Analyzing The Dimensions of Strategic Intelligence in Hotel Chains in Egypt

Mohamed T. A. Abdelmawgoud[a],   **Muhammad Abd El Monem Ebraheem Abd El Salam**[b],
Khalaf A. K. Moftah[c]

[a] *Assistant Professor, Hotel Management Department, Faculty of Tourism and Hotels, Minia University.*
[b] *Associate Professor, Hotel Management Department, Faculty of Tourism and Hotels, Minia University.*
[c] *Assistant Lecturer, Hospitality Management Department, the Higher Institute for Tourism and Hotels in Alexandria (EGOTH).*

Keywords	Abstract
	This research aims to analyze the dimensions of strategic intelligence to use it as a tool to improve the efficiency of hotel performance. Consequently, the methodology is analytical, and the research population included the managers and the employees of Cairo's five-star hotel chains in Egypt. Therefore, this research was based on the method of random stratified sample. The researchers distributed 385 questionnaires on the staff of hotel chains in the departments of general management, food & beverage, room division, and human resources and they got about 302 valid questionnaires. Based on the research results, managers and employees apply strategic intelligence in their tasks at a high level. In addition, there is a high positive correlation between the level of strategic intelligence and its dimensions as follows: partnership, system thinking, motivation, innovation, future vision, and foresight at the 0.01 significant levels. Finally, about 70.5 % of variance in the level of strategic intelligence is caused by the system thinking dimension, 69.6 % by the partnership dimension, 65.3 % by the motivation dimension, 62.7 % by the innovation dimension, 60.5 % by the future vision dimension, and 59.2 % by the foresight dimension.

1. Introduction.

Today, business organizations are witnessing many challenges because of rapid and continuous changes (Calof & Santilli, 2017). However, the techniques of traditional management have become unable to make the organization competitive in a highly competitive environment, which necessitates the use of administrative methods capable of facing these changes with wisdom and vitality and keeping (Nesello & Fachinelli, 2019), adapting to those changes (Jumiran *et al.,* 2020). To meet this challenge, the organization must have a transformative and innovative approach; other established businesses can benefit from this methodical approach to avoid having their growth hampered by obstacles (Sudiyono *et al.,* 2020). In this context, business organizations must adopt new concepts that ensure and guarantee that they will face these various threats and challenges that the organization faces and survive in the business environment (Adel, 2020).

One of the most important of these concepts is strategic intelligence (Azadi & Qhaemi, 2021), as an information gathering tool that helps decision makers obtain knowledge that supports decision-making (Abed & Abbas, 2019; Asbari *et al*., 2021). Therefore, the decision taken by the higher management is always placed within the limits of the organization according to the strategies developed at the beginning and derived from the original core values, goals of the organization; Hence, strategic reformulation is always carried out regularly in response to any required changes in the industry, whether service or productivity (Ahmed *et al*., 2021). Considering the remarkable development in the field of strategic management now, where several ideas appeared, the most important of which was strategic intelligence, where international business companies began to pay attention to strategic intelligence (Alhabib & Alsultan, 2021). In the twenty-first century, they began to form what is known as strategic intelligence (Almajali & Alzu'bi, 2021), due to the significant role played by strategic intelligence in various fields, which contributes to the achievement of the goals and interests of the organization. So, it is necessary to employ such kind of intelligence in business organization (Alkharabsheh & Al-Sarayreh, 2022; Abdelaal, 2023).

Hotel chains have an important part in the hospitality industry. As dynamic entities, they share the characteristics of global organizations, and distinguish themselves as service sector corporations (Ivanova & Ivanov, 2015). Nowadays, hotel chains are the foundation of the global tourism industry, as there are multiple hotel chains in the countries (Ihsan, 2021). In addition, organizations face rapid changes, whether in the internal or external environment. So, they require fateful decisions. They face a problem that is difficult to maintain in the absence of strategic flexibility, and a constant passion for development or improvement. Strategic intelligence contributes to improving and enhancing the organization's performance. It requires the organization to increase the ability to communicate with external parties, and to develop the means it uses to achieve its goals to improve its performance and organizational ability (Elhachemi & Cheikh, 2021; Azomena *et al.,* 2021).

