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**ORGANIZATIONAL MOMENTUM AND ITS IMPACT ON ACHIEVING
SUSTAINABLE COMPETITIVE ADVANTAGE: AN EXPLORATORY STUDY AT
THE MINISTRY OF CULTURE, TOURISM AND ANTIQUITIES**

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Abstract

This research aims to highlight the concept of organizational momentum and its role in achieving sustainable competitive advantage through an exploratory study within the Ministry of Culture, Tourism, and Antiquities. The research stems from the following question: To what extent does organizational momentum, in its various dimensions, contribute to enhancing an organization's ability to achieve sustainable competitive advantage?

The research employed a descriptive-analytical approach. Data was collected using a questionnaire distributed to a sample of ministry employees to identify the prevailing level of organizational awareness and its impact on the dimensions of sustainable competitive advantage: quality, efficiency, innovation, and responsiveness.

The research yielded several findings, most notably a significant positive correlation and influence between organizational momentum and achieving sustainable competitive advantage. This indicates that a high level of organizational awareness contributes to improved institutional performance and enhances an organization's ability to sustain itself and adapt to changes. The results also demonstrated the importance of fostering a culture of organizational momentum through leadership, training, and knowledge sharing. The research recommended adopting administrative policies that enhance organizational awareness among employees, given its pivotal role in supporting a sustainable competitive advantage and achieving the ministry's strategic objectives.

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Introduction

The world today is witnessing rapid changes that significantly impact the business environment and government organizations. This presents increasing challenges that require these organizations to adapt effectively to the demands of continuous change. In this context, modern management concepts have emerged, aiming to enhance institutional performance and achieve excellence. Among the most prominent is the concept of organizational momentum, which represents a fundamental element in supporting the continuity of development and achieving accomplishments within the organization. This concept is not limited to achieving short-term successes, but rather extends to demonstrating the organization's ability to maintain and enhance positive performance levels over time through the effective and integrated use of human, material, and intellectual resources.

Furthermore, a sustainable competitive advantage is a strategic objective pursued by organizations of all types, whether for-profit or service-oriented. It grants the organization the ability to differentiate itself from its competitors and ensures its survival and growth in an increasingly complex and competitive environment. This advantage is achieved through the organization possessing unique capabilities or resources that are difficult to imitate, with a focus on innovation and continuous development. In this context, organizational momentum emerges as a key factor contributing to enhanced competitive advantage by fostering initiative, motivating employees, and directing efforts toward achieving strategic goals with high efficiency.

The significance of this study lies in exploring the relationship between organizational momentum and achieving sustainable competitive advantage within government institutions, particularly the Ministry of Culture, Tourism, and Antiquities. This ministry represents a cornerstone in promoting cultural identity and tourism development, but it faces numerous challenges that necessitate developing and modernizing its work methods to align with the demands of the modern era. The study aims to shed light on the extent to which the ministry has adopted the concept of organizational momentum and its impact on achieving sustainable competitive advantage.

The study seeks to provide an analytical framework that helps in understanding the role of organizational momentum in enhancing competitive capabilities and improving the quality of services provided, in addition to achieving the ministry's strategic objectives. It also offers recommendations to support decision-makers in adopting modern management practices that contribute to achieving institutional excellence and long-term sustainability.

Research Methodology

Problem of the Study:

The problem of the study is formulated through the following questions:

1. What is the level of understanding and awareness of the study variables (organizational momentum and sustainable competitive advantage) and the extent to which they align with the responsibilities and requirements of leaders in the departments operating within the ministry, and the difficulty of maintaining a sustainable competitive advantage for these departments?
2. What is the nature of the correlation between the study variables, namely (organizational momentum and sustainable competitive advantage), in the departments operating within the ministry?
3. Does organizational momentum enhance the sustainable competitive advantage of the study sample?
4. Does organizational momentum influence the development of tourism organizations that support a sustainable competitive advantage?

Importance of the Study:

1. The study addresses intellectual and cognitive foundations related to the two study variables (organizational momentum and sustainable competitive advantage), which are topics within contemporary management thought.

2. This study attempts to present dimensions of the studied variables (organizational momentum and sustainable competitive advantage) that reveal aspects of strategic work within its tourism dimension, serving the realities of the field under study.
3. To enlighten senior leaders and management within the Ministry, as well as those interested in strategic topics, and encourage them to invest their skills and capabilities and utilize organizational momentum to achieve a high level of efficiency.

Study Objectives:

1. To identify the level and nature of (organizational momentum and sustainable competitive advantage) in tourism departments.
2. To explain the philosophical and intellectual foundations of the study variables (organizational momentum and sustainable competitive advantage) for the departments operating within the Ministry, and to clarify the most important points mentioned in the literature regarding them.
3. To determine the nature of the relationship between organizational momentum and sustainable competitive advantage in terms of the impact and relative importance of its dimensions within the supervising departments of the Ministry.
4. To encourage departments within the Ministry to study the strategic and organizational dimensions of organizational momentum and sustainable competitive advantage in tourism management, making them more relevant to the required performance within a turbulent organizational environment.

Study Hypotheses:

The study is based on the following main hypotheses:

First Main Hypothesis:

There is a statistically significant effect of the organizational momentum variable on the sustainable competitive advantage variable.

