted by tourism sustainability practices significantly. Therefore, H3 ($\beta=0.722$, $t=24.063$, $P<0.001$) is accepted. 52.1% of the variances in tourism organization competitiveness are clarified in strategic leadership, strategic planning effectiveness, and tourism sustainability practice. Results for effect size f^2 show that three medium-effect relationships (Cohen, 1988). In addition, the results of blindfolding procedures suggested a higher than zero (Hair, Hult et al., 2017) value for Q^2 (predictive relevance). This research employs the bootstrapping approach for indirect relations to test the mediating effects of the hypotheses H1a and H1b (Preacher & Hayes, 2008). The results showed that strategic planning effectiveness intermediates strategic leadership significantly with tourism sustainability practice. Therefore, H1a ($\beta=0.515$, $t=13.734$, $P<0.001$) is supported. The results also show that the relationship between strategic leadership and tourism organization competitiveness is mediated significantly by strategic planning effectiveness and tourism sustainability practices. Thus ($\beta=0.360$, $t=9.585$, $P<0.001$) H1b is accepted.

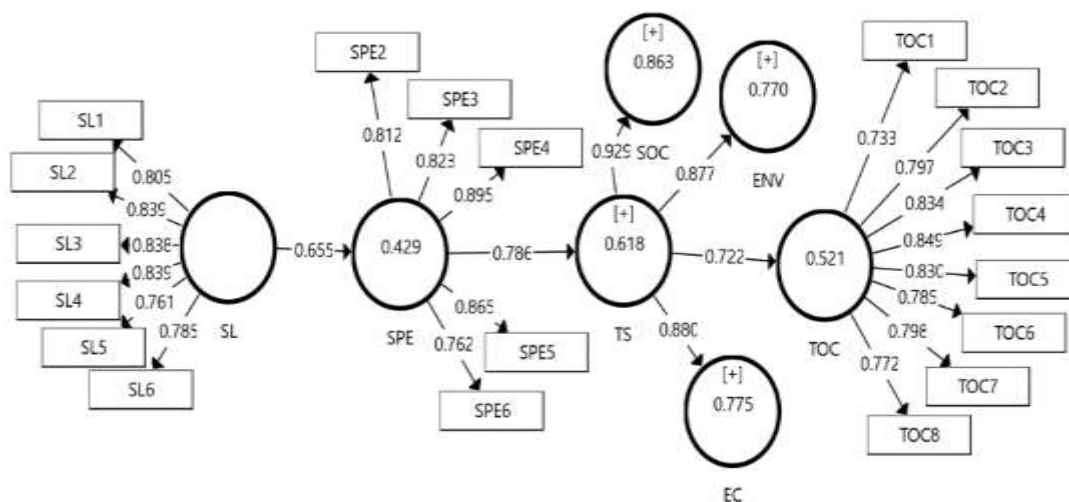


Figure 2: Structural model results

Key: SL: Strategic Leadership, SPE: Strategic Planning Effectiveness, TSP: Tourism Sustainability Practices, TOC: Tourism Organization Competitiveness

Table 4: Hypotheses testing results

	Direct effects	β	ST-Error	T-Value	P Values	R ²	F ²	Q ²
H1	SL→SPE	0.655	0.035	18.637	<0.001	0.429	0.751	0.279
H2	SPE→TSP	0.786	0.026	30.019	<0.001	0.618	1.620	0.292
H3	TSP→TOC	0.722	0.030	24.063	<0.001	0.521	1.090	0.310
	Indirect effects							
H1a	SL→SPE→TSP	0.515	0.037	13.734	<0.001			
H1b	SL→SPE→TSP→TOC	0.372	0.039	9.585	<0.001			

Key: SL: Strategic Leadership, SPE: Strategic Planning Effectiveness, TS: Tourism Sustainability, TOC: Tourism Organization Competitiveness



