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The Effect of Sharing Economy on Performance Indicators in Hotels in Egypt

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Keywords

Sharing economy;
Performance indicators;
Hotels.

Abstract

Sharing economy valued globally at over USD 113 billion, has transformed the hospitality sector, particularly in emerging markets such as Egypt, where peer-to-peer platforms like Airbnb are reshaping customer behavior and competitive dynamics. Despite increasing scholarly interest, limited empirical research has examined its influence on hotel performance in developing economies. This research intends to investigate the impact of the sharing economy on non-financial hotel performance indicators, including competitiveness, service quality, flexibility, resource utilization, and innovation. Guided by a post-positivist paradigm, a quantitative research strategy was adopted for the study. The research population consisted of Egyptian and foreign tourists using hotels and shared accommodation in Egypt. From this population, a valid sample of 421 respondents was obtained through an online questionnaire across major tourist cities, including Cairo, Alexandria, Hurghada, Luxor, and Sharm El-Sheikh. The findings confirm that sharing economy significantly influences hotel performance indicators (competitiveness, service quality, flexibility, resource utilization, and innovation). This research fills a knowledge gap and provides valuable practical implications to enhance hotel performance through the integration of sharing economy principles.

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1. Introduction

Sharing Economy (SE) is a new way of accessing goods and services and exchanging what is not being used through Peer-to-Peer exchanges (P2P) (Botsman & Rogers, 2010; Belk, 2014). With technologies of the 2000s, the 2008 financial crisis, and the 2008 launch of Airbnb and Uber, the digitization of resource sharing accelerated (Guttentag, 2015). These services upended the hospitality industry by offering cheaper and more personalized alternatives to hotel accommodations (Laurell & Sandström, 2017; Ammar et al., 2020). This created more personalized, home-like, and hotel alternatives to traditional lodging services. The market also saw a new category of consumers called prosumers taking on new roles in service provision and consumption (Eckhardt et al., 2019; Mody et al., 2021). These new service and consumption roles create new business models and service expectations in the market. Prosumer activity also exists under the SE umbrella on resource socialization, collaboration, and economic resilience (Heinrichs, 2013; Al-Fadly, et al., 2022 Tham et al., 2023).

Existing studies predominantly focused on nonfinancial aspects, customer motivations, or social aspects, while neglecting comprehensive evaluations of both financial and nonfinancial Performance Indicators (PI), including service quality, flexibility, innovation, resource utilization, and competitiveness. (Lillis et al., 2024). Inconsistent results on the influence of platforms such as Airbnb spanning adverse impacts on revenue and occupancy to modest or even beneficial outcomes highlight the absence of a unified analytical framework and the necessity to amalgamate strategic PI with developing social enterprise models (Strommen-Bakhtiar & Vinogradov, 2019; Dogru et al., 2019). Additionally, issues such as regulatory asymmetry, market distortion, and sustainability considerations remain underexplored in developing contexts (Qian et al., 2021).

The contributions of this research can be understood as theoretical, empirical, and policy contributions. Using both qualitative and quantitative PI, it captures fully the effect of disruptive competitors on the operational efficiency and strategic capabilities of the hotel industry. Considering Egypt's growing tourism industry, the results assist hotel managers, investors, and public administrators in understanding the trade-off between innovation and equilibrium market position, promoting fair competition, protecting competitors, and the tourism industry's sustainable development (Ioannides et al., 2019; Chang, et al., 2022; Sadiq et al., 2023). Additionally, it focuses on benefits such as digital exclusion, resource re-use, and re-use compliance with the Sustainable Development Goals (SDGs) (Sadiq et al., 2023).

The relationship between the SE and different facets of hotel performance has been the focus of numerous studies; regarding revenue and competition (Zervas et al., 2017); hotel performance metrics like occupancy, ADR, and RevPAR (Dogru et al., 2020); outcomes for local hotel businesses (Srovnalíková et al., 2020); and pricing strategies around P2P platforms (Li & Srinivasan, 2019). Other studies have investigated perceptions of the SE and the contrasting views between hoteliers and hosts (Tatsi et al., 2025) and the managers' perceptions of the phenomenon and its disruptive potential (Abdelkawi & Zeina, 2022). However, PI in the Egyptian hospitality sector and the SE have not been the subject of sufficient scholarship. Therefore, this research aims to examine the impact of the SE on PI in hotels in Egypt. Furthermore, the research intends to achieve five objectives: (1) examine the effect of SE on competitiveness in hotels in Egypt; (2) investigate the effect of SE on service quality in hotels in Egypt; (3) explain the effect of SE on flexibility in hotels in Egypt; (4) uncover the effect of SE on resource utilization in hotels in Egypt; (5) measure the effect of SE on innovation in hotels in Egypt.

2. Literature Review and Hypotheses Development

2.1 Sharing Economy Concept

SE was first introduced by Lessig (2008), describes a market system where access to products and services is shaped not only by price but also by a complex network of social relationships. Over time, researchers have used different terms to describe this phenomenon, such as the P2P economy, access economy, gig economy, collaborative consumption, and on-demand (Breidbach & Brodie, 2017; Camilleri & Neuhofer, 2017; Basukie et al., 2020). There is no universally accepted definition of SE, and no universally accepted definition of SE. This is precisely why so many academics have said this is SE and included so many adjectives in this evolving organizational paradigm. As a result, SE is still ambiguous and context-specific. In managerial and economic terms, the SE model becomes a critical element of sustainable development, as it incorporates the economic, social, and environmental facets of a business and the national economy as a whole. This, in turn, provides the consolidating focus on the social and economic resilience surrounding and extending to the production systems (Khachatryan & Klicheva, 2025). Furthermore, SE practices promote resource efficiency, sustainable consumer behavior, and social connectedness (Apostolidis & Brown, 2021). Although the idea of sharing goods and services is not new, the modern SE has gained momentum by combining marketing, technology, and information systems to create a model where consumers prioritize access over ownership. (Nadolny et al., 2023). This approach fosters environmentally responsible practices, enhances resource utilization, and empowers local communities and nonprofit organizations.(Sadiq et al., 2023).

2.2 Performance Indicator Concept

PIs are metrics that some businesses employ to monitor their progress and track their achievement in relation to particular strategic goals (Cruz Villazón et al., 2020). Although PI was already separated into financial and operational components before the 1980s, the economic aspects were given more attention because they were in charge of informing management about the organization's financial situation and ensuring its survival (Werner et al., 2021). The concept of PI has become one of the most used terms in business management and development for the accommodation subsector (Pardinha et al., 2023) Following this decade, the emphasis shifted to a broader application of PI as the strictly financial ones were unable to address several issues, including those about the demands of individuals, groups, and resilient subsystems inside an organization (van de Ven et al., 2023). The theoretical framework stems from an extensive literature review. This research used a modified results and determinants model (Table 1) to identify the most used PI in the hospitality industry, based on the philosophy of (Fitzgerald et al., 1991). A framework for evaluating the performance of service-related businesses is provided by the results and determinants model (Fitzgerald et al., 1991). The six main dimensions of this author's model are financial performance and competitiveness (results), quality of service, flexibility, resource utilization, and innovation (determinants). It also recommends finding an equilibrium between internal and external perspectives. Using a panel data fixed effect regression model, Dogru et al. (2019) examine the effects of increased Airbnb availability on the three primary hotel performance metrics of RevPAR, ADR, and OCC. According to critics, these metrics are too profit-based (Brander Brown & McDonnell, 1995), short-term (Denton & White, 2000), unbalanced (Harris & Mongiello, 2001) , unsatisfactory for companies looking to gain a competitive edge (Phillips, 1999; Espino-Rodríguez & Padrón-Robaina, 2005), past-oriented (Atkinson & Brander Brown, 2001), little market-oriented (Phillips & Louvieris, 2005), inadequate for strategic decisions (Kaplan & Norton, 2005), unable to measure value created, unable to measure intangible assets (Norreklit, 2000), and non-holistic (Phillips, 1999), and therefore, over reliance on them is no longer appropriate for today's managers

(Kala & Bagri, 2016). Consequently, the current research focused on nonfinancial performance due to the challenges of gathering financial PIs for hotels.

