



RESEARCH ARTICLE

Section: *Sociology and Community Development*

The effect of transformational entrepreneurship on competitive advantage in tourism and hospitality organizations through organizational support and employee resilience

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ABSTRACT

This study investigates the effect of transformational entrepreneurship on competitive advantage in tourism and hospitality organizations, with a focus on the mediating roles of organizational support and employee resilience. Drawing on data from 421 employees across Egyptian travel agencies, the research employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to test hypothesized relationships. Results reveal that transformational entrepreneurship positively influences competitive advantage ($\beta = 0.16$, $p < 0.01$), organizational support ($\beta = 0.66$, $p < 0.01$), and employee resilience ($\beta = 0.66$, $p < 0.01$). Organizational support ($\beta = 0.27$, $p < 0.01$) and employee resilience ($\beta = 0.45$, $p < 0.01$) further exert significant direct effects on competitive advantage. Mediation analysis confirms that both organizational support ($\beta = 0.178$, $p < 0.01$) and employee resilience ($\beta = 0.297$, $p < 0.01$) partially mediate the relationship between transformational entrepreneurship and competitive advantage. These findings underscore the importance of integrating transformational leadership, robust support systems, and resilience-building initiatives to foster sustainable competitive differentiation in dynamic markets. The study advances theoretical frameworks by linking transformational entrepreneurship to resource-based and dynamic capabilities theories, while offering practical insights for enhancing organizational agility and workforce adaptability in the tourism and hospitality sector.

KEYWORDS: competitive advantage, digital transformation, dynamic capabilities theory, employee resilience, leadership development, organizational agility, organizational support, tourism and hospitality, transformational entrepreneurship

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Introduction

The tourism and hospitality sector operates within a dynamic and competitive environment, requiring organizations to adapt to shifting market demands, consumer expectations, and external disruptions. Transformative entrepreneurship—a leadership approach integrating transformational leadership and entrepreneurial orientation—has emerged as a critical driver of sustainable competitive advantage (Gunawan et al., 2023). This paradigm fosters innovation, adaptability, and employee engagement, enabling organizations to thrive amid uncertainty (Khairy et al., 2023; Madi Odeh et al., 2023). Central to this framework is organizational support, which provides employees with resources, training, and motivation to engage in innovative practices (Madi Odeh et al., 2023). Supportive cultures encourage knowledge-sharing, collaboration, and risk-taking, directly enhancing operational efficiency and competitive positioning (Aboobaker, 2022; He et al., 2023). Abdelghani (2018a) highlights Saudi tourism's digital re-engineering success through infrastructure modernization and workforce training, aligning with transformational entrepreneurship's capacity to strengthen organizational support and resilience for sustained competitive differentiation.

Employee resilience further strengthens organizational adaptability, particularly in response to global disruptions (Prayag & Dassanayake, 2023). Resilient workforces, nurtured through transformational leadership and supportive structures, contribute to sustained performance and market resilience (Núñez-Ríos et al., 2022). Notably, digital transformation amplifies these outcomes by enabling agile responses to market shifts, with digitally adept organizations demonstrating superior service delivery and operational resilience (He et al., 2023; Kim et al., 2023). Creative self-efficacy and psychological empowerment also play pivotal roles, fostering innovation and resilience that underpin long-term competitiveness (Alshiha et al., 2024; Raza & Anwar, 2023). On the other hand, Abdelghani et al. (2023) show social media reliance (Facebook: 68.4%, YouTube: 59.2%) shapes tourist decisions, aligning with transformational entrepreneurship's digital innovation. Trust in reviews (airlines: 84.5%) underscores organizational support and resilient strategies, reinforcing resource-based theories through digital agility.

The interplay between transformative entrepreneurship, organizational support, and employee resilience creates a synergistic effect, positioning firms to navigate volatility while maintaining competitive differentiation (Mazzetti & Schaufeli, 2022; Ersoy, 2023). For tourism and hospitality enterprises, adopting a holistic strategy that aligns leadership practices, support systems, and workforce development is essential for building sustainable business models. Future research should explore contextual factors influencing these dynamics, particularly in diverse cultural and operational settings. By prioritizing transformative entrepreneurship and resilience-building initiatives, organizations can secure enduring advantages in an increasingly unpredictable global landscape.

Literature Review and hypothesis development

The interplay between transformational entrepreneurship, organizational support, employee resilience, and competitive advantage has gained prominence in organizational management research. Transformational entrepreneurship, characterized by innovative practices and social impact, drives sustainable competitive advantage by fostering unique, inimitable organizational capabilities (Gunawan et al., 2023; Çağa et al., 2024). Central to this process is organizational support, which amplifies psychological capital and employee performance through enhanced resources, training, and change readiness (Gunawan et al., 2021; Masta & Riyanto, 2020). Zahraa et al. (2024) emphasize that robust human resource support systems strengthen employee engagement and productivity, directly contributing to sustained competitive positioning.