Discussion

This present study has shown the relationships of the constructs among strategic leadership, SPE, TSP, and tourism organization competitiveness. Additionally, the results have shown the strategic leadership has a positive and significant influence on strategic planning practice. According to (Šuklev & Debarliev, 2012), strategic leaders can enhance organization planning to utilize plans in a frame. The analysis of strategic leadership and SPE influence shows that there is a continuous emphasis on the needs of stakeholders as well as three basic steps as seen in the previous discussion and in Figure 2. The responsibilities of a strategic leader vary from those of a president, as a leader often interprets the external organization plan. In this way, leadership is a higher level of skill, both to construct and persuade other people to implement the strategy. Besides, the above results showed that strategic direction significantly affects TSP through SPE. Boyd and Reuning-Elliott (1998) have indicated that SPE meditates leadership traits and planning of the organization. The strategic leadership focuses on the small group of executives with overall responsibility for an organization Finkelstein et al. (2009). To achieve sustainability, corporate leaders need to recognize that the organizations function in a broader, dynamic adaptive system, according to (Metcalf & Benn, 2013; Rahmah, Ameen, Isaac, Abu-Elhassan & Khalifa, 2020). This more comprehensive framework is the highly connected and diverse structures of the environment, economy, and social sectors in which corporations are integrated. (Napal, 2013) argued that leaders play an understanding role in the dynamic adaptive environment, in leadership and management are likely to be part of the organization that 'makes or breaks' its adaptability to the new, adaptive and interactive structures around it. Further, the above results revealed that strategic leadership also significantly effect on tourism organization competitiveness through SPE and TSP. The findings pointed out that strategic leadership can achieve organization competitiveness if the plan and sustainability practice are present in the destination management process (Wilson, 1994). Dwyer, Forsyth & Rao (2002) addressed how competitiveness indexes could be developed and their possible use in assessing the effect of changes in currency exchange rates and relative differences.

Also, the above findings have revealed that SPE significantly effects TSP. Bramwell and Lane (2000) have explained that destination strategic plans enhance destination sustainability. Sometimes the strategic plans addressed the organizations' sustainable positions. The key persons were often responsible for the issues of sustainability, helping to resolve the problems related to sustainability, ethical or moral responsible person for the environment, and wanted to take care of land or location (Bieler & McKenzie, 2017). Furthermore, the study findings also indicate that TSP has a significant effect on the attractiveness of destinations. The destination is the location where tourists can choose from the classic tourist activities of (Angelkova, Koteski, Jakovlev & Mitrevska, 2012), where they come, such as swimming, cycling, hiking in nature, riding horses, donkeys, hunting, fishing and local products, although it may be that something different will be offered based on the growth strategies of the brands. Even this could change the mind of tourists to stay or engage in more activities longer in the destination. According to Jones and Haven, (2005), destination competitiveness role is very vital in managing individual level and destination level.

Conclusion

Finally, following the potential recommendations of the report, research implications have been discussed. The theoretical consequences for the likely or probable outcomes of the study were articulated. The findings of our research on structure constructions are a contribution focused on relationships. There are several theoretical justifications to uphold the view that administrative environments offer a more effective platform for strategic leadership relations. It implies the influence (in direct and indirect) of hotel competitiveness in order to findings



support we have outcomes from the results. Additionally, the findings suggest that strategic leadership can enhance hotel competitiveness and it predicts SPE and sustainability practice; these findings suggested that it may imply to the destination development and increase to balance of competitiveness. Furthermore, the above results suggested that SPE increases the sustainability practice to predict competitiveness.

Overall, the study findings suggest the destination to follow the theoretical suggestion for future business transactions. Therefore, this study finding suggested to the destination managers to support the strategic leadership effect on SPE and competitiveness for destination success. To predict destination competitiveness, the influencing factors of the research construct's relationships suggest according to the above findings to increase destination performance and future strategy. The destination can go with their management brainstorming and creating something they call strategy, but the capacities of driving it through onto ground level are different challenges. These findings actively concern to suggest the destination community or management to follow the outcomes in order to get success in the competitive environment. The study limitations should be considered when interpreting the results. Since this is one of the first studies testing the tourism organization competitiveness via dual mediators such as SPE and TSP, the researcher highly foster to further validate and extend the current framework. The study was also limited by perceived performance in two aspects as like management and marketing as a dependent variable that can be extended in financial and other perspectives. This study was limited by the Egyptian tourism industry with the destination management. In future research, the researcher suggests investigating the study in other geographical areas and another field of contexts as well as, the sample should include public and private sector to increase the generalization. The researcher recommends future research that would investigate other competitiveness criteria such as advantage observation and outcomes that they strongly correlated other variables.

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