2.3 The Effect of the Sharing Economy on Performance Indicators in Hotels

According to the findings, Airbnb has a detrimental impact on all hotel class segments in the ten major US city hotel markets that were the subject of the research (Voltes-Dorta & Inchausti-Sintes, 2020). Thus far, there have been conflicting findings from studies on how Airbnb affects hotel performance (Chung & Sarnikar, 2022). Regardless of hotel category, Airbnb supply has negatively impacted hotel occupancy and performance (Benítez-Aurioles, 2019). In Norway, hotel occupancy is positively impacted by the presence of Airbnb (Strommen-Bakhtiar & Vinogradov, 2019). Cho (2019) found that the social and economic benefits of P2P lodging have a major impact on the choice of destinations, frequency of travel, duration of stay, and variety of activities engaged in at tourist sites. Revenue from short-term renting has the potential to be three times higher than rentals from traditional residential property (Visser, 2022). The rise of new P2P models in the tourism industry, like Airbnb, offers users a different experience than the conventional hotel reservation system (Ji et al., 2023). Traditional hotel-based lodging has been upended by the rise of P2P lodging, which has also brought out new issues about rules, destination sustainability, and safety (Ioannides et al., 2019). Due to differences in lodging, transportation, and visitor experiences, P2P has a big impact on tourism management (Lin et al., 2022). P2P accommodations have many advantages, but in areas where they are widely used, they might also have several drawbacks (Farmaki & Miguel, 2022). For instance, P2P lodging allows travelers to choose from a greater variety of locations and enhances the duration of stay, frequency of travel, and number of activities they engage in while there (Pérez-Rodríguez et al., 2024). Thus, the following hypothesis is formulated:

H1: Sharing economy has a significant positive effect on performance indicators in hotels

2.4 The Effect of the Sharing Economy on Competitiveness in Hotels

Competition in the hospitality sector impacts businesses and customers in various ways, including product quality, business efficiency, and customer happiness (El-Adly, 2019; Ernst & Haar, 2019). Competitiveness in the hospitality sector is primarily measured at the company level, with increasing competitiveness supporting sustainable tourism development (Song et al., 2024; Zhang, 2025). SE promotes resource efficiency, waste minimization, and reduced consumption, opening up new economic options for people (Toni et al., 2018; Mittendorf et al., 2019). SE also stimulates collaborative and cooperative conduct, fosters social connectivity, and forms new relationships (Tham et al., 2023). The expansion of SE has led to increased public interest in the sector, with factors such as trust, social, and environmental benefits influencing its involvement (Akin et al., 2021; Henry et al., 2021). Price savings are a significant factor in behavioral intentions for room sharing (Wu et al., 2017; Young et al., 2017). Digital technology and SE offer opportunities for managing and improving customer experience in the hospitality and tourism sector, such as meeting customer expectations, providing memorable experiences, increasing efficiency, and reducing costs (Adeyinka-Ojo et al., 2020). However, the expansion of SE poses risks to specific hotel types, as P2P lodgings are more likely to replace economy motels and hotels that do not attract enough business travelers (Guttentag & Smith, 2017). P2P accommodations are a disruptive economic force, with revenues reaching US\$3.5 billion in 2013 and growth above 25% (Ammar et al., 2020). Previous research has demonstrated that Airbnb negatively affects hotel financial performance metrics (Dogru et al., 2020). Hence, the following hypothesis is proposed:

H_{1.A}: Sharing economy has a significant positive effect on competitiveness in hotels.

2.5 The Effect of the Sharing Economy on Service Quality in Hotels

Recent research highlights the importance of service quality in the hospitality sector, which includes responsiveness, reliability, tangibles, empathy, and assurance. Customer satisfaction in the industry increases as service quality improves (Al Ruqaishi & Rais, 2023). Customers assess service quality by contrasting expectations with perceptions, which can be broken down into five generic dimensions (Ladhari, 2009). The SERVQUAL model is used to evaluate service quality in the hotel industry, focusing on five aspects that affect hotel customers' pleasure (Ali et al., 2021). These perceptions frequently included tangibles, reliability, responsiveness, communication, trustworthiness, security, competence, courtesy, understanding/knowing customers, and access. These ten dimensions were subsequently collapsed into five generic service-quality dimensions, as follows: tangibles, reliability, responsiveness, assurance, empathy (Ladhari, 2009). Good customer service can lead to repeat use of services, while Airbnb offers advantages like living in a home (Guttentag, 2015; Möhlmann, 2015). However, it also poses a threat to hotels, with low-cost hotels being more affected (Zhang et al., 2025). Emphasizing service quality can lead to happier customers and better reviews, enabling higher prices for listings (Gibbs et al., 2017). Multi-unit Airbnb hosts can offer hotel-style management techniques, boosting customer satisfaction (Kwok & Xie, 2019; Dogru et al., 2020). Thus, the following hypothesis is proposed:

H_{1.B}: Sharing economy has a significant positive effect on service quality in hotels.

2.6 The Effect of the Sharing Economy on Flexibility in Hotels

Flexibility is a crucial aspect of modern investment planning, enabling organizations to adapt to changing circumstances (De Giovanni & Massabò, 2018). It is essential for dealing with future uncertainty and is influenced by factors such as top management commitment, departmental relationships, mutual understanding, information flow, and responsiveness (Singh & Kumar, 2020). Manufacturing flexibility, product development flexibility, supply flexibility, and distribution flexibility are key indicators of flexibility (Chunsheng et al., 2020). In the hospitality and tourism sector, digital technology and social networks offer opportunities for managing customer experiences, meeting expectations, and improving efficiency (Akande et al., 2020). SE has also created a new community in the home rental market, allowing people to profit from unused physical assets (Lee, 2020). The increasing popularity of SE has led to housing rentals from private resources, facilitating self-employment and increasing household incomes (Jonek-Kowalska & Wolniak, 2022). Online platforms facilitate direct communication between buyers and sellers, leading to lower pricing, more active entrepreneurship, and higher household incomes (Srovnalíková et al., 2020). P2P rentals can also benefit customers when consumption rates vary, and customers can engage in the market (Abhishek et al., 2021). Accordingly, the following hypothesis is formulated:

H_{1.C}: Sharing economy has a significant positive effect on flexibility in hotels.