The following sub-hypotheses branch out from this:

1. There is a statistically significant effect of the insight dimension on sustainable competitive advantage.
2. There is a statistically significant effect of the empowerment dimension on sustainable competitive advantage.
3. There is a statistically significant effect of the collective commitment dimension on sustainable competitive advantage.
4. Testing the fourth sub-hypothesis: "There is a statistically significant effect of the dimensions of organizational momentum combined on the overall sustainable competitive advantage."

Theoretical aspect:

The concept of organizational momentum:

Organizational momentum, in its general idea, embodies the package of daily activities of the adopted strategic management in order to achieve the strategic goals of the organization. Once the plans are set, they must be managed and actively implemented to maintain the momentum of its strategy, or its continuity (2006, Swayne et al.: 101). Organizational momentum is defined as (the managerial concept that refers to the processes of power, authority, or speed in organizational work, where the organization, at the strategic level, focuses on these variables in order to maintain its position) (Aga et al., 2016:21). Organizational momentum is the force that drives employees working in organizations to be committed to the goals and decisions of the organization to which they belong in a structured and strong manner (Ginter, 2018:101). Organizational momentum is also defined as "the tendency to maintain or expand focus and the direction of past and present strategic actions and strategic behavior" (Opdenakker & Cuypers, 2019:20).

The Importance of Organizational Momentum:

Organizational momentum guides and directs the strategic change of organizations, enabling them to adapt to future market variables. (Yu & Li, 2010, p. 1)

Furthermore, organizational momentum constitutes an inherent and potential force within the organization, acting as a driving force in decision-making and strategy implementation at parallel levels to improve or correct strategic deviations. Simultaneously, it represents a dynamic, cumulative force within the organization that can strengthen and develop the foundation for strategic change.

International Journal of Economy and Innovation | Volume 70 | Gospodarka i Innowacje (Jansen, 2004, p. 279) Gabr & Alalabdi (2022:5328) highlighted the importance of organizational momentum through the following:

1. Organizational momentum activates a chain of managerial interactions, meaning that each successful process provides energy for the next.
2. Previous research has found that organizations operating with momentum may provide greater value to stakeholders compared to competitors with less momentum.
3. The importance of organizational momentum lies in its ability to encompass implicit activities such as vision, collective commitment, and empowerment.
4. Organizational momentum contributes to establishing a foundation for innovation, as studies have shown that organizations that embrace innovative momentum become more innovative.

Dimensions of Organizational Momentum:

1. Vision (Organizational Perspectives): Vision is defined as “a comprehensive plan that aims to guide the tasks of the organization’s members in a consistent and robust manner, focusing on achieving clear objectives based on accurate information about the market, competitive challenges, and economic and regulatory conditions. This vision should be a true reflection of management values, employee aspirations, and stakeholder expectations” (Wilson, 1992: 18-19).
2. Empowerment: This refers to the level of implementation of responsibilities and the delegation of authority from senior management to middle and lower management regarding critical decisions related to plans aimed at achieving the organization’s objectives (Opdenakker, 2012: 269). It is also defined as the process of “allowing individuals to choose how to manage their work and make decisions about their lives, with the aim of achieving the highest levels of productivity and effectiveness” (Mudonhi, 2014: 36).
3. Collective Commitment: This refers to the harmonious and dynamic cooperation of a group of employees within a specific organization. It involves the exchange of ideas and the coordination of behaviors among its members to achieve predetermined goals (Salas et al., 2014:53). Collective commitment is based on the level of cooperation and coordination among members of the organization through the adoption of collective behavior and organized, shared thinking. It also includes agreeing to work together in a specific situation to achieve certain results (Salas et al., 2014:54).

The researcher believes that collective commitment is the level that reflects an individual's capacity to exert effort and energy to achieve the highest levels of performance and contribute to the majority of the strategic objectives set for the tourism organization. This commitment is driven by a firm belief in the value system shared by the organization's members.

The Concept of Sustainable Competitive Advantage:

According to Barney (1991), sustainable competitive advantage is "the benefits an organization gains when it implements a value-creation strategy that is not simultaneously implemented by any of its current or potential competitors."

Oliver (1997) defined it as "the ability of an organization to manage the institutional context of its resource decisions to determine socially acceptable economic behaviors in the long term" (Quartey, 2018: 3). Shaker and Ibrahim (2022: 295) defined sustainable competitive advantage as "the unique qualities of an organization that distinguish it from its current and potential competitors." While Al-Masoudi (2007:62) defined it as "the organization's ability to achieve excellence with the greatest returns by maintaining its current competitive advantage and continuously strengthening it," McClory (2010:39) defined sustainable competitive advantage as the long-term benefit of implementing a unique value-creation strategy based on a unique mix of resources and internal organizational capabilities that cannot be replicated by other competitors.

The Importance of Sustainable Competitive Advantage:

The importance of sustainable competitive advantage can be highlighted through the following points:

1. An organization achieves differentiation from its competitors when it can maximize its strengths to deliver superior quality and added value, that is, when it possesses a set of innovative attributes and competencies that make the customer loyal (Wanjiku, 2016:4).

2. A sustainable competitive advantage allows an organization to retain its diverse capabilities for an extended period, enabling it to possess unique characteristics and qualities that distinguish it from other organizations. The difference, meaning the organization has a significant gap with its competitors (Lee & Hsieh, 2010: 112).
3. Enhancing the organization's ability to focus on the skills of its employees and place human resources in the right roles (Haseeb et al., 2019: 6).
4. Improving the organization's efficiency and effectiveness by adopting a range of different competitive strategies, such as utilizing physical capital, human capital, and organizational capital (Wanjiku, 2016: 9).
5. A sustainable competitive advantage enables organizations to achieve a leading position in the competition by possessing distinct production resources for products and services, including inputs and outputs, that are different from those of their competitors (Gaya, 2017: 3).