Some studies confirmed the need to clarify the concept of strategic intelligence for managers as there is a need to develop the performance of managers by making them familiar with concepts of strategic intelligence such as problem-solving, situation management and optimizing experience. Alhabib & Alsultan (2021) recommended that employees should pay attention to the different dimensions of strategic intelligence so that they can make strategic decisions; Elhachemi & Sheikh (2021) recommended that all dimensions of strategic intelligence should be applied if they have an impact on the performance of organizations. Moreover, organizations should restructure their internal and external competitive strategies, through attention and application of strategic intelligence that can lead to superior performance for their employees. Based on the results of Almajali & Alzu'bi (2021), they confirmed the importance of strategic intelligence and its impact on organizational performance. Also, they recommend conducting recent studies on the requirements of enhancing institutional performance. The study of Alshammari (2021) indicated the need to investigate the dimensions of strategic intelligence and pay great attention to them to improve the

performance of the organization; In addition, the study of Al-Asmari (2022) suggested that to achieve a better distinction in the face of upcoming crises, future forward-looking plans should be developed. In specific, the main issue in the hotel chains in Egypt is the significant lack of strategic intelligence indicators (Moftah, 2023). Consequently, the problem is the lack of understanding of hotel managers and employees about the concept of strategic intelligence. Also, most of the studies were applied in different institutions outside Egypt, and there is no single study applied to hotel chains. Moreover, the importance of strategic intelligence in determining the trends and behavior of its employees and their relationship to their performance. Therefore, this research aims to analyze the dimensions of strategic intelligence to use it as a tool to improve the efficiency of hotel performance in Cairo's hotel chains in Egypt.

2. Literature Review

2.1. Strategic Intelligence Concept.

Strategic intelligence is described as the preparing of a leader to recognize his field and work for positive outcomes (Maccoby, 2011; Wilensky, 2015); the process of gathering, processing and presenting environmental data in a manner that enables decision-makers to make their decisions with enough efficiency and effectiveness (Esmaeil, 2014); and a tool to provide timely, comprehensive information on the external and even internal environment to decision-makers, to assist in the planning and strategic decision-making process (Abed & Abbas, 2019). As already mentioned, there is no defined concept of which is strategic intelligence since it is widespread and infectious to the extremities (Alhabib & Alsultan, 2021). Strategic intelligence claimed that it is access to the right information from the right people at the right time so that they can make decisions and establish plans for the organization (Falah & Anwar, 2021). Finally, strategic intelligence definition is the capacity of administrative leaders to deal with the information that is now available about the business environment and to acquire the knowledge necessary for decision-making, forecasting, and future planning, as well as the capacity to adjust in real-time to changes in the environment (Sadalia *et al.,* 2021; Al-Ali & Ali, 2023).

2.2. Strategic Intelligence Importance.

The value of strategic intelligence is one of the major elements in optimizing managers' decisions. Its importance has increased because of the many challenges imposed on organizations by the external environment. Strategic intelligence helps the organization to explore opportunities and use them in the best possible way (Basile *et al.,* 2018). The main value of strategic intelligence is to feed decision-making, enabling constructive steps to be taken to respond to changes in the environment in the early stages of movement (Shahraki *et al.,* 2020), as well as its role in diagnosing the threat and working to adapt to it in a way that helps the organization to minimize its effects, in addition to its role in helping the organization to invest its resources in the best possible way (Kori *et al.,* 2021). This is evidence that intelligence leads to creativity, which leads to higher performance. Furthermore, strategic intelligence plays a vital role in managers' ability to build an organization or entrepreneurial activity (Alkharassani & Hassan, 2021); it helps well-versed companies to value a business for its economic value, allowing managers to forecast the organization's future success (Miri & Mahmoudi, 2022; Al-Ali & Ali, 2023).