2.7 The Effect of the Sharing Economy on Resource Utilization in Hotels

Productivity is often overlooked in production processes, despite its crucial role in a manufacturing company's competitiveness (Tangen, 2005). Productivity measures the ratio of inputs to outputs, and efficiency refers to the correct use of resources (Fried et al., 2008). SE positively impacts the economy, market, society, customers, and service quality (Cristobal-Fransi et al., 2019). SE benefits low-income individuals by reducing ownership barriers and enhancing access to goods and services (Liu & Mattila, 2017). SE platforms help small enterprises improve operational efficiency and market reach (Zuhroh et al., 2025). SE offers economic benefits, such as increased owners' income

and decreased clients' expenses, and ownership risk (Bellin, 2017). Service providers like Uber and OLX introduce sharing services to increase employment opportunities and provide cost-saving options without sacrificing lifestyle (Chang & Fang, 2023). SE is etor enabling sustainable communities and cities, as it fits into the three elements of sustainable cities: economy, environment, and society (Akande et al., 2019). In Egypt, SE has created new micro-enterprises, broadening the geographical reach of travel options (Abdelkawi & Zeina, 2022). The literature explores the environmental and social implications of SE on social, economic, and ecological sustainability (Davlembayeva et al., 2020). Therefore, the research proposes the following hypothesis:

H_{1.D}: Sharing economy has a significant positive effect on resource utilization in hotels.

2.8 The Effect of the Sharing Economy on Innovation in Hotels

Innovation is a crucial aspect of today's business environment, influencing creativity and performance (Kahn, 2018). It is a performance metric that evaluates a company's capacity to create new goods or services (Papa et al., 2020). Innovation in management involves the development of state-of-the-art management methods to advance organizational objectives (Jawabreh, 2020). The culture of novelty and innovation aids in the best possible use of material resources, and senior management must consider the long-term future and develop appropriate strategies based on rational reasoning (Jawabreh et al., 2020). SE is increasingly integrated into various aspects of life, with experts interested in its function in sustainable value (Laukkanen & Tura, 2020), energy efficiency (Bouncken et al., 2020), innovation, and transportation (McKenzie, 2020). SE promotes greater sustainability in the sharing industry's conceptualization patterns and is viewed as a new model for the future development of a green economy (Chen et al., 2025). It has economic, environmental, and social consequences, but shared consumption compensates for and replaces excessive spending and unsustainable practices (Albinsson & Yasanthi Perera, 2012). The SE has transformed how people access and utilize resources, earning praise for its social benefits (Dlalisa & Govender, 2020). P2P platforms can enhance social capital by bringing people together (Yuan et al., 2024). Consequently, the following hypothesis is suggested:

H_{1.E}: Sharing economy has a significant positive effect on innovation in hotels.

Table 1: Performance Indicators in the Hospitality Industry

Dimension of performance	Types of measure
<i>Results</i>	
Competitiveness	Relative market share and position Sales growth Measures of customer base
Financial performance	Profitability Liquidity Capital structure Market ratios
<i>Determinants</i>	
Quality of service	Reliability responsiveness Aesthetics/appearance Cleanliness/tidiness

Dimension of performance	Types of measure
	Comfort
	Friendliness
	Communication
	Courtesy
	Competence
	Access
	Availability
	Security
Flexibility	Volume Flexibility
	Delivery speed flexibility
	Specification flexibility
Resource utilization	Productivity
	Efficiency
Innovation	Performance of the innovation process
	Performance of individual innovators

Source: (Fitzgerald et al., 1991).

2.9. Research Hypothesized Model

Based on an analysis of the literature review, the research model declares that SE positively impacts PI in hotels, as shown in Figure 1.

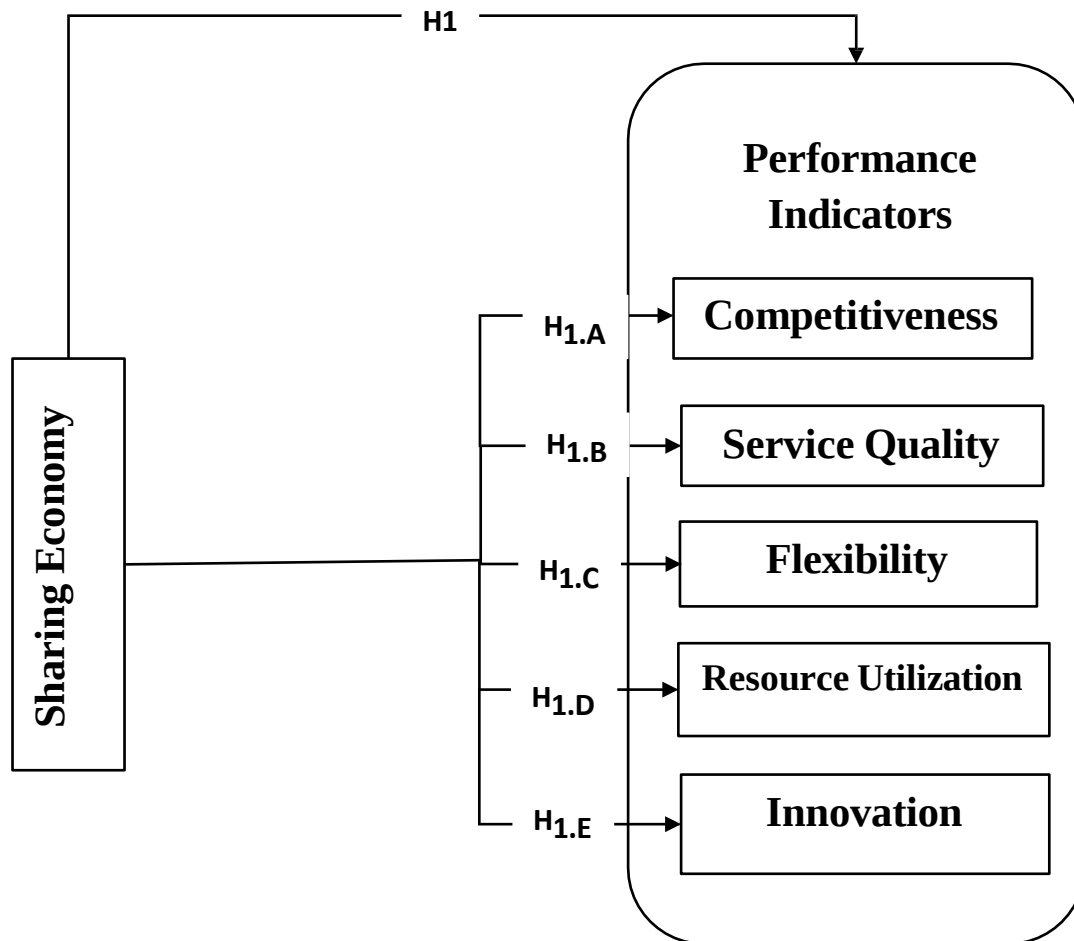


Figure. 1. Model of Sharing Economy with Performance Indicators.

3. Methods

This research adopts a quantitative research approach grounded in the post-positivist paradigm, which emphasizes systematic measurement, cause-and-effect relationships, and the testing of theories (Perera et al., 2022). Guided by this philosophy, the research follows a deductive approach, starting with theoretical constructs to develop hypotheses and research questions. Quantitative research is particularly suitable for examining dynamic and measurable phenomena, ensuring objectivity, replicability, and precise data analysis.