Dimensions of Sustainable Competitive Advantage:

1. **Quality:** The concept of quality has received considerable attention from many researchers in the field of management. The evolution of quality concepts, their dimensions, and the multiplicity of their applications, especially in intangible aspects, have made it a fundamental requirement for organizational success (Al-Jashami, 2013: 121).
2. **Superior Efficiency:** Efficiency is the achievement of objectives through the exemplary and rational use of human, material, financial, and informational resources, with high and distinctive performance that reduces costs, time, and effort, and maximizes material value. Effectiveness is doing the right things, while efficiency is doing things right (Robbins, 2012: 8).
3. **Innovation:** Innovation, in its general sense, refers to the introduction of new and appropriate ideas in any field of human activity, from science and the arts to business, education, and daily life. These ideas must be entirely new and different from what already exists. Innovation is essential for the long-term success of organizations. Taha (2015:19-19) views it as a combination of six distinct and interconnected resources: (1) knowledge, (2) intellectual capabilities, (3) thinking patterns, (4) personality, (5) motivation, and (6) environment.
4. **Responsiveness:** If an organization wants to achieve high customer responsiveness, it must be able to accomplish its tasks in a way that satisfies its customers more than its competitors in the competitive market. Responsiveness encompasses a number of values related to flexibility, reliability, and speed, which are implemented within the organization to achieve a sustainable competitive advantage.

Analysis and Results

Practical Aspect:

Model Quality Assessment

Confirmatory Factor Analysis of the Organizational Momentum Variable

The "Organizational Momentum" variable was measured through three sub-dimensions: (Insight, Empowerment, and Group Commitment). Each dimension consisted of three items, for a total of (15) items. Table (1) shows the extracted conformity indicators, which clearly show that all values fell within acceptable limits. This reinforces the adoption of the current organizational momentum variable model within the analytical framework used in this study.

Table 1. Quality Assessment of the Organizational Momentum Variable

Dimensions of the Organizational Momentum Variable	Cronbach's standard alpha	Non-standard Cronbach's alpha	Compound stability (rho_c)	Mean Variance Extracted (AVE)
CC_Collective Commitment	0.877	0.877	0.878	0.589
EM_Empowerment	0.851	0.847	0.845	0.530
I_Insight	0.889	0.889	0.891	0.620

Dimensions of the Organizational Momentum Variable	Cronbach's standard alpha	Non-standard Cronbach's alpha	Compound stability (rho_c)	Mean Variance Extracted (AVE)
Standard	0.70≤	0.70≤	0.70≤	0.50≤

Source: Outputs of the (Smart Pls4) program

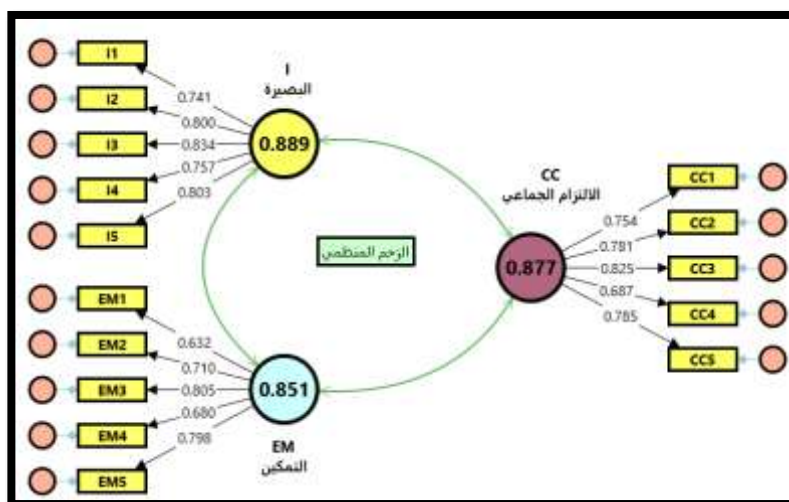


Figure 1. Confirmatory factor analysis of the organizational momentum variable
Source: Outputs of the (Smart Pls4) program.

Note: The values within the rings (circles) represent the standard Cronbach's alpha coefficient values for the dimensions, while the values on the arrows represent the standard rating values for each item. Table (2) presents the specific details regarding the standard and significance estimates for the items of the organizational momentum variable in the structural model. The estimates for the organizational momentum variable items ranged from (0.632 to 0.834), a good range indicating that all items are significant. Furthermore, the T-values for the organizational momentum variable items ranged from (6.131 to 9.216), which is greater than the critical T-value of (1.984). This indicates that all items of the organizational momentum variable are significant, providing a good and sufficient indication for adopting this variable in its final form for subsequent analyses.