Employee resilience emerges as a critical mediator, enabling organizations to convert strategic foresight into operational performance during disruptions (Fathi et al., 2021). Culturally adaptive entrepreneurial resilience further enhances this dynamic, fostering long-term competitiveness in diverse markets (Korry et al., 2024). Synergistically, resilient workforces coupled with job engagement elevate innovation potential, particularly in digitally transforming environments (Mohammad et al., 2024; Zhang & Huang, 2024). For instance, digital initiatives underpinned by transformational entrepreneurship improve supply chain resilience and workforce adaptability to technological shifts (Zhang & Huang, 2024). Almheiri et al. (2023) highlight that employee creativity—nurtured through organizational support—mediates the relationship between transformational practices and competitive outcomes. Abdelghani (2018a) identifies digital infrastructure gaps and resistance to change in Egypt's tourism sector, underscoring the need for transformational entrepreneurship to foster

organizational support and resilience through strategic tech adoption and upskilling.

A holistic approach integrating transformative leadership, support mechanisms, and resilience-building is essential for sustainable advantage in volatile markets (Dekoulou et al., 2023). Organizations must align entrepreneurial vision with systemic support structures to cultivate adaptable, innovative workforces capable of navigating complex challenges (Klein, 2023; Gunawan et al., 2023). Future research should investigate sector-specific applications of these frameworks, particularly in tourism and hospitality contexts where rapid adaptation and human capital development are paramount.

The Relationship between Transformational Entrepreneurship, Sustainability, and the SDGs

Transformational entrepreneurship's role in fostering competitive advantage through organizational support and employee resilience aligns with the United Nations' Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible Consumption and Production). By boosting workforce flexibility and institutionalizing resilient behaviors, organizations promote fair labor conditions and sustainable operational models (Gunawan et al., 2023; Prayag & Dassanayake, 2023). This synergy promotes SDG 3 (Good Health and Well-being) by lowering workplace stress via supporting frameworks, while innovation-driven methods fit with SDG 9 (Industry, Innovation, and Infrastructure). Such frameworks allow tourist firms to reconcile profitability with ecological stewardship, directly contributing to Agenda 2030's goal for inclusive, sustainable development (Singh et al., 2019; UN, 2015).

The effect of transformational entrepreneurship on competitive advantage

Transformational entrepreneurship has emerged as a critical driver of competitive advantage, merging innovative practices with social impact to create sustainable organizational value (Muralidharan & Pathak, 2018). Central to this paradigm is transformational leadership, which enhances corporate entrepreneurship outcomes by fostering inimitable organizational capabilities (Çağa et al., 2024). Such leadership cultivates intellectual capital, a key mediator in competitive positioning, particularly for SMEs navigating resource constraints (Jain et al., 2017). Absorptive capacity further amplifies these outcomes, enabling firms to identify, assimilate, and deploy new knowledge for innovation (Algarni et al., 2023).

Strategic human resource management reinforces this dynamic, as effective differentiation of human capital through resource-based practices generates sustained advantages (Davis & Simpson, 2017). Innovative management approaches, such as those in industrial sectors, demonstrate how adaptive HR systems enhance competitiveness (Muisyo et al., 2022). Team dynamics also prove pivotal, with entrepreneurial team behavior directly influencing innovation performance (Smith et al., 2022). Transformational leadership further strengthens organizational commitment, aligning employee efforts with strategic goals (Garcia & Martinez, 2023).

Ultimately, transformational entrepreneurship's efficacy lies in its holistic integration of leadership, innovation, and social responsibility. This approach develops unique, socially impactful competencies that competitors struggle to replicate, establishing durable market differentiation (Muralidharan & Pathak, 2018). For tourism and hospitality organizations, adopting these principles offers pathways to resilience and relevance in evolving markets. Future research should explore sector-specific applications, particularly how cultural and operational nuances influence the adoption of transformative practices. Hence, it can be proposed that:

H1: Transformational entrepreneurship has a positive effect on competitive advantage in tourism and hospitality organizations.