3.1 Sampling and data collection procedure

The sample size is a vital factor in any scientific research (Gumpili & Das, 2022). Cochran (1977) proposed a method to determine the sample size for the research. They are applying formulas to calculate a sample size.

$$n_0 = \frac{z^2 \cdot p \cdot (1 - p)}{e^2}$$

$$n_0 = \frac{1.96^2 \cdot 0.5 \cdot (1 - 0.5)}{0.05^2} = 384.16 \approx 385$$

The sample size calculation used the formula incorporating a confidence level of 95% ($Z = 1.96$), an error proportion of 0.05 (e), and a probability of 50% (p). Applying this formula, the ideal sample size (n) was determined to be approximately 385 respondents. However, collecting data from more respondents than the calculated sample size can enhance the robustness of the research and improve the precision of the estimates (Lakens, 2022). The research utilized a dual data collection method, incorporating both online and paper questionnaires to improve response rates and guarantee thorough representation of the target group. Data collection using Web-based questionnaires generally improves data quality since validation checks can be incorporated with prompts that alert respondents when they enter implausible or incomplete answers (Lewis et al., 2022). Even without forced-choice formats, item nonresponse and “don’t know” answers are reported to be less prevalent in Web-based questionnaires compared with postal questionnaires (Lewis et al., 2022). Because data are entered electronically and may automatically be transformed into an analyzable format by common gateway interface (CGI) scripts (Elgeberi, 2022) Errors in the process of data entry and coding are avoided as well. Common gateway interface scripts can also be used to build in skip patterns to hide non-relevant follow-up questions, order questions randomly, give personalized feedback, or randomize respondents to different versions of the questionnaire (Nießen et al., 2023).

As a result, a sample of 421 Foreign and Egyptian tourists in hotels and shared accommodation. The collection of questionnaires took four months, from March to June 2025. The data for this research were collected through an online questionnaire, which was designed and distributed electronically to reach customers in the hospitality sector. The data collection process extended over a period of four months to ensure adequate coverage and participation from a diverse sample. A total of 479 individuals responded to the questionnaire. However, 58 responses were excluded because to didn't use the shared accommodation, resulting in 421 valid responses used for statistical analysis. The survey focused on customers at hotels, especially in areas where SE platforms have transformed visitor behavior and competition in the industry.

Responses were received from several key tourist cities in Egypt, including Cairo, Alexandria, Hurghada, Luxor, and Sharm El-Sheikh. These locations were chosen for their relevance to the hospitality industry and their exposure to the dynamics of the SE, such as short-term rentals and online booking platforms. Respondents were informed about the purpose of the research and assured of the confidentiality and anonymity of their responses. Participation was entirely voluntary, and no incentives were offered to avoid any form of bias. Before analysis, the collected data were reviewed to ensure consistency, completeness, and adherence to ethical research standards. The questionnaire was originally in English and translated into Arabic. The web-based survey was

distributed through an invitation link (<https://forms.gle/XhdTACcawZQSUHep8>). Hotel managers and personnel were contacted, who subsequently facilitated the dissemination of the questionnaire to guests using their official email accounts.

3.2 Questionnaire Layout and Measurement Items

The questionnaire used in this research is structured into three main sections designed to collect data pertinent to the research objectives. A five-point Likert scale ranging from 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), to 5 (Strongly Agree) was employed for Sections B and C to measure respondents' level of agreement with the presented statements. Research variables. Section A: Demographic Data was designed to collect general background information about respondents in order to characterize the sample and enable meaningful segmentation. This section included four items: age group (four categories), gender (male/female), education level (five categories), and location (five categories). These demographic variables provide a foundation for understanding the composition of the sample and for exploring potential differences across subgroups.

Section B: Independent Variable – SE Dimensions focused on the measurement of the independent variable through three critical dimensions. The first dimension, *Economic Drivers* (4 items), assessed the perceived cost-saving advantages and financial benefits of using SE accommodations compared to traditional lodging options. The second dimension, *Social Drivers* (4 items), captured social motivations, including opportunities to interact with local communities and foster personal connections. The third dimension, *Sustainability Drivers* (4 items), examined the extent to which respondents perceive SE accommodations as environmentally sustainable and resource-efficient. Collectively, these dimensions provide a robust framework for understanding the underlying drivers of SE adoption.

Section C: Dependent Variable – Hotel PI measured the dependent variable through five comprehensive dimensions. *Competitiveness* (7 items) evaluated aspects such as customer loyalty, satisfaction, and perceived value in comparison with traditional hotels. *Service Quality* (10 items) addressed multiple facets of service delivery, including reliability, empathy, responsiveness, and tangibles (e.g., facilities and cleanliness). *Flexibility* (5 items) assessed the hotel's ability to adapt to dynamic customer needs and unexpected circumstances. Finally, *Resource Utilization* (6 items) evaluated operational efficiency, consistency, ease of access, and overall value for money. *Innovation* (5 items) examined the degree to which hotels adopt technological advancements and novel service channels. Taken together, these dimensions offer a comprehensive and multidimensional assessment of hospitality performance in the context of the SE.

For the assessment of SE, the researchers adopted 12 measurement items in a one-dimensional scale from Sung et al. (2018); Jiang et al. (2019). For the assessment of PI, the researchers adopted 33 measurement items, comprised of the following: a 7-item scale for competitiveness. (Mody et al., 2019); a 10-item scale for service quality (Parasuraman et al., 1988); a 5-item scale for flexibility (Ivens, 2005); and a 6-item scale for resource utilization (Jiang et al., 2019); a 5-item scale for innovation (Chen et al., 2009; Grisseemann et al., 2013). Items from all scales were slightly modified to fit the research's context and were presented to respondents with different cover stories.

3.3 Data analysis

The research utilized partial least squares (Smart PLS software version 4.0) to assess the measurement model and structural model. There has been an increasing acceptance of the use of PLS to examine causal relationships between latent variables in marketing studies (Hair et al.,

2014). The researchers depended on PLS as it is a powerful tool that does not impose the assumption of a normal distribution or a small sample size. Moreover, variance-based structural equation modeling (SEM), such as PLS, is better suited than covariance-based SEM in testing moderation effects (Hair et al., 2014). The data analysis included two stages: the assessment of the measurement model and then the assessment of the structural model. The ANOVA test was conducted using SPSS version 25 to identify statistically significant variations in demographic perceptions of the SE's impacts.

4. Results

4.1 Background characteristics of respondents

The survey results (Table 2) indicate that the majority of respondents were young adults aged between 26 and 34, followed by those aged 35 to 50, reflecting the active and technology-oriented demographic commonly associated with SE users. Males constituted a larger proportion of the sample (62.7%), which may correspond to prevailing gender patterns within the hospitality and technology sectors. Most participants possessed at least a bachelor's degree, suggesting a respondent group capable of understanding and engaging with contemporary digital and economic models. Geographically, respondents were primarily located in Hurghada, Cairo, and Luxor, representing Egypt's major tourism hubs. Furthermore, the survey was administered in both Arabic and English, ensuring inclusivity and participation from both Egyptian and international tourists across these destinations.

Table 2: Characteristics of respondents (n=421).