2.3. Strategic Intelligence Objectives.

Strategic intelligence aims to detect opportunities, gain a competitive advantage, and maximize the performance of individual enterprises (Abed & Abbs, 2019; Alkharassani & Hassan, 2021; Al-Asmari, 2022; Abdelaal, 2023; Al-Ali & Ali, 2023). In addition, they indicated that the objectives of strategic intelligence are as **follows**:

- Provide early predictions and warnings of threats surrounding organizations and take preventive action.
- by enabling organizations to respond to current and future environmental changes, plan and predict results in a manner that reflects positively on their reputation and location.
- Forming the convictions of decision-makers and formulating policies that decisions and creative policies should be reached optimally.
- To advance the task of gathering and analyzing information on the external environment and to create partnerships in the field of research and development.
- Present practical ideas that turn technologies and inventions into tradable goods.
- Create statistical views on future events and take them as a basis for problems.
- Provide strategic intelligence that will help organizations to consider current and potential risks.

2.4. Strategic Intelligence Dimensions.

This study relies on the measures used by the following studies of Ali (2015), Abed & Abbas (2019), Maccoby & Scudder (2011); El-Latief & Saad (2023); The dimensions of strategic intelligence include:

2.4.1. Foresight Dimension.

The foresight dimension represents the ability of an individual to think based on unseen and unconscious powers but contributes to the future of the organization by creating a distinction between what a corporation can stop and what it can manage (Maccoby & Scudder, 2011). It also describes the opportunity to see future patterns by evaluating the organizational dynamics of both past and present time (Maccoby, 2015). Moreover, foresight is a leader's ability to detect noticeable changes in the future and to perceive associated opportunities and threats (Adel, 2020). Unlike forecasting, foresight derives from combining core knowledge with observing the business environment and interpreting world trends and patterns by which the organization tunes in to its current situation (Vidjah & Qutieshat, 2023). Foresight assists decision-makers in overcoming cognitive limitations to develop long-term in a highly competitive environment (El-Latief & Saad, 2023). Foresight is a systematic and participatory process of collecting intelligence data about the future, based on which a long-term vision is built to guide decisions. This suggests that foresight involves the task of improving analytical knowledge about possible future opportunities while paying attention to the flaws and risks associated with them. Also, social science claims that there are two types of foresight. They can be intuitive and inductive (Izadi *et al.*, 2022; Radhi, 2023; El-Latief & Saad, 2023). Moreover, it is one of the most attractive and useful fields of study as it can be used to map a preferred future and create effective plans to achieve predetermined goals (Al-Ali & Ali, 2023; Mufrij, 2023; Alshaar, 2023; Vidjah & Qutieshat, 2023). Consequently, foresight is an intellectual dimension adopted by administrative leaders to prepare predictive decisions for the future based on their vision of what is happening and the business environment full of social and economic aspects and political variables, based on the strategies that can be prepared that will secure the desired future for the organization.

2.4.2. Future Vision Dimension.

The vision of an organization often involves defining a better future picture that the organization aspires to and exceeds its current circumstances and the tendency to follow targets that are entirely different from the current objectives (Coyne *et al.*, 2011; Qasim, 2018). It is the view of things by mental experience, perception, and contrast for the purpose of forming a picture that the organization should be in the long term. They represent the goals and aspirations of the organization and know where the future of its plans (Abuzaid, 2017). In addition, the future vision is the key to success in the process of strategic change that enables leaders to face the challenges of the enterprise and to track the movements of rivals and to recognize their strategies (Marney & Nur,