The effect of transformational entrepreneurship on organizational support

Transformational entrepreneurship significantly reshapes organizational support systems by enhancing psychological capital and employee performance across industries (Gunawan et al., 2021). Transformational leadership synergizes with organizational support to strengthen resilience, empowerment, and job engagement, as evidenced in banking contexts where these factors reduce turnover intentions (Rodoplu Şahin et al., 2014; Masta & Riyanto, 2020; Shah et al., 2018). Leadership practices that mitigate job stress and foster organizational citizenship behavior further mediate employee retention (Manoppo, 2020). Sector-specific studies reveal age-cohort nuances: in oil and gas, tailored compensation systems and leadership approaches reduce Generation Y

attrition (Jauhar et al., 2017), while hospitality research demonstrates how perceived organizational support buffers work stress effects on turnover (Adan Gok et al., 2017).

Financial sustainability models underpinned by transformational entrepreneurship optimize resource allocation and support mechanisms (Anderson & Chen, 2021), while employee advocacy and work embeddedness in hospitality underscore the reciprocal benefits of robust organizational support (Akgunduz & Sanli, 2017). Cross-sector applicability is evident in sports management, where organizational support enhances job satisfaction and career commitment (Choi & Chiu, 2017). Knowledge-sharing environments further exemplify how transformational entrepreneurship strengthens support systems through collaborative learning (Chrisanty et al., 2021). These findings collectively emphasize the necessity of aligning leadership practices with adaptive support structures to sustain workforce stability and performance. For tourism and hospitality organizations, integrating these insights offers strategic pathways to address sector-specific retention challenges while fostering resilient, engaged workforces. Hence, it has hypothesized that:

H2: Transformational entrepreneurship has a positive effect on organizational support in tourism and hospitality organizations.

The effect of organizational support on competitive advantage

Maintaining competitive advantage depends mostly on organizational support as it creates conditions in which strategic resource management, human capital, and creativity flourish (Zahraa et al., 2024). Strong support systems improve employee engagement and productivity, thereby matching labor contributions to corporate objectives (Zahraa et al., 2024). When institutional infrastructure supports knowledge management activities—especially absorption and transfer—they increase learning capacities, thereby promoting innovation efficiency and market positioning (Liao et al., 2016; Asimakopoulos et al., 2019). Strategic resource allocation further amplifies competitiveness, as proven by the significance of marketing resources in establishing enduring advantages when linked with supporting frameworks (Rose et al., 2010; Davcik & Sharma, 2016).

Small and medium companies (SMEs) show how dynamic skills, cultivated via adaptive organizational support, boost resilience and market relevance (Prabowo et al., 2021). Ambidextrous innovation balancing exploratory and exploitative activities—mediates the relationship between entrepreneurial creativity and competitive results, reliant on enabling frameworks (Sijabat et al., 2020). Sustaining these advantages involves ongoing investment in training, technology, and policies that promote iterative progress. For tourist and hospitality firms, combining multidimensional support strategies spanning human capital development, knowledge ecosystems, and innovation systems is crucial in navigating turbulent markets. Future study should examine sector-specific adaptations of these frameworks, specifically how cultural and operational idiosyncrasies in hospitality affect assistance effectiveness. By infusing organizational support into strategic planning, organizations may create distinctive qualities that sustain long-term differentiation. For the mediating function of organizational support in the relationship between transformational entrepreneurship and competitive advantage, Transformational entrepreneurship's competitive advantage relies on organizational support, which mediates strategy implementation (Alsafadi & Aljuhmani, 2024). Institutional frameworks allow entrepreneurial vision to convert into market distinction via resource mobilization and cultural alignment, especially in sustainability situations where green leadership boosts environmental performance (Kusi et al., 2021). Digital revolution accentuates this trend, since organizational commitment maintains innovation in volatile markets (Zhao et al., 2021). Transformational leadership enhances entrepreneurial mindsets, enabling intrapreneurial behaviors dependant on organizational alignment (Iqbal et al., 2021; Klein, 2023). Support mechanisms, such as adaptive learning and collaborative cultures, are crucial in areas like tourism, where quick adaptability is critical. Future study should address sector-specific variables (e.g., seasonality) to enhance resilience and market positioning. Hence, it has theorized that:

H3: Organizational support has a positive effect on competitive advantage in tourism and hospitality organizations.

H4: Organizational support mediates the relationship between transformational entrepreneurship and

The Effect of Transformational Entrepreneurship on Employee Resilience

Transformational entrepreneurship significantly enhances employee resilience by cultivating psychological capital and adaptive capacities critical for navigating workplace challenges (Gunawan et al., 2021). In Indonesian banking contexts, leaders employing transformational strategies bolster employees' psychological resources, enabling effective responses to organizational change and uncertainty (Gunawan et al., 2021). This leadership approach fosters resilience through change readiness, equipping employees with skills to manage transitions while maintaining performance (Pradhan & Jena, 2016).