Variable	Frequency	Percentage (%)
Age		
18-25	87	20.7
26-34	164	39.0
35-50	126	29.9
More Than 50	44	10.5
Gender		
Male	264	62.7
Female	157	37.3
Education level		
less than a high school degree	10	2.4
High school graduate	80	19.0
Bachelor's degree	177	42.0
Master's Degree	105	24.9
PhD Degree	49	11.5
Location		
Alexandria	37	8.8
Cairo	103	24.5
Luxor	65	15.4
Hurghada	158	37.5
Sharm El Sheikh	58	13.8
Total	421	100.0

4.2 Measurement Model

The measurement model exhibited excellent psychometric properties across all eight constructs, indicating that our survey instrument reliably captured the intended dimensions of the sharing-economy drivers and their impact on hotel performance. Composite reliabilities ranged from 0.733 for the social driver to an impressive 0.971 for Flexibility, demonstrating consistently high internal consistency, while Cronbach's α values (where calculated) similarly surpassed the accepted 0.70 benchmark. At the indicator level, all item loadings were substantial none fell below 0.60 and most exceeded 0.80 confirming that each question meaningfully reflected its underlying latent variable. A factor loading of 0.7 or higher is considered strong, indicating that the construct explains a substantial portion of the variance in the indicator (Song & Sahid, 2025). Outer loadings with a value above 0.6 are acceptable (Sander & Teh, 2014).

As shown in table 3, convergent validity was likewise well supported: every construct's Average Variance Extracted (AVE) exceeded the 0.50 threshold. The AVE should not be lower than 0.5 to demonstrate an acceptable level of convergent validity, meaning that the latent construct explains no less than 50% of the indicator variance (Cheung et al., 2024). Innovation leading at 0.856 and Flexibility at the lower end with 0.532, indicating that more than half of the variance in each set of indicators is captured by the corresponding construct. Furthermore, the model's predictive relevance, as measured by Stone–Geisser's Q^2 , was positive and robust for all endogenous constructs; Competitiveness ($Q^2 = 0.762$) and Service Quality ($Q^2 = 0.730$) showed especially strong out-of-sample predictive power, underscoring their central role in shaping performance outcomes in the hospitality context. The results of the R^2 analysis show that the model has strong explanatory power for most of the endogenous constructs. Competitiveness ($R^2 = 0.766$) and service quality ($R^2 = 0.743$) are explained to a substantial degree, meaning that the SE factors strongly influence both competitive positioning and the delivery of quality services in hotels. Innovation ($R^2 = 0.679$) and resource utilization ($R^2 = 0.648$) demonstrate moderately high explanatory power, indicating that the model effectively accounts for the role of the SE in driving new ideas and improving efficiency in resource use. Flexibility ($R^2 = 0.536$) is also moderately explained by the predictors, showing that while the model captures its main drivers, there are still other external factors contributing to this construct. Overall, these values suggest that the SE has a considerable impact on hotel performance, particularly in terms of competitiveness and service quality, while also playing an important role in innovation, flexibility, and efficient resource utilization.

Table 3: Reliability, Convergent Validity, R², and Q².

Constructs	CR	R ²	AVE	Q ²
Economic Driver	0.780		0.770	
Social Driver	0.733		0.777	
Environmental Driver	0.814		0.629	
Competitiveness	0.933	0.766	0.668	0.762
Service Quality	0.933	0.743	0.584	0.730
Flexibility	0.971	0.536	0.870	0.532
Resource Utilization	0.926	0.648	0.681	0.645
Innovation	0.967	0.679	0.856	0.676

Cheung et al. (2024) recommended comparing the heterotrait-monotrait (HTMT) ratio of correlations with a threshold value of 0.85 to examine discriminant validity in variance-based SEM (i.e., partial least squares). First, the pairing of Competitiveness with Innovation (HTMT = 0.850) and with Resource Utilization (HTMT = 0.844) suggests that respondents conflate competitive advantage in the SE with both technological novelty and efficient use of idle assets. In practical terms, customers who feel that sharing- economy platforms offer a competitive edge whether through pricing, unique offerings, or market differentiation are simultaneously attributing that edge to the platforms' innovative service channels (e.g., app-based check-in, digital concierge) and to their capacity to repurpose underutilized spaces. Such high inter- construct correlations imply that “being competitive” is perceived not as an isolated benefit but as an emergent property of both innovation and resource optimization.

Similarly, the HTMT of Service Quality with Innovation stands at 0.849, indicating that customers regard cutting-edge features as intrinsic to a high-quality experience rather than as optional enhancements. From a theoretical standpoint, this linkage underscores an evolving definition of “service quality” in the sharing-economy context, one that increasingly incorporates digital and technological innovation as core quality dimensions. Although Resource Utilization and Innovation exhibit a more moderate HTMT of 0.741, their positive association still reinforces the idea that eco-friendly or space-saving operations are viewed through an innovative lens as declared in table 4.

Table 4: Discriminant Validity (HTMT)

Construct	1	2	3	4	5
Competitiveness					
Flexibility	0.756				
Innovation	0.850	0.784			
Resource Utilization	0.844	0.788	0.741		
Service Quality	0.755	0.746	0.849	0.835	
Sharing Economy	0.736	0.758	0.757	0.751	0.701

4.3 Structural Model

The findings offer compelling empirical evidence in favor of hypothesis 1, which postulated a favorable correlation between SE and PI. The results of the analysis showed a large effect size ($f^2 = 3.707$) and a highly significant effect ($\beta = 0.887$, $t = 65.595$, $p < 0.001$). This suggests that increasing the use of SE practices greatly improves hotel performance, especially in terms of customer engagement, service delivery, and operational efficiency. The results demonstrate that SE-based business models significantly enhance the general performance and long-term viability of hospitality enterprises.

The results in table 5 showed a strong and positive relationship between SE and competitiveness ($\beta = 0.875$, $t = 44.348$, $p < 0.001$, $f^2 = 3.269$), supporting hypothesis 1.A. This result suggests that by encouraging creativity, cost effectiveness, and customer responsiveness, the application of SE principles enhances hotels' competitive edge. Hotels can differentiate their offerings, react quickly to market changes, and sustain a long-term position in the tourism industry thanks to the technology-driven and collaborative nature of SE platforms.

Additionally, hypothesis 1.B was also validated, demonstrating a strong positive correlation between SE and SQ ($\beta = 0.857$, $t = 57.399$, $p < 0.001$, $f^2 = 2.755$). According to this finding, SE-oriented strategies encourage openness, ongoing feedback, and superior customer service all of which raise customer satisfaction.

Flexibility (FLX) was found to be significantly positively impacted by SE ($\beta = 0.732$, $t = 20.090$, $p < 0.001$, $f^2 = 1.153$), which is consistent with hypothesis 1. C. This suggests that SE-based services offer flexible and user-friendly options that meet the changing needs and preferences of travelers.

Likewise, hypothesis 1.D demonstrated a positive correlation between SE and Resource Utilization (RU) ($\beta = 0.805$, $t = 27.377$, $p < 0.001$, $f^2 = 1.841$), suggesting that SE contributes to waste reduction, operational productivity enhancement, and asset utilization optimization.