2019). Strategic vision is a description of what the organization will be in the future, and focuses on the areas that work to achieve that success by using foresight and organized thinking in developing and designing a model or ideal situation with the aim of reaching it after a certain period of time; and the ability of the manager to imagine a picture of something that has never been experienced and never happened before and to test it which indicates the ability of the manager to see developments before they happen and hence the strategic vision of the organization is realized has achieved its objectives (Dehane, 2020; El-Latief & Saad, 2023). The basis of future vision formation is strategic intelligence, whereby managers and planners can develop the future vision of the organization by honing these talents and using the right techniques to make it a reality. The most comprehensive organizational intelligence is strategic intelligence because it provides the knowledge and information that the organization needs to formulate strategies that will provide value and enhance the organization's growth, development, and progress (Al-Dahhan, 2019). Consequently, the future vision as one of the dimensions of strategic intelligence should give an integrated picture that reflects all parts of the organization for an ideal future capable of facing challenges.

2.4.3. Partnership Dimension.

Partnership describes the ability of the organization to develop strategic partnerships with other organizations and strategic intelligence leaders to achieve shared goals (Leal *et al.,* 2019). A strategic alliance is an arrangement that allows two or more groups of organizations to pool their resources to create a joint venture to invest in jobs. The reasons for forming alliances and collaborations are market entry, product and market motivation, market structure, motivation, and motivation to improve the skills of employees. In addition, developing trust and commitment among partners and the ability to overcome disputes that occur between them, sharing knowledge and developing new products is therefore a key component of strategic intelligence (Almajali & Alzu'bi, 2021; Ávila *et al.,* 2022). These are the strategic alliances that the organization can adapt to transfer to international business, since they can solve many of the issues that other transport strategies might be aware of, as well as being an essential means of achieving further returns through strategic companies with foreign parties with a reputation, expertise, and financial capability (Isoraite, 2009). Clarified that strategic intelligence often becomes beyond the individual's reach, leaders of change therefore need to establish a range of alliances inside and outside the company and form a leadership team of individuals whose collective skills cover all facets of strategic intelligence (Maccoby, 2015). Partnership highlighted the importance of recognizing the various personalities and their feelings in choosing the right partners and sustaining meaningful relationships over time (Alkharassani & Hassan, 2021). The partnership reflects the ability of a strategically intelligent leader to forge strategic alliances with other organizations and benefit from their expertise, which works to create an atmosphere of competition and strengthen the organization's position (Hashem, 2021; El-Latief & Saad, 2023). In addition, one of the most important ideas to be discussed in recent years is partnership, which describes how organizations can create strategic relationships with other organizations (Maccoby, 2015). As a result, it was discussed as a component of the strategic intelligence of the successful administrative leader, since the ability to form alliances and choose the parties with whom this will be done will be a special characteristic and advantage of the leader (Mufrij, 2023). The strategic partnership has a significant role in strengthening and consolidating the position of the organization within the competition market and refining its competitive position at the local and international levels (Al-Ali & Ali, 2023; Radhi, 2023; El-Latief & Saad, 2023).

2.4.4. System Thinking Dimension.

Systems thinking states that it is the ability to objectively think, synthesize and combine various elements for the purpose of evaluating and knowing how they work to create a proper image of what is being dealt with (Alhabib & Alsultan, 2021). Thought leaders have the ability to evaluate the intellect, possess a high learning curve and expertise, and have the ability to understand the interconnections of the sections of the system, and would be more successful in diagnosing the true cause of any problem taking into consideration changes in the external and internal environment gene in organizations as an advanced introduction to strategic thinking and a contemporary way of adapting the organization to the changes of the surrounding environment (Hashem & AIsheikhly, 2021). System thinking accelerates integration throughout the organization, which can enhance the organization's performance and help achieve the organization's goals. It also expresses the ability to combine elements with each other and then analyze and evaluate them (Alkharassani & Hassan, 2021; Alwan & Obaid, 2022). Finally, system thinking is the ability to combine and analyze diverse aspects, as well as to comprehend how they interact, to produce a system or a clear picture of the variables being dealt with (Alkharabsheh & Al-Sarayreh, 2022).