Digital transformation underscores the relevance of resilience building, as transformational entrepreneurship enables workforce adaptation to technological shifts, particularly in supply chain and operational contexts (Zhang & Huang, 2024). Engagement mechanisms, such as continuous feedback embedded in performance management systems, further reinforce resilience by aligning employee efforts with organizational goals (Mone & London, 2018). Transformational leaders create cultures where calculated risk-taking and learning from setbacks become resilience-building norms (Holbeche, 2015).

For tourism and hospitality organizations, these insights offer strategic value. Resilient workforces are vital in addressing sector-specific volatility, from seasonal demand fluctuations to evolving consumer expectations. Future research should investigate how service-oriented environments influence the resilience-entrepreneurship nexus, particularly in balancing standardization with adaptive innovation. By embedding transformational practices into leadership development programs, hospitality firms can institutionalize resilience, ensuring sustained performance amid disruption. Overall, it can be assumed that:

H5: Transformational entrepreneurship has a positive effect on employee resilience in tourism and hospitality organizations.

The Effect of Employee Resilience on Competitive Advantage

Employee resilience has emerged as a strategic differentiator in building competitive advantage, enabling organizations to navigate volatility while sustaining market performance (Fathi et al., 2021). Resilient workforces enhance organizational adaptability, mediating the relationship between strategic foresight and operational outcomes—particularly in dynamic sectors like IT, where agility drives innovation and market responsiveness (Webb & Schlemmer, 2006). Employee engagement, amplified by resilience, strengthens competitive positioning, as resilient individuals demonstrate heightened commitment and productivity in high-pressure environments (Meintjes & Hofmeyr, 2018). This dynamic extends to supply chain contexts, where workforce resilience underpins operational continuity and market performance (Hadi & Herianingrum, 2020).

Culturally diverse settings further illustrate resilience's role: entrepreneurial resilience fosters sustained advantage by enabling firms to leverage cross-cultural challenges as opportunities (Korry et al., 2024). Sustainable human resource management (HRM) practices are pivotal in this process, with studies demonstrating that resilience-focused HR strategies enhance both individual well-being and organizational competence (Lu et al., 2023; Jamil et al., 2022). Such practices include tailored training, psychological support, and inclusive policies that empower employees to thrive amid uncertainty (Bardoel et al., 2014). For tourism and hospitality organizations—facing seasonal fluctuations, labor shortages, and shifting consumer preferences—prioritizing resilience through HRM offers a pathway to operational stability and service excellence. Future research should examine how sector-specific stressors, such as high customer interaction intensity, modulate resilience-development strategies. By institutionalizing resilience as a core competency, firms can transform workforce adaptability into a sustainable competitive asset. Transformational entrepreneurship improves competitive advantage by means of employee resilience, so mediating strategic initiatives into market differentiation by fostering psychological capital and innovation readiness (Gunawan et al., 2021; Almheiri et al., 2023). This helps to mediate employee resilience in the link between transformational entrepreneurship and competitive advantage. Transformational leadership helps resilient teams to promote operational agility and flexibility, thereby turning obstacles into possibilities (Mohammad et al., 2024; Dekoulou et al., 2023). Resilience of this kind encourages creative self-efficacy and digital transformation to enable resource recombination and

technology adoption—that is, innovative work behaviors (Mahmoud & Rashed, 2025; Mittal & Dhar, 2015; Awad & Martín-Rojas, 2024). Institutionalizing resilience by means of leadership and empowerment helps to manage sectoral instability in tourism and hospitality (Muavia et al., 2023). Future studies should investigate service-environment dynamics to maximize resilience-entrepreneurship synergies, thereby balancing efficiency with experienced innovation (Gunawan et al., 2023). Hence, it can be proposed that:

H6: Employee resilience has a positive effect on competitive advantage in tourism and hospitality organizations.

H7: Employee resilience mediates the relationship between transformational entrepreneurship and competitive advantage in tourism and hospitality organizations.

Methods

Sample and data collection

It looked at a sample of employees from all levels of management in travel agencies based in Egypt. Questionnaires were distributed in a web-based version, while industry-related groups of social media networks such as Facebook, Twitter, and LinkedIn were used by researchers to solicit the sample. A direct link was provided to participants' private pages who were members of these groups. The participants were assured of confidentiality with the express guarantee that no personal identifiers, like names, would be collected. According to guidelines established by (Pesämaa et al., 2021), the optimum sample size for this research is presumed to be 330 (33 items x 10 per item). Since four latent constructs are involved in this research and there are a total of 33 items, the researchers distributed 500 questionnaires expecting omissions or mistakes in the data collected through social networking websites. Data collection provided a response rate of 87% with 435 responses, of which only 421 were deemed suitable for the subsequent analysis.