Table 2. Confirmatory Factor Analysis Indicators for the Organizational Momentum Variable

Organizational Momentum Dimensions Paragraphs	Standardized estimates	T value	Level of significance
CC1 <- CC_Collective Commitment	0.754	---	---
CC2 <- CC_Collective Commitment	0.781	8.691	0.000
CC3 <- CC_Collective Commitment	0.825	8.942	0.000
CC4 <- CC_Collective Commitment	0.687	7.381	0.000
CC5 <- CC_Collective Commitment	0.785	8.544	0.000
EM1 <- EM_Empowerment	0.632	---	---
EM2 <- EM_Empowerment	0.710	6.393	0.000
EM3 <- EM_Empowerment	0.805	6.976	0.000
EM4 <- EM_Empowerment	0.680	6.131	0.000

Organizational Momentum Dimensions Paragraphs	Standardized estimates	T value	Level of significance
EM5 <- EM_Empowerment	0.798	6.840	0.000
I1 <- I_Insight	0.741	---	---
I2 <- I_Insight	0.800	8.724	0.000
I3 <- I_Insight	0.834	9.216	0.000
I4 <- I_Insight	0.757	7.925	0.000
I5 <- I_Insight	0.803	8.434	0.000

Source: Outputs of the (Smart Pls4) program.

Confirmatory factor analysis of the sustainable competitive advantage variable

The sustainable competitive advantage variable was measured using four sub-dimensions: quality, efficiency, responsiveness, and innovation. These sub-dimensions consisted of 20 items, with 5 items per dimension. Figure 2 shows that the standardized ratings for all items exceed 0.50, indicating that all items reflect the structure of the sustainable competitive advantage variable. The extracted quality indicators, which met the required criteria for accepting the sustainable competitive advantage variable model used in this study, are also shown in Table 3.

Table 3. Quality Assessment of the Sustainable Competitive Advantage Variable

Dimensions of the dependent variable:	Cronbach's standard alpha	Non-standard Cronbach's alpha	Compound stability (rho_c)	Mean Variance Extracted (AVE)
Sustainable competitive advantage	0.884	0.883	0.884	0.606
IN_Innovation	0.901	0.902	0.905	0.655
Q_Quality	0.905	0.904	0.906	0.659
R_Responsiveness	0.873	0.873	0.876	0.584
SE_Superior efficiency	0.70≤	0.70≤	0.70≤	0.50≤

Source: Outputs of the (Smart Pls4) program

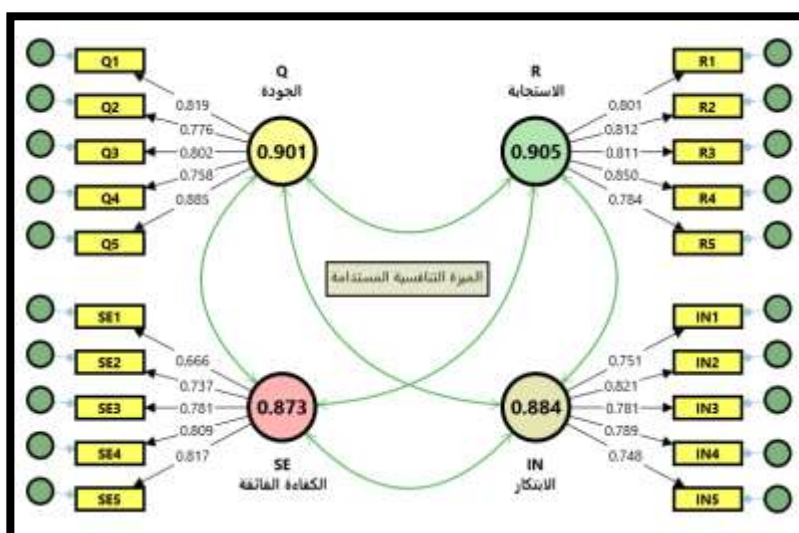


Figure 2. Confirmatory factor analysis of the dependent variable: Sustainable competitive advantage

Source: Outputs of the (Smart Pls4) program.

Note: The values within the rings (circles) represent the standard Cronbach's alpha coefficient values for the dimensions, while the values on the arrows represent the standard rating values for each item. Table (4) presents the specific details regarding the standard and significance values of the items of the dependent variable, Sustainable Competitive Advantage, in the structural model. It shows that the values of the items of the Sustainable Competitive Advantage variable range between (0.666-0.885), which is a relatively good range, indicating that all items are significant. Furthermore, the (T) values for the items of the Sustainable Competitive Advantage variable, which ranged between (7.076-11.612), are greater than the critical (T) value of (1.984). This indicates that all items of the Sustainable Competitive Advantage variable are significant, providing a good and sufficient indicator for adopting this variable in its final form in subsequent analyses.

Table 4. Confirmatory Factor Analysis Indicators for the Dependent Variable, Sustainable Competitive Advantage

Sustainable Competitive Advantage Dimensions	Standardized estimates	T value	Level of significance
IN1 <- IN_Innovation	0.751	---	---
IN2 <- IN_Innovation	0.821	9.016	0.000
IN3 <- IN_Innovation	0.781	8.432	0.000
IN4 <- IN_Innovation	0.789	8.484	0.000
IN5 <- IN_Innovation	0.748	7.925	0.000
Q1 <- Q_Quality	0.819	---	---
Q2 <- Q_Quality	0.776	9.588	0.000
Q3 <- Q_Quality	0.802	9.915	0.000
Q4 <- Q_Quality	0.758	9.164	0.000
Q5 <- Q_Quality	0.885	11.612	0.000
R1 <- R_Responsiveness	0.801	---	---
R2 <- R_Responsiveness	0.812	9.945	0.000
R3 <- R_Responsiveness	0.811	9.864	0.000
R4 <- R_Responsiveness	0.850	10.532	0.000
R5 <- R_Responsiveness	0.784	9.334	0.000
SE1 <- SE_Superior Efficiency	0.666	---	---
SE2 <- SE_Superior Efficiency	0.737	7.076	0.000
SE3 <- SE_Superior Efficiency	0.781	7.339	0.000
SE4 <- SE_Superior Efficiency	0.809	7.572	0.000
SE5 <- SE_Superior Efficiency	0.817	7.698	0.000

Source: Outputs of the (Smart Pls4) program.