The basic principle of systems thinking is to break the whole into smaller components and analyze how the components interact when understanding and evaluating events (Almajali & Alzu'bi, 2021; Yenner, 2022). It has been described as a school of thought that focuses on how parts interact with each other before putting them all together to form a coherent vision to find patterns and interactions between them and how to structure those relationships in more effective and efficient ways, to understand complex phenomena and issues by seeing reality (Mufrij, 2023; El-Latief & Saad, 2023). Considering the complex network of connections that connect its components as well as how they interact with the surroundings (Al-Ali & Ali, 2023; Radhi, 2023; Alshaar, 2023; Vidjah & Qutieshat, 2023). According to the aforementioned, systemic thinking primarily depends on the abilities of administrative leaders to evoke a comprehensive view of the organizational reality and the environmental reality, and then identify the various elements that will affect the reality of the organization; identifying the necessary mechanisms to deal with this reality based on understanding the overall picture and arranging its parts appropriately; and organized thinking plays an important role in this process.

2.4.5. Motivation Dimension.

It takes leaders who are highly motivated and make sound judgments to ensure that personnel perform well and that the organization's/goals companies are met; Motivation can cause a person to expend all his energy and mind finishing a task; Employees who are highly motivated will work with full initiative, accountability, and discipline, as well as being effective in their task; with work performance, all tasks will be accomplished satisfactorily and on time (Wuryani *et al.,* 2021). In contrast, if the leader has a weak leadership style, employees will be unable to conduct their obligations and will perform poorly (Amri & Ramdani, 2021). In Leadership theory, in their understanding, emphasizes the impact of effective leadership in companies to make dedication to performance; they realize that the factor of successful leadership can lead to strong motivation for employees (Al-Asmari, 2022). As a result, leaders must adapt acceptable leadership methods and give comfort to their employees for people to be motivated and perform well (El-Latief & Saad, 2023). Motivation is one of the key components of strategic intelligence that organizational leaders need to encourage employees, direct their talents towards achieving future visions and visions, and transform conceptual plans and strategies into operational procedures and methods (Al-Azzawi, 2021). To do this, they must consider the factors that influence employee motivation, channel their emotions and feelings, and satisfy their needs (Alkharabsheh & Alsarayreh, 2022). Employees motivation and other elements, such as the employees' own abilities, are inextricably linked to performance. Employees' contribution to the organization in relation to the duties allocated to them, measured against mutually agreed-upon standards, can also be regarded as employee performance (Widarto & Hayaty, 2022). Motivation is a group of beliefs and principles that influence a person to

achieve a particular objective in line with their objectives; employees are clearly motivated to act to achieve a goal by attitudes and values (El-Latief & Saad, 2023). According to the viewpoints expressed; the incentive can be seen from a holistic perspective. Being an outside force influences someone's conduct to take a particular course of action. Consequently, motives are outside forces that influence human behavior, determine its course, sate his desires, and can vary in strength or weakness, generally or exclusively, depending on the person's age, gender, education, mood, social standing, and the civilization in which they were raised.

2.4.6. Innovation Dimension.

Duan & Cao (2020) pointed out that the use of the strategic value of this method in decision-making remains a problem in existing innovation practices. Depending on the participation of strategic intelligence processes, the potential readiness of every organization will be advantageous. It thus acts as a facilitator of creative thinking (Augier *et al.,* 2018). The need for organizations to develop creates interest in the use of strategic intelligence and the creation of studies to identify how intelligence systems function in the innovation phase of organizations (Shahraki *et al.,* 2020). Recognizing that the environment is an essential source of knowledge for generating new ideas allows businesses to identify potential opportunities in a timely manner and to be proactive in detecting risks or issues, with a view to introducing systemic or strategic improvements to their goods and services through strategic monitoring; Innovation refers to the implementation of new ideas derived from creativity, which can be a new product, a new service, or a new way of doing things (Chakim *et al.,* 2022). Innovation highlights the role of innovation in triggering the elements of strategic intelligence between individuals and organizations, and in training their brilliant minds to face challenges in an imaginative way (Shahraki *et al*., 2020). Leaders must embrace cultural values based on innovation and modernization and work to deliver values to all employees. Innovation is the individual's capacity to think in an open field and the willingness of the company to do what is fresh adds value and delivers a superior product relative to rivals in the hospitality industry (Agistiawati *et al.,* 2020).