Measurement

This study investigates four distinct variables: transformational entrepreneurship, organizational support, employee resilience, and competitive advantage, using a structured questionnaire assessed on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). To guarantee the sufficiency of content validity, questionnaire questions assessing each variable were derived from prior academic research. The evaluation of transformational entrepreneurship used a 17-item scale developed from Chrisanty et al. (2021). Examples of statements are, "Our employees exhibit proficiency in their respective roles." The evaluation of organizational support used a 4-item scale developed by Davis (2022). Examples include, "The company sincerely prioritizes my well-being." Employee resilience was assessed via a 6-item scale derived from Luthans et al. (2007). One of the statements is, "I possess the ability to analyze long-term problems and formulate solutions." The competitive advantage variable was assessed using a 6-item scale derived from the research by Singh et al. (2019). The scale included assertions such "The products/services provided by my organization are superior to those of competitors."

Data analysis

Data were originally submitted to rigorous analysis employing the Statistical Package for the Social Sciences (SPSS) in order to highlight the demographic characteristics and common method bias (CMB). Apart from this, the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique was used for evaluating the anticipated hypotheses via the usage of WarpPLS version 7.0 software. PLS-SEM is very known in tourism and hospitality research because it can make complicated interdependencies between multiple latent variables clearer while simultaneously boosting the explained variance (Chang et al., 2024).

Results

Sample profile

Explanation for the characteristics of the respondents are offered in Table 1. The respondents' demographic features suggest female dominance (55.8%) in taking part. Of the responders (53.0%), most aged between 30-

40 years, followed by below 30 years (27.3%) and beyond 40 years (19.7%). With respect to the professional experience, the biggest number of the respondents (36.8%) has 5 to 10 years of experience, 31.4% have less than 5 years, 25.7% have 10-20 years of experience, and 6.2% have above 20 years of experience. These factors offer a comprehensive picture of the respondents' profile.

Table 1. Sample. (N= 421)

	Item	Frequency	Percent (%)
Gender	Male	186	44.2
	Female	235	55.8
Age	Below 30 years	115	27.3
	from 30 to below 40 years	223	53.0
	Above 40 years	83	19.7
Experience	Below 5 years	132	31.4
	From 5 to below 10 years	155	36.8
	From 10 to below 20 years	108	25.7
	Above 20 years	26	6.2

Measurement model evaluation

In the first step of assessing the measurement model, the constructs were assessed with care using composite reliability (CR), Cronbach's alpha (A), and average variance extracted (AVE) according to Sarstedt et al. (2022). Table 2 demonstrates that all the items passed loadings larger than the minimal criteria of 0.50 (Hair, 2009). Accordingly, both A and CR also surpassed the requisite minimum values of 0.70 and 0.50 for AVE, respectively, as specified by Sarstedt et al. (2022). Accordingly, both reliability and convergent validity were adequately established. Moreover, the variation inflation factor (VIF) was consistently below the recognized minimum value threshold of 3.3, according to Sarstedt et al. (2022).

Table 2. The Measurement Model

Variables	Factors	Loading	A	CR	AVE	VIF
Transformational Entrepreneurship (TE)	TE1:	0.742	0.939	0.947	0.515	2.069
	TE2:	0.741				
	TE3:	0.815				
	TE4:	0.808				
	TE5:	0.806				
	TE6:	0.786				
	TE7:	0.744				
	TE8:	0.801				
	TE9:	0.782				
	TE10:	0.769				
	TE11:	0.502				
	TE12:	0.640				
	TE13:	0.587				
	TE14:	0.739				
	TE15:	0.669				
	TE16:	0.597				
	TE17:	0.559				

Organizational Support (OS)	OS1:	0.656	0.756	0.846	0.580	2.342
	OS2:	0.824				
	OS3:	0.786				
	OS4:	0.771				
Employee Resilience (ER)	ER1:	0.737	0.879	0.909	0.625	2.666
	ER2:	0.809				
	ER3:	0.795				
	ER4:	0.821				
	ER5:	0.833				
	ER6:	0.743				
Competitive Advantage (CA)	CA1:	0.777	0.849	0.890	0.577	2.621
	CA2:	0.818				
	CA3:	0.760				
	CA4:	0.839				
	CA5:	0.769				
	CA6:	0.560				

Furthermore, the square roots of the AVE for each construct were bigger than the greatest correlation coefficients for any other variables (see Table 3). To give more evidence for discriminant validity, the Hetero-trait-Monotrait Ratio (HTMT) was computed, which is especially strong in quantifying construct validity in sophisticated models with highly correlated components. The HTMT values for all the construct pairings stayed below the indicated cautious cut value of 0.85 Hair et al. (2021), which demonstrated that discriminant validity was adequately established (see Table 4). Herein, it was proved that both discriminant and convergent validity was acceptable according to the assessment criteria that were utilized.