Finally, a significant correlation between SE and Innovation (INN) was confirmed by supporting hypothesis 1.E ($\beta = 0.824$, $t = 26.842$, $p < 0.001$, $f^2 = 2.113$). This emphasizes how the SE can support innovative service models and technology developments that boost value generation in the hospitality industry. The results of hypotheses testing are summarized in Figure 2.

Table 5: Results of Structural Model.

Path #	Hypotheses Path	Path Coefficient (β)	t-value	Cohen's F2	Result
1	SE $\rightarrow$ PI	0.887	65.595***	3.707	Supported (Large Effect)
1.A	SE $\rightarrow$ COM	0.875	44.348***	3.269	Supported (Large Effect)
1.B	SE $\rightarrow$ SQ	0.857	57.399***	2.755	Supported (Large Effect)
1.C	SE $\rightarrow$ FLX	0.732	20.090***	1.153	Supported (Large Effect)
1.D	SE $\rightarrow$ RU	0.805	27.377***	1.841	Supported (Large Effect)
1.E	SE $\rightarrow$ INN	0.824	26.842***	2.113	Supported (Large Effect)

*** $p < 0.001$ (99.9% significance)

** $p < 0.01$ (99% significance)

* $p < 0.05$ (95% significance)

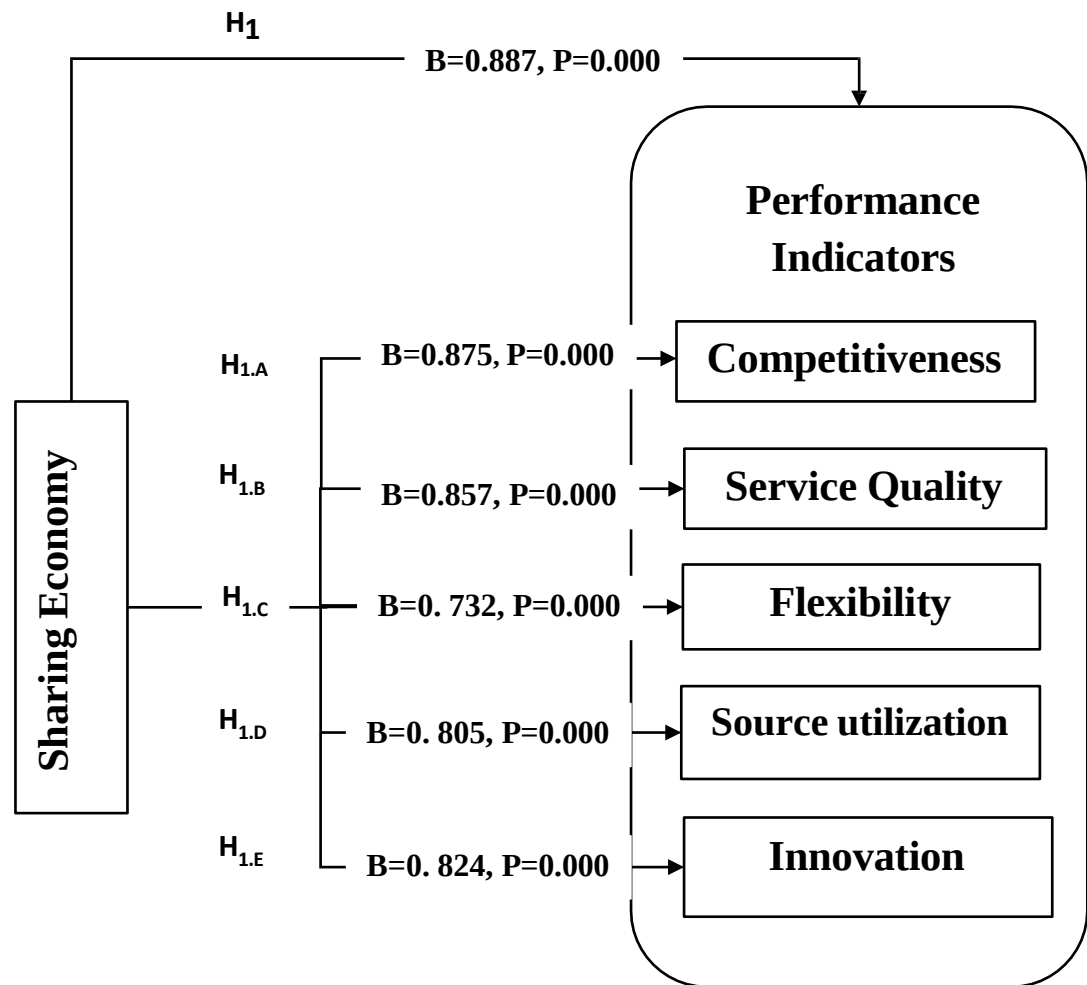


Figure 2. Summary of results

5. Discussion and conclusion

5.1 Discussion

The analysis of findings is to elucidate and contextualize the conclusions concerning the primary survey questions and the extensive literature on the SE and hotel performance. The responder profile revealed that participants were primarily young to middle-aged, highly educated, and situated in major Egyptian cities. This distribution represents a group that typically embraces digital platforms early and interacts with new service models. The diversity of their geographical locations which include both leisure and commercial destinations enhances the validity and the results' validity and generalizability are enhanced by the range of their geographical locations, which include both leisure and commercial sites generalizability of the results.

First, economic motives and competition were identified as key factors driving user participation with SE platforms. The findings revealed that participating in SE services has a substantial impact on hotel PI, particularly in terms of competition and pricing strategies. Respondents highlighted

cost-effectiveness as an important incentive, viewing P2P lodging as a less expensive choice that allows them to reallocate their expenditure toward other travel experiences. This finding is consistent with Birinci et al. (2018), who observed that P2P rentals alter the competitive landscape by allowing "regular people" to host tourists, diverting clients away from traditional hotels. Similarly, Hawlitschek et al. (2018) discovered that informal housing competes directly with hotels on price, diversity, and social advantages. Furthermore, Varma et al. (2016) and Zheng et al. (2023) found that sharing accommodations has various degrees of influence on hotels, with small and medium-sized hotels being more influenced than huge brands. The current findings are also consistent with Liu and Chen (2020), who discovered that cost savings from efficient sharing platforms frequently stimulate spending in other tourism areas, and Blal et al. (2018), who discovered that luxury hotels are more negatively impacted by the expansion of sharing accommodation supply. These findings confirm that price sensitivity and value-seeking behavior are important drivers of SE adoption, putting pressure on traditional hotels.

Second, social and experiential motives were proven to have a significant impact on customer involvement with SE platforms. Respondents commonly stressed the sense of belonging and connection that comes from connecting with hosts, integrating into local communities, and visiting authentic cultural sites. These findings are consistent with Tussyadiah (2016), who underlined the importance of creating a welcoming environment and tailored local recommendations to improve guests' cultural immersion. Similarly, Casais et al. (2020) observed that SE accommodations attract a distinct client segment one that values authenticity and human connection above standardized hotel services. The resulting findings confirm that lodging is increasingly viewed as both a service and a social experience, which is consistent with social-exchange theory and the increased emphasis on meaningful interpersonal relationships. To remain competitive, hotels must promote personalized and culturally grounded guest experiences.