Descriptive Statistics

Organizational Momentum

The value of the organizational momentum variable (mean) was (3.347), indicating a good level, with a standard deviation of (0.765) and a coefficient of variation of (22.86). This indicates the Ministry of Culture, Tourism, and Antiquities' pursuit of effective administrative growth and continuous collective improvement in formulating comprehensive strategies, aiming to achieve positive and tangible results in the tourism and hospitality sectors. The effects of this approach are reflected in the ability of some tourism organizations to maintain their growth and continuity over specific periods, benefiting from managing the decision-making process in a way that keeps pace with the rapid changes in the tourism work environment. As shown in Table (4) and Figure (2), which summarize the dimensions of the organizational momentum variable, these results indicate that the Ministry of Culture, Tourism, and

Antiquities places a clear priority on enhancing collective commitment. This dimension tops the list of dimensions related to organizational momentum, reflecting a strong focus on strengthening teamwork and institutional belonging among employees. The empowerment dimension came in second place, indicating a significant focus on granting employees a certain degree of authority and opportunities to participate in decision-making, albeit to a lesser extent than collective commitment. Foresight came in third, suggesting that forward-looking thinking and the adoption of future visions did not receive the same level of attention compared to the other dimensions. These results highlight the importance of strengthening the foresight dimension in administrative policies and practices. This would contribute to a better balance and support the ministry's ability to keep pace with developments and respond effectively to changes in the culture, tourism, and antiquities sector. This ranking indicates that the ministry focuses more on establishing teamwork and fostering a sense of commitment among individuals, while providing certain opportunities for empowerment. Foresight, however, appears less prominently compared to the other dimensions. This reflects the fact that initiatives related to promoting future vision or foresight thinking are still less prevalent in administrative practices compared to collective commitment and empowerment. This may indicate a need for greater focus on developing this dimension to achieve a better balance in enhancing organizational momentum.

Table 5. Summary of the dimensions of the organizational momentum variable

	Dimensions of the Organizational Momentum Variable:	arithme tic mean	standard deviatio n	Coeffic ient of variati on	Dimens ional arrang ement	Trend
1	Insight	3.458	0.875	25.30	Third	Good
2	Empowerment	3.226	0.815	25.26	Second	middle
3	Collective Commitment	3.358	0.811	24.15	First	middle
	organizational momentum variable	3.347	0.765	22.86		

Source: SPSS V.28 output

Sustainable Competitive Advantage Variable

The results shown in Table (6) indicate that the sustainable competitive advantage variable achieved a mean value of (3.335), with a medium level, a standard deviation of (0.740), and a coefficient of variation of (22.19). The Ministry of Culture, Tourism, and Antiquities faces numerous challenges and difficulties in its efforts to establish a distinguished competitive position for the tourism sector within a constantly changing and increasingly complex work environment. Despite the Ministry's adoption of plans and strategies aimed at enhancing the quality of tourism events and activities and keeping pace with international standards, the process of innovation and the development of modern solutions does not proceed at an equal pace across all functional levels. The spread and actual application of a culture of innovation remains limited in some areas. The Ministry also faces difficulty in building an integrated system of alternative and rapid ideas and solutions that can be relied upon when facing emergencies, which may affect the speed of response and the ability to maintain efficient performance. In addition, other challenges arise in the ability to invest available resources and effectively market unique tourism potential at both the local and international levels. While adopting modern work mechanisms and employing digital technologies in managing work programs is important, it remains fraught with obstacles related to the readiness and ability to adapt these technologies to the actual needs of the tourism sector. All of this necessitates that the Ministry develop more flexible and innovative policies and programs, while enhancing the efficiency of work teams and motivating them to adopt new methods that keep pace with rapid developments and ensure the sustainability of the

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tourism sector's competitive position in Iraq. As shown in Table (6), which summarizes the dimensions of the sustainable competitive advantage variable, these results indicate that the Ministry of Culture, Tourism, and Antiquities focuses primarily on enhancing rapid response to market demands and environmental changes. This dimension topped the list of dimensions comprising sustainable competitive advantage, reflecting the Ministry's commitment to flexibility and readiness to meet the needs of the tourism sector and effectively address evolving challenges. The innovation dimension comes in second place, demonstrating the Ministry's interest in adopting new ideas and creative solutions as a means of enhancing its competitiveness, although this interest does not reach the level of focus directed towards rapid response. As for high efficiency, it ranked third, indicating that achieving high levels of operational efficiency is not a top priority for the Ministry compared to other dimensions. Finally, the quality dimension came in last place, revealing that while improving quality levels is important, it has not received the same level of attention as responsiveness and innovation. These results highlight the need to reconsider policies and practices related to quality and efficiency to achieve a better balance among all components of competitive advantage, which would support the sustainability of the tourism sector and enhance its competitive position in the future.