Table 3. Fornell-Larcker criterion

	TE	OS	ER	CA
TE	(0.717)	0.651	0.647	0.621
OS	0.651	(0.762)	0.671	0.682
ER	0.647	0.671	(0.791)	0.739
CA	0.621	0.682	0.739	(0.759)

Table 4. HTMT for validity

	TE	OS	ER	CA
TE				
OS	0.789			
ER	0.723	0.819		
CA	0.729	0.850	0.864	

Structural model evaluation

Direct effects

Figure 1. reveals that transformative entrepreneurship (TE) favorably influences competitive advantage (CA) ($\beta=0.16$, $R<0.01$), organizational support (OS) ($\beta=0.66$, $R<0.01$), and employee resilience (ER) ($\beta=0.66$, $R<0.01$). Here, the suggestion is that higher TE is followed by more CA, OS, and ER. Hence, hypotheses H1, H2, and H5 are validated by empirical data. Furthermore, OS substantially influences CA ($\beta=0.27$, $R<0.01$), demonstrating

that greater levels of OS are related with higher levels of CA. Therefore, H3 is verified. Additionally, ER strongly influences CA ($\beta=0.45$, $R^2<0.01$), demonstrating that an increase in ER leads in a rise in CA. Thus, H6 is verified. Also, as can be shown in Figure (1), TE explains 44% of the variation in OS ($R^2=0.44$) and 43% of the variance in ER ($R^2=0.43$). Further, almost half of the variation in competitive advantage is explained by TE, OS, and ER ($R^2=0.63$).

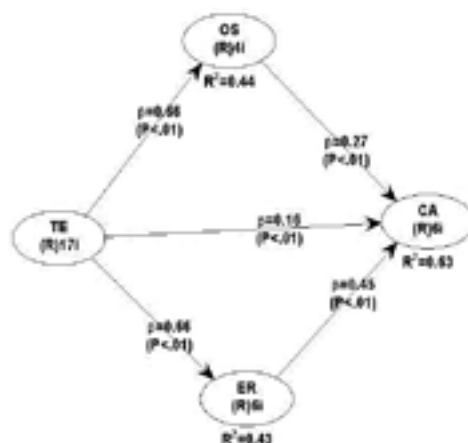


Figure 1. Final model of the study

Mediation effects

Table 5. offers a comprehensive integration of the data regarding the mediation effects assessment. OS worked as a mediator between TE and CA ($\beta = 0.178$, t value = 3.874, $p < 0.01$), thus giving empirical support for hypothesis H4. This suggests that a higher influence of transformative entrepreneurship prompted workers in the travel agency business to strengthen their organizational support, consequently allowing competitive advantage to expand. Additionally, ER also mediated the link between TE and CA ($\beta = 0.297$, t value = 6.457, $p < 0.01$), so further validating the validity of hypothesis H7.

Table 5. Mediation effects

	Path a TE→OS	Path b OS→CA	Indirect Effect	SE	<i>t-value</i>	Confidence Inter- val		<i>Decision</i>
						95% LL	95% UL	
TE→OS→CA	0.660	0.270	0.178	0.046	3.874	0.088	0.268	Partial Mediation

	Path a TE→ ER	Path b ER →CA	Indirect Effect	SE	<i>t-value</i>	Confidence Inter- val		<i>Decision</i>
TE→ER→CA	0.660	0.450	0.297	0.046	6.457	0.207	0.387	Partial Mediation

The research intends to analyze the influence of transformational entrepreneurship on organizational support, employee resilience, and competitive advantage. It also tries to examine the influence of organizational support and employee resilience on competitive advantage. As well, it attempts to study the mediating roles of organizational support and employee resilience in the relationship between transformational entrepreneurship and competitive advantage in tourism and hospitality enterprises. The results indicated that transformational entrepreneurship effects favorably competitive advantage. Transformational entrepreneurship promotes competitive advantage in tourism and hospitality by merging leadership, innovation, and resource efficiency. Transformational leadership supports corporate entrepreneurship, enhancing business capacities (Çağa et al., 2024). Intellectual capital development further affects competitive positioning, particularly in SMEs (Jain et al., 2017). Absorptive ability promotes innovative initiatives, enhancing durable benefits (Algarni et al., 2023). Effective human resource strategies and team dynamics also contribute to corporate performance (Davis & Simpson, 2017; Smith et al., 2022). This comprehensive strategy helps organizations to establish distinctive skills that rivals find difficult to copy, boosting long-term sustainability (Muralidharan & Pathak, 2018).