Third, sustainability perceptions have a substantial impact on customer involvement with SE platforms. Respondents identified P2P housing with environmentally friendly behaviors, specifically the reuse of existing residential spaces and minimizing resource waste. These findings are consistent with Pouri (2021a, 2021b) and CLEMM et al. (2023), who explained how shared resource use leads to optimization effects, which reduce overall resource use while increasing efficiency. Although indirect rebound effects may occur, as indicated by Liu and Chen (2020), the general perception of sustainability continues to be a positive driver of adoption. As a result, this research supports the idea that travelers are motivated not only by economic and social motives, but also by a sense of environmental responsibility. Hotels that emphasize demonstrable sustainability activities such as trash management, energy efficiency, and green certifications may gain a competitive advantage.

Fourth, competitiveness remains one of the most important dimensions impacted by the SE's growth. This research's findings confirm previous research indicating that P2P rentals change the competitive dynamics of the accommodation sector by allowing "regular people" to host visitors, diverting clients away from hotels (Birinci et al., 2018). P2P accommodation competes with hotels for monetary value, variety, and the social benefits of meaningful connections with hosts

(Hawlitshchek et al., 2018). However, the competition does not affect all hotel categories equally. Empirical research suggests that smaller-scale or economy hotels are more vulnerable to competition from platforms like Airbnb, but major, established hotel brands are more resilient (Varma et al., 2016; Zheng et al., 2023).

Fifth, service quality and customer happiness were highlighted as important PI influenced by SE platforms. The research found that convenience, accessibility, and rapid problem resolution were critical to perceived service quality. This finding is consistent with the findings of Priporas et al. (2017), who found that convenience is the most important relative element in Airbnb's service quality. Similarly, Ju et al. (2019) discovered several service quality attributes related to the website, host, and facilities that have a substantial impact on customer satisfaction. In the current research, respondents prioritized transparency, quickness, and accessibility over material luxury, indicating a shift in customer value judgments. This contributes to the broader trend of experience-driven tourism, in which functional efficiency exceeds physical luxuries.

Sixth, flexibility and adaptation emerged as key assets of SE platforms. Respondents commended their response to unusual demands, flexible scheduling alternatives, and customer-focused return policies. These findings are in line with Kathan et al. (2016), who recognized flexibility as a distinguishing element of the SE that benefits both workers and customers. Similarly, Huang (2024) and Zervas et al. (2017) highlight Airbnb's ability to adapt to market changes and client needs. Hotels, on the other hand, were regarded to be less adaptable due to their adherence to uniform regulations. This shows that flexibility can serve as a competitive differentiator. Hotels should benefit from empowering front-line employees, modifying inflexible booking arrangements, and investing in speedy communication technology to improve responsiveness and confidence.

Furthermore, the flexibility of Airbnb's supply model allows hosts to dynamically modify prices, limiting hotels' ability to manage peak pricing power (Zervas et al. 2017). Dogru et al. (2019) confirmed that a 1% increase in Airbnb supply can affect hotel RevPAR by 0.02% to 0.04%, depending on the class category. While the implications are varied, they do demonstrate a clear market restructuring in which hotels must compete not only on price but also on value creation, differentiation, and experiential quality. Thus, including SE-inspired elements such as flexibility, customization, and local immersion may allow hotels to remain competitive in this changing climate.

Seventh, resource utilization emerged as a key component influenced by SE practices. The sharing model naturally encourages the optimization of existing resources rather than the production of new ones, which can improve overall efficiency and sustainability. Pouri (2021a) described the "optimization effect," in which shared resource consumption improves utilization efficiency, and the "cross-activity optimization effect," in which sharing one resource improves production or usage of another (Pouri, 2021b). In the hospitality industry, the conversion of underutilized residential areas for tourist accommodations typifies this approach, which allows for resource exploitation with minimal additional expenditure. However, as Liu & Chen (2020) and CLEMM et al. (2023) emphasized, sharing also produces rebound effects both direct and indirect in which economic savings from low-cost accommodation promote further consumption, such as increased travel frequency or higher spending on complementary activities. This paradox implies that, while the SE

improves resource efficiency, it can also promote new consumption patterns. Optimizing operational resources energy, staff hours, and physical assets through adaptive systems and demand-based management could help hotels avoid rebound impacts while also aligning with larger sustainability goals.

Eighth, innovation and technical adaptability were identified as further distinguishing features of SE platforms. Respondents stressed the expedited deployment of digital elements such as streamlined booking systems, mobile check-in, and speedy complaint management. This is consistent with Moon et al. (2019) finding that ongoing advancements in P2P platforms foster incremental innovation in tourism. Similarly, Espinosa Sáez et al. (2025) saw the SE as a business model innovation capable of transforming traditional economic transactions, whilst Geng et al. (2022) identified innovation as a fundamental quality of the SE that spans numerous sectors. These opinions support the current research's results that agility and responsiveness to consumer feedback are crucial for remaining competitive. Hotels that use flexible digital systems, AI-powered concierge tools, and personalized data-driven services can better satisfy changing client demands.

Lastly, the findings showed that participation in the SE is highly associated with better performance in all areas of hotel performance, such as customer happiness, flexibility, competitiveness, and innovation. While Chung & Sarnikar (2022) highlighted the uneven but revolutionary influence of Airbnb on hotel markets, Dogru et al. (2019) found that increases in Airbnb supply hurt hotel performance indices like RevPAR, ADR, and occupancy. These findings are consistent with their findings. The current findings demonstrate that, from a management perspective, the SE should be seen as a learning and innovation accelerator rather than just a threat to competition. To increase their competitiveness and long-term resilience, hotels should proactively adjust by implementing the SE's tenets, which include investing in digital transformation, embracing flexibility, integrating sustainable practices, and improving customer interaction.

In conclusion, the discussion indicates that the SE has a transformative impact on the hospitality business, transforming customer expectations, competitive dynamics, and operational paradigms. The findings of this research are consistent with the broader literature, which shows that sharing platforms promote innovation, sustainability, and service flexibility while disrupting traditional hotel models. Recognizing and incorporating these dynamics allows hotel managers to turn perceived threats into strategic opportunities, positioning their enterprises for long-term success in a more collaborative and technologically driven environment.

5.2 Theoretical Contributions

This research expands scholars' standing by deepening knowledge of SE and PI. The consistently strong predictive power across PI, including competitiveness, service quality, innovation, resource leveraging, and adaptability, provides strong empirical validation for various theoretical lenses. From a dynamic capabilities theoretical vantage, the research indicates that hotels that participate in SE practices build the capacity to sense shifts in the market, reconfigure their assets, and respond more agilely, fortifying their competitiveness and long-term flexibility. In the resource-based view (RBV) mode, the research broadens the construct by revealing how external competitive forces mobilize the creation of useful and non-imitable internal assets, like innovative service procedures, allocative optimization tactics, and a creative culture.

The research also enriches service innovation theory, for an example, by drawing out how hotel companies use agile technologies like contactless check-in and digital complaint channels to improve responsiveness. At the same time, experiential marketing lessons emphasize the role of

emotional engagement and culturally ingrained experiences in creating customer perceptions. In the flexibility and adaptive management tradition, the ability to empower frontline workers to respond rapidly and offer customized solutions replicates the responsiveness of P2P platforms, elevating service quality yet another notch. Lastly, the research enriches the nascent field of ecosystem strategy by framing the SE not only as a disruptor, in the conventional sense, but as part of an overall hospitality ecosystem where hotel companies can adapt, learn, and even cooperate strategically. Overall, these findings collectively indicate a theoretical move beyond seeing the SE as an outright competitor to seeing it as an agent and collaborator in an expanded and more dynamic industry environment.