Table 6. Summary of the Dimensions of the Sustainable Competitive Advantage Variable

	Dimensions of the Sustainable Competitive Advantage Variable:	arithmetic mean	standard deviation	Coefficient of variation	Dimensional arrangement	Trend
1	Quality	3.391	0.790	23.30	Fourth	middle
2	High Efficiency	3.383	0.784	23.17	Third	middle
3	Responsiveness	3.321	0.832	25.05	First	middle
4	Innovation	3.246	0.814	25.08	Second	middle
	The Sustainable Competitive Advantage Variable	3.335	0.740	22.19		

Source: SPSS V.28 output

Hypothesis Testing

Testing the second main hypothesis using simple linear regression

This hypothesis will be tested using a simple linear regression analysis model to determine the impact of organizational momentum dimensions on sustainable competitive advantage, which can be expressed by the following hypothesis:

Main Hypothesis 1:

There is a statistically significant effect of the organizational momentum variable on the sustainable competitive advantage variable.

$$\text{Sustainable competitive advantage} = 0.388 + 0.880 (\text{organizational momentum})$$

The data in Table (6) and Figure (3) indicate the results of the hypothesis testing related to the effect of organizational momentum on sustainable competitive advantage. The calculated value of the (F) statistic reached an amount of (541.180), which is higher than the tabulated value of (3.94) at a significance level of (0.05). This leads to the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that (there is a significant effect of the organizational momentum

International Journal of Economy and Innovation | Volume 70 | Gospodarka i Innowacje variable on the sustainable competitive advantage variable). The results indicate that organizational momentum plays a crucial role in enhancing sustainable competitive advantage, as the statistical tests showed a significant effect. This reflects that organizational capabilities represented in collective commitment, empowerment, and foresight, especially the speed of team coordination and unification towards common goals, contribute significantly to enabling the ministry to respond effectively to market and economic changes, innovate unique tourism solutions and services, and maintain its long-term competitiveness. From this standpoint, strengthening the foundations of organizational momentum by establishing a culture of collaborative work, raising the level of operational empowerment, and developing future foresight skills becomes a strategic necessity to ensure the sustainability of competitive advantage in the highly dynamic tourism work environment. In addition, the results of the (t) test for the regression coefficient (β) for the organizational momentum variable showed a value of (23.263), which is higher than the tabulated value of (1.984) at the significance level of (0.05). This confirms that the organizational momentum variable has a significant effect in explaining the change in the level of sustainable competitive advantage. The value of the marginal slope coefficient (β) reflects a positive effect, as every one-unit increase in the level of organizational momentum leads to an increase in sustainable competitive advantage by (88%). It is also evident from the coefficient of determination (R^2) that the analysis model explains (82%) of the changes occurring in the level of sustainable competitive advantage.

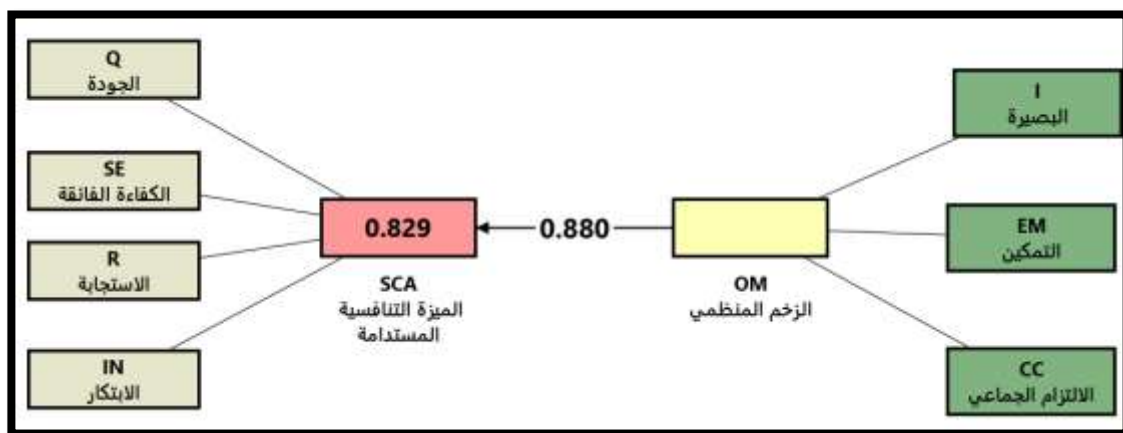


Figure 3. The structural model of the impact of organizational momentum on sustainable competitive advantage

Source: Outputs of the (Smart Pls4) program

First sub-hypothesis:

There is a statistically significant effect of the insight dimension on sustainable competitive advantage.

$$\text{Sustainable competitive advantage} = 0.821 + 0.727 (\text{insight})$$

The data in Table (6) indicates the results of the hypothesis testing related to the impact of the insight dimension on sustainable competitive advantage. The calculated value of the (F) statistic reached an amount of (316.554), which is higher than the tabulated value of (3.94) at a significance level of (0.05). This leads to the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that (there is a significant impact of the insight dimension on the sustainable competitive advantage variable). The statistical results confirm that the insight dimension has a significant impact on enhancing sustainable competitive advantage, as the extracted value of (t) exceeded the tabulated limit, and the value of (β) indicated that every unit increase in insight is associated with a tangible increase in the ministry's ability to innovate unique tourism services and maintain its competitive position. This vital role of insight reflects the importance of its ability to translate future analyses and forward-looking views into flexible practical decisions that anticipate market transformations. The deeper the Ministry's understanding of emerging trends and future challenges, the more accurate it

will be in allocating resources and formulating initiatives stemming from a clear vision of opportunities and risks, which supports the sustainability of its excellence in the dynamic tourism work environment. In addition, the results of the (t) test for the regression coefficient (β) for the insight dimension showed a value of (17.792), which is higher than the tabulated value of (1.984) at the significance level of (0.05). This confirms that the insight dimension has a significant effect in explaining the change in the level of sustainable competitive advantage. The value of the marginal slope coefficient (β) also reflects a positive effect, as every one-unit increase in the level of the insight dimension leads to an increase in sustainable competitive advantage by (72%). It is also evident from the coefficient of determination (R^2) that the analysis model explains (73%) of the changes occurring in the level of sustainable competitive advantage.