As addition, the data suggested that transformational entrepreneurship had a favorable influence on organizational support. Transformational entrepreneurship significantly improves organizational support in tourism and hospitality by promoting leadership, psychological capital, and employee engagement. Transformational leadership strengthens organizational support systems, lowering turnover and improving work satisfaction (Rodoplu Şahin et al., 2014; Manoppo, 2020). Effective leadership and organized support networks promote employee retention, especially in competitive sectors like banking and hospitality (Masta & Riyanto, 2020; Adan Gok et al., 2017). Additionally, transformational entrepreneurship promotes financial sustainability and knowledge management, enhancing organizational learning and resource allocation (Anderson & Chen, 2021; Chrisanty et al., 2021). This comprehensive strategy supports long-term worker stability and organizational success.

Moreover, the data demonstrated that organizational support influences favorably competitive advantage. Organizational support greatly boosts competitive advantage in tourism and hospitality by boosting employee engagement, knowledge management, and resource efficiency. Strong organizational support promotes productivity and innovation, resulting to sustainable market positioning (Zahraa et al., 2024; Liao et al., 2016). Effective resource allocation and marketing techniques further reinforce competitive advantages (Rose et al., 2010; Davcik & Sharma, 2016). SMEs notably benefit from dynamic capacities afforded by supporting environments (Prabowo et al., 2021). Additionally, innovation-driven support systems boost organizational agility and human capital development, making competitive advantages tougher to imitate (Sijabat et al., 2020). Besides, the data revealed that transformational entrepreneurship has a good influence on staff resilience. Transformational entrepreneurship promotes employee resilience in tourism and hospitality by promoting psychological strength, flexibility, and sustained performance. It enhances psychological capital, helping people to face professional issues successfully (Gunawan et al., 2021). Transformational leadership also cultivates change preparedness, allowing people to acquire adaptive capabilities. Additionally, it enhances workplace resilience and performance, especially in challenging corporate situations (Pradhan & Jena, 2016). In the digital era, transformational entrepreneurship enhances workforce resilience by allowing adaptability to technology changes (Zhang & Huang, 2024). By boosting participation, risk-taking, and continual learning, it fosters a resilient and inventive workforce (Mone & London, 2018; Holbeche, 2015).

Further, the data confirmed the favorable influence of staff resilience on competitive advantage. Employee resilience greatly adds to competitive advantage in tourism and hospitality by boosting adaptation, engagement, and organizational performance. Resilient people improve organizational resilience, helping organizations to overcome market shocks and sustain strategic foresight (Fathi et al., 2021). In dynamic businesses, resilience fosters innovation and responsiveness, as evidenced in IT firms (Webb & Schlemmer, 2006). High employee engagement, reinforced by resilience, promotes competitive positioning (Meintjes & Hofmeyr, 2018). Additionally, resilient supply chains and entrepreneurial resilience boost long-term competitiveness (Hadi & Herianingrum, 2020; Korry et al., 2024). Sustainable HRM practices further nurture resilience, enabling worker stability and ongoing market advantage (Lu et al., 2023; Jamil et al., 2022). Finally, the findings revealed that organizational support and employee resilience somewhat mitigate the influence of transformational entrepreneurship on competitive advantage in tourist and hospitality firms.

On the other side, the research underlines how transformative entrepreneurship, mediated by organizational support and employee resilience, achieves sustainability goals associated with the UN Sustainable Development Goals (SDGs). By promoting resilient workforces (SDG 8) and sustainable operating methods (SDG 12), tourist firms increase economic inclusion while minimizing ecological footprints (Singh et al., 2019; Kusi et al., 2021). These results underscore the significance of leadership-driven innovation (SDG 9) in balancing competitive agility with planetary constraints, suggesting concrete routes for attaining Agenda 2030's vision of equitable, sustainable tourism ecosystems (Muralidharan & Pathak, 2018; UN, 2015).

Theoretical implications

The results add to the theoretical understanding of transformative entrepreneurship by reaffirming its position as a major driver of competitive advantage, organizational support, and employee resilience in tourist and hospitality firms. These findings fit with social exchange theory, demonstrating that transformational entrepreneurship generates a work climate where workers feel supported, engaged, and motivated, leading to durable competitive advantages. This enhances past study by showing how creative and leadership-driven entrepreneurial tactics effectively improve organizational performance, expanding their application to the service sector. The study also supports resource-based theory, highlighting that firms leveraging transformational entrepreneurship develop unique internal capabilities—such as resilient employees and strong organizational support systems—that competitors find difficult to replicate, thereby achieving long-term market differentiation.