5.3 Practical Implications

By redefining the SE as a force for change rather than a danger, this research has important ramifications for investors and hotel managers. The results highlight the strategic need for policymakers to engage with SE activities to maintain competitiveness and improve performance for hotel managers and owners. Hotels should use value-added experiences, such as individualized services, carefully chosen cultural events, and genuine local ties that promote emotional resonance, to set themselves apart from the competition rather than just compete on price. A newfound focus on hyper-responsiveness and seamless, tech-enabled customer journeys is suggested by the significant correlation with service quality. Flexible booking guidelines, the use of hybrid business models, and the implementation of dynamic pricing schemes modeled after P2P platforms are examples of strategic measures.

Investing in resource efficiency and innovation becomes another crucial objective. By repurposing unused spaces, implementing smart technology for operational efficiency, and fostering intrapreneurial cultures that prioritize agility and continuous improvement, hotels may unlock new value. Fostering genuine human relationships is equally crucial. By presenting employees as local ambassadors who offer insider information and individualized interactions, the warmth and sense of community that are often connected to P2P stays are reinforced. Additionally, hotels may bridge the perceived gap with SE providers who are frequently seen as “greener” by developing a credible sustainability story through open environmental practices and integrated eco-friendly experiences.

Technological agility is a central enabler. To match the rapid innovation of sharing platforms, hotels should adopt modular, scalable infrastructures that support digital integration and real-time feedback loops. Mobile applications for check-in, in-app service requests, and AI-driven personalization enhance convenience and align with modern customer expectations. Closely tied to this is policy flexibility: decentralizing decision-making and empowering frontline employees to address customer needs on the spot fosters responsiveness that rivals P2P hosts.

For marketing and differentiation, hotels must sharpen their unique value propositions by highlighting safety, professional standards, and extensive amenities factors often absent in P2P models. Targeted campaigns based on traveler profiles drawn to SE platforms can enhance customer acquisition and loyalty. From a policy perspective, the results call for balanced regulatory frameworks that encourage fair competition without stifling innovation. Regulators should ensure customer protection, taxation fairness, and safety standards while acknowledging the reciprocal influence between traditional hotels and sharing platforms. Finally, for investors and financial institutions, the research provides evidence that hotels embracing flexibility, innovation, and enhanced service quality are better positioned for resilience and long-term growth. Properties that strategically engage with the SE demonstrate stronger performance, offering clearer investment potential in an evolving hospitality landscape.

5.4 Limitations and Future Research

Despite its strengths and novel contributions, this research is not without limitations, which in turn open pathways for future research. First, the reliance on self-reported survey data introduces risks of response bias, such as social desirability and recall inaccuracy, which may have inflated or understated respondents' reported engagement with P2P platforms and their perceptions of hotel performance. Future studies should triangulate self-reported measures with objective behavioral data for example, booking records from both hotels and sharing-economy providers to mitigate common method variance and more accurately capture customer choices.

Second, the cross-sectional research design restricts causal inference. Although significant associations were observed between sharing-economy engagement and outcomes such as innovation, flexibility, and resource utilization, it remains uncertain whether P2P adoption drives hotels to adapt, or whether already innovative hotels attract customers predisposed to such platforms. Longitudinal panel studies would allow for stronger causal claims, clarify temporal dynamics, and reveal whether these relationships persist, strengthen, or diminish over time as both hotels and customers adjust.

Third, the geographic breadth is restricted to a single national context, even though the sample included a variety of Egyptian cities. The competitive dynamics between hotels and P2P providers may be shaped by cultural, legal, and infrastructure features specific to Egypt, such as the prevalence of digital payments, local laws governing short-term rentals, and the level of development of the domestic hospitality industry, in ways that are not universally applicable. To ascertain whether the observed trends are culturally contingent or universal, a comparative cross-cultural research in Europe, North America, Asia, and beyond is crucial.

Building on these limitations, several avenues for future research emerge. Scholars should integrate objective PI (e.g., occupancy rates, ADR, RevPAR) with customer perceptions to produce a more comprehensive picture of market dynamics. The roles of host and property attributes also warrant attention: host professionalism, listing accuracy, and responsiveness may shape trust, safety, and service quality in P2P lodging, just as hotel staff training, design aesthetics, and sustainability certifications may influence customer evaluations of traditional hotels. Experimental and quasi-experimental designs such as A/B testing of cancellation policies or digital concierge services could establish causal evidence on the effectiveness of specific innovations.

Lastly, the SE's dynamic character necessitates ongoing observation. Competitive dynamics have changed as a result of the post-pandemic recovery, the rise in distant work-driven "workcations," and more regulatory scrutiny. To capture the dynamic and quickly evolving scene, future research should use data-driven and adaptive approaches, such as agent-based modeling of customer-host interactions, sentiment analysis of online reviews, and real-time platform analytics. The researchers may more effectively map the interactions between sharing-economy dynamics and hotel strategy and performance by adopting multi-method, multi-level approaches. This will give practitioners and policymakers useful information for navigating an ever-more complicated hospitality ecosystem.

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رابط المجلة



تأثير الاقتصاد التشاركي على مؤشرات الأداء في الفنادق في مصر

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المستخلص

قد أحدث الاقتصاد التشاركي الذي تُقدّر قيمته العالمية بأكثر من 113 مليار دولار أمريكي، تحولاً في قطاع الضيافة، لا سيما في الأسواق الناشئة مثل مصر، حيث تعيد منصات peer-to-peer مثل (Airbnb) تشكيل سلوك العملاء وديناميكيات المنافسة. وعلى الرغم من تزايد الاهتمام الأكاديمي، هناك القليل من الدراسات التي تناولت تأثيره على أداء الفنادق في الاقتصادات النامية. يهدف هذا البحث إلى قياس تأثير الاقتصاد التشاركي على مؤشرات الأداء غير المالية للفنادق، والتي تشمل القدرة التنافسية، جودة الخدمة، المرونة، استغلال الموارد، والابتكار. ولقد تم استخدام نموذج (post-positivist paradigm)، كما تم اعتماد استراتيجية البحث الكمي. تألف مجتمع البحث من المصريين و السياح الأجانب الذين يستخدمون الفنادق وأماكن الإقامة التشاركية في مصر. ومن هذا المجتمع، تم الحصول على عينة صالحة تتكون من 421 مستجيباً من خلال استبيان عبر الإنترنت شمل مدن سياحية رئيسية، بما في ذلك القاهرة، والإسكندرية، والغردقة، والأقصر، وشرم الشيخ. أكدت النتائج أن الاقتصاد التشاركي يؤثر بشكل كبير على مؤشرات أداء الفنادق (القدرة التنافسية، جودة الخدمة، المرونة، استغلال الموارد، والابتكار). يُسهم هذا البحث في سدّ فجوة معرفية، ويُقدم توصيات عملية قيمة تهدف إلى تعزيز أداء الفنادق من خلال دمج مبادئ الاقتصاد التشاركي.

الكلمات الدالة

الاقتصاد التشاركي؛
مؤشرات الأداء؛
الفنادق.

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