Second sub-hypothesis:

There is a statistically significant effect of the empowerment dimension on sustainable competitive advantage.

Sustainable competitive advantage = 1.059 + 0.705 (empowerment)

The data in Table (6) shows the results of the hypothesis testing related to the impact of the empowerment dimension on sustainable competitive advantage. The calculated value of the (F) statistic reached an amount of (170.102), which is higher than the tabulated value of (3.94) at a significance level of (0.05). This leads to the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that (there is a significant impact of the empowerment dimension on the sustainable competitive advantage variable). The statistical results confirm that the empowerment dimension has a significant impact on enhancing the ministry's sustainable competitive advantage. This means that increasing the powers of employees and their effective participation in decision-making positively impacts the ministry's ability to develop unique tourism products and services. By giving individuals more responsibilities and appropriate resources, innovation processes are accelerated and a faster response to market opportunities is achieved, which helps to establish a competitive position that is difficult to imitate. Therefore, promoting a culture of empowerment through the design of more flexible organizational structures and continuous training programs is a necessary strategic step to sustain excellence in the dynamic tourism environment. In addition, the results of the (t) test for the regression coefficient (β) for the empowerment dimension showed a value of (13.042), which is higher than the tabulated value of (1.984) at the significance level of (0.05). This confirms that the empowerment dimension has a significant effect in explaining the change in the level of sustainable competitive advantage. The value of the marginal slope coefficient (β) also indicates a positive effect of the empowerment dimension, as every increase in the dimension by one unit will lead to an increase in sustainable competitive advantage by (70%). It is also evident from the coefficient of determination (R^2) that the analysis model explains (60%) of the changes occurring in the level of sustainable competitive advantage.

Third Sub-Hypothesis

There is a statistically significant effect of the collective commitment dimension on sustainable competitive advantage.

Sustainable Competitive Advantage = 0.669 + 0.794 (Collective Commitment)

The data in Table (7) shows the results of the hypothesis testing regarding the impact of the collective commitment dimension on sustainable competitive advantage. The calculated value of the F-statistic reached (347.803), which is higher than the critical value of (3.94) at a significance level of (0.05). This leads to the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that (there is a statistically significant impact of the collective commitment dimension on the sustainable competitive advantage variable). The results indicate that the collective commitment dimension significantly affects sustainable competitive advantage, meaning that the unification of efforts among teams within the ministry and the spirit of shared responsibility among its members

International Journal of Economy and Innovation | Volume 70 | Gospodarka i Innowacje directly contribute to enhancing its ability to provide unique and difficult-to-imitate tourism offerings and services. The higher the level of harmony and mutual commitment among employees at various levels, the faster the internal coordination and the ministry's responsiveness to market demands and challenges, which positively impacts performance efficiency and the sustainability of competitive superiority. Hence, the importance of establishing a culture of teamwork becomes clear through the creation of mechanisms that enhance everyone's participation in goals and strategies, and the development of programs for cooperation and inter-communication that ensure the sustainability of this vital dimension within the tourism work system. In addition, the results of the (t) test for the regression coefficient (β) for the dimension of collective commitment showed a value of (18.649), which is higher than the tabulated value of (1.984) at the significance level of (0.05). This confirms that the dimension of collective commitment has a significant effect in explaining the change in the level of sustainable competitive advantage. Also, the value of the marginal slope coefficient (β) indicates a positive effect of the dimension of collective commitment, as every increase in the dimension by one unit will lead to an increase in sustainable competitive advantage by (79%). It is also evident from the coefficient of determination (R^2) that the analysis model explains (75%) of the changes occurring in the level of sustainable competitive advantage.

Table (7) Statistical indicators for analyzing the impact of organizational momentum dimensions on sustainable competitive advantage

Dependent variable	organizational momentum dimensions		t	R	R ²	Adju R ²	F	Sig	
sustainable advantage	Insight	α	0.821	5.631	0.859	0.739	0.736	316.554	0.000
		β	0.727	17.792					
	Empowerment	α	1.059	5.887	0.777	0.603	0.599	170.102	0.000
		β	0.705	13.042					
competitive advantage	Collective Commitment	α	0.669	4.553	0.870	0.756	0.754	347.803	0.000
		β	0.794	18.649					
	Organizational Momentum	α	0.388	2.989	0.910	0.829	0.827	541.180	0.000
		β	0.880	23.263					
(N) = 114) //((F) Tabular = 3.94)//((t) Tabular = 1.984)									

Testing the second main hypothesis using multiple linear regression:

This hypothesis will be tested using a multiple linear regression analysis model to determine the combined effect of organizational momentum dimensions on sustainable competitive advantage, which can be expressed by the following hypothesis:

Testing of the fourth sub-hypothesis: "There is a statistically significant effect of the dimensions of organizational momentum together on overall sustainable competitive advantage."

$$Y = 0.385 + 0.297X_1 + 0.182X_2 + 0.398X_3$$

The results from Table (8) and Figure (4) show that the calculated F-value was (187.478), which was greater than its critical value of (2.70) at a significance level of (0.05) and a confidence level of (95%). This indicates that the model is valid for analysis. It is also evident that the coefficient of determination (R^2) was (83%). The variance in (sustainable competitive advantage) is explained by the combined dimensions of (organizational momentum) included in the model. This indicates the presence of an effect of the combined dimensions of the (organizational momentum) variable on the dependent variable (sustainable competitive advantage). Furthermore, the extracted (t) values for the combined influential dimensions of (organizational momentum), namely (insight, empowerment, and collective commitment), amount to (4.757, 3.332, and 6.138) respectively, which are greater than their critical

International Journal of Economy and Innovation | Volume 70 | Gospodarka i Innowacje value of (1.984). The (β) parameter values indicate that A change of one in the dimensions of (Vision, Empowerment, and Collective Commitment) will result in a change in (Sustainable Competitive Advantage) of (29%, 18%, 39%) respectively.

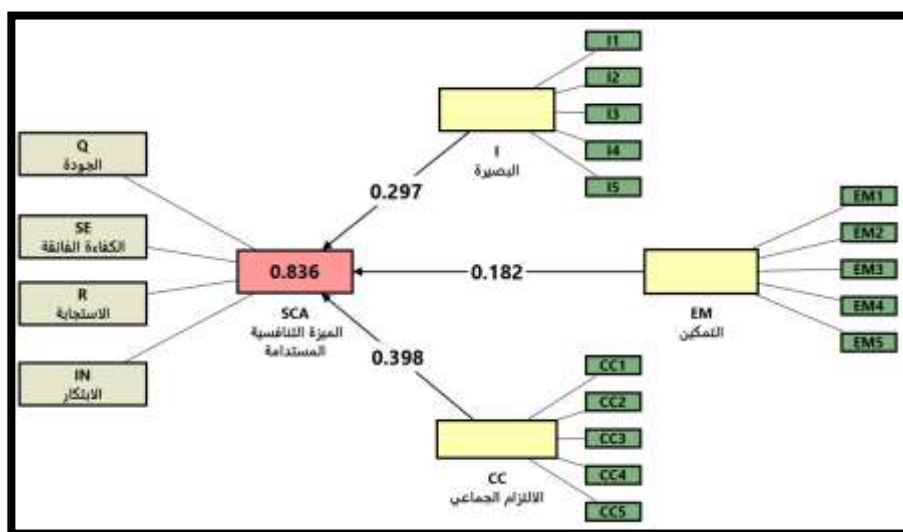


Figure 4. The structural model of the impact of organizational momentum dimensions together in sustainable competitive advantage

Source: Outputs of the (Smart Pls4) program.

Table 8. Statistical indicators for the dimensions of organizational momentum together in sustainable competitive advantage

the dimensions of organizational momentum	α	β	t	Sig.	decision	(R) Multiple	(R ²)	(R ²) Adj	(F)	Sig	
Insight	0.385	0.297	4.757	0.000	Ineffective	0.915	0.836	0.832	187.478	0.000	
Empowerment		0.182	3.332	0.001	Influential						
Collective Commitment		0.398	6.138	0.000	Influential						
(F) Tabular						2.70					
(t) Tabular						1.984					
Number of accepted (influential) dimensions = 3 (insight, empowerment, group commitment)											
Number of unacceptable (non-influential) dimensions = 0 (none)											
Tabular F-value = 2.46 // Tabular t-value = 1.984											

Source: SPSS V.28 output.

Conclusion and Recommendations

Conclusions

1. The results showed that the level of empowerment granted to employees remains limited, as their decision-making is restricted to a narrow scope. This reflects the Ministry's need to develop mechanisms that grant individuals greater autonomy within clear frameworks.
2. The results confirmed that a culture of collective commitment and teamwork exists, but varies across departments. This indicates the need to strengthen this culture more comprehensively to ensure consistent performance.

3. The results indicated that the Ministry strives to achieve high efficiency through optimal resource utilization. However, challenges related to weak data and the difficulty of fully utilizing resources persist.
4. The results showed that the ability to achieve a sustainable competitive advantage continues to face difficulties stemming from limited innovation and response time. This indicates the need to focus on building an integrated system of alternative solutions.
5. The results showed that the Ministry possesses a vision, albeit at a preliminary or general level, of the internal environment of the tourism sector, along with a reasonable understanding of its strengths and weaknesses. This reflects the existence of comprehensive strategic plans.

Recommendations

1. Develop comprehensive empowerment policies that grant employees broader authority within clear oversight frameworks to encourage proactive initiative.
2. Launch programs to foster a culture of teamwork and activate self-monitoring to ensure consistent performance across all departments.
3. Implement internal incentive programs to generate organizational momentum that motivates collective achievement and strengthens team spirit.
4. Allocate budgets to support innovation and empower all job levels to participate in developing new and innovative solutions.
5. Maintain the current strategic direction while expanding the focus on the dynamics of organizational momentum to achieve greater integration among variables.
6. Build unique and difficult-to-replicate resources: high-quality tourism services, strong networks, and organizational knowledge of the local market.

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