Additionally, the study underlines the mediating roles of organizational support and employee resilience in enhancing the relationship between transformative entrepreneurship and competitive advantage. This research enhances the theoretical discourse by combining components of dynamic capabilities theory, which implies that organizations must continually adapt and harness internal strengths to stay competitive. Corporate support works as a structural enabler that promotes the successful application of entrepreneurial leadership, ensuring that workers have the required resources, training, and engagement opportunities to contribute to corporate success. Meanwhile, staff resilience improves flexibility and creativity, further cementing the firm's market position. These results enhance earlier research by giving a comprehensive view of how transformative entrepreneurship's influence is not just direct but also assisted by internal organizational dynamics.

Moreover, the research adds to sustainable human resource management theory by stressing the significance of transformational entrepreneurship in developing a resilient workforce. Employee resilience emerges as a crucial factor in maintaining organizational stability and sustaining competitive advantage, particularly in industries prone to rapid changes such as tourism and hospitality. This strengthens the idea that organizations must incorporate leadership-driven entrepreneurship into HRM strategies to produce an adaptable, high-performing workforce. By identifying the interplay between transformational entrepreneurship, organizational support, and resilience, the study provides a comprehensive framework that connects leadership, employee well-being, and long-term organizational success, offering valuable insights for future theoretical exploration in the field of strategic management and entrepreneurship.

Practical implications

The findings of this study have significant practical implications for tourist and hospitality firms trying to strengthen their competitive advantage via transformational entrepreneurship, organizational support, and employee resilience. First, firms should incorporate transformative entrepreneurship into their leadership and management strategies to drive innovation, employee engagement, and long-term sustainability. This entails educating executives to embrace transformational leadership styles that promote innovation, flexibility, and proactive problem-solving, allowing organizations to distinguish themselves in a competitive market.

Second, improving organizational support systems is critical for realizing the advantages of transformational entrepreneurship. Companies should engage in organized support mechanisms such as mentoring programs, employee well-being initiatives, and ongoing learning opportunities to create an atmosphere where workers feel appreciated and empowered. This, in turn, will enhance their dedication, productivity, and overall contribution to corporate success. Additionally, organizations should reinforce HR policies that fit with sustainable human resource management methods, ensuring that workers get the essential assistance to build resilience and adaptation in the face of industry problems.

Third, staff resilience should be actively promoted via focused training and development initiatives. Organizations may undertake resilience-building initiatives such as stress management seminars, adaptive skill training, and leadership development programs that educate staff with the abilities required to negotiate uncertainty and sustain high performance. By creating a resilient staff, organizations may increase service quality, preserve operational efficiency amid crises, and promote customer satisfaction—critical considerations for long-term competitive success in tourism and hospitality.

Furthermore, understanding the mediating function of organizational support and employee resilience, managers should take a comprehensive approach to organizational growth. This involves establishing strategic HR practices that foster a supportive work culture and employing technology to increase communication, performance tracking, and employee engagement. For instance, AI-driven recruiting tools may assist reduce prejudice in hiring, while gamified training programs can increase skill development and motivation.

Finally, governments and industry leaders should incorporate transformational entrepreneurship ideas into national tourist initiatives to encourage sustainable growth and economic resilience. Governments may help firms by offering incentives for leadership training programs, promoting knowledge-sharing platforms, and fostering innovation-driven entrepreneurship in the tourist industry. By doing so, companies and stakeholders may together strive towards a more competitive and sustainable hospitality business.

Limitations and future research

One limitation of this study is its dependence on a cross-sectional research approach, which collects data at a particular moment in time and does not allow for an analysis of long-term impacts. Since transformative entrepreneurship and its influence on competitive advantage via organizational support and employee resilience may alter over time, future research should take a longitudinal approach to follow changes and establish causal links more efficiently.

Another restriction is the study's concentration on tourism and hospitality firms within a single geographical area (Egypt). Cultural, economic, and legal issues may impact how transformative entrepreneurship occurs in various situations. Future study should undertake comparison studies across many areas and sectors to examine whether the results hold universally or whether changes are required depending on contextual variables.

The research also focuses on organizational support and employee resilience as mediators but does not analyze possible moderating variables that might alter these correlations. Variables like as leadership style, corporate culture, and technology adoption may affect the efficacy of transformative entrepreneurship. Future study should examine moderating influences to give a more comprehensive picture of the settings under which transformative entrepreneurship is most successful.

Lastly, the research does not thoroughly address industry-specific constraints that might alter the link between transformative entrepreneurship and competitive advantage. For example, workforce shortages, seasonality, and digital transformation patterns may change how firms employ entrepreneurship. Future study should analyze industry-specific limits and possibilities, giving specialized guidance for tourist and hospitality organizations negotiating these obstacles.

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