Innovation refers to the creation of new services or the improvement of existing services to suit changing client needs and to successfully adapt to a dynamic business climate (Tafida, 2022). Leaders must support cultural values focused on creativity and modernization and strive to provide value to all employees. Innovation is the best solution for challenges, knowledge of flaws and holes, and the quest for alternative solutions (Alwan & Obaid, 2022). The level of organization performance is influenced by several factors. According to Moussa *et al.,* (2015), one of the key factors affecting a worker's performance in a hospitality setting is the speed of service. This is because the speed of service affects customer satisfaction, and the longer the wait time, the less satisfied the customer is (Abdelmawgoud *et al.,* 2016). The amount of this performance differential varies depending on several criteria, including the gender, nationality, and kind of hotel chain of the hotel management, and there is also a significant difference in performance indicators among Cairo's five-star hotels. Female directors, foreign chains, and Egyptian directors all fared highest (Abdelmawgoud & Abd El Salam, 2022). To maximize profit rates in hotels, managers must implement a set of managerial practices to enhance operational and financial performance metrics (Abdelmawgoud, 2022). Finally, the levels of employee performance are positively impacted by the dimensions of commitment, work amount, and quality of work. Therefore, hotel management must make sure that the right conditions are set for improved work performance to survive and develop, particularly in a cutthroat worldwide market and in enhancing the hotel's productivity and work quality. The degree of performance should also be a consideration when choosing hotel leaders because it has a good impact on both employee and hotel performance (Moftah *et al.,* 2023).

3. Methodology

The aim of this research is to analyze the dimensions of strategic intelligence to use it as a tool to improve the efficiency of hotel performance in Cairo's hotel chains in Egypt. Consequently, the methodology is analytical, and the population of this research included managers and employees of Cairo's five-star hotel chains in Egypt, as the number of five-star hotels is 20 hotels in Cairo (Idsc, 2023). Therefore, this research was based on the method of random stratified sample. The number of staff (mangers & employees) is unlimited. Therefore, the researchers used the equation of Thompson for an unlimited population to determine the size of the sample as follows:

$$n = p(1 - p)/(\frac{d}{z})^2$$

Where:
p = Probability of achieving the characteristic studied in the population (0.5)
z = Confidence level of 95 % (1.96)
d = Error proportion (0.05)
n = Sample size (385)
Substituting into this equation, the sample size is obtained as follows:

$$n = 0.5(1 - 0.5)/(\frac{0.05}{1.96})^2 = 384.6 = 385$$

This means 385 or more questionnaires are needed to have a confidence level of 95% that the real value is within ± 5% of the measured/surveyed value. For research design, the research tool is a questionnaire. This questionnaire is divided into two parts; the first part is concerned with the public information which includes the following points: job, department, gender, age, scientific qualification, and years of experience. The second part is concerned with the evaluation of strategic intelligence level, which it developed by using the studies of Maccoby & Scudder (2011), Abed & Abbas, (2019), and El-Latief & Saad (2023). The questionnaire form included about 45 questions distributed on the Likert five-scale for multiple options, created as a tool to gather data on the research variables, and distributed to the staff of Cairo's five-star hotel chains in Egypt. Based on the aim of this research, the hypotheses include:

- **H1:** There is a statistically significant correlation between the foresight dimension and the strategic intelligence level.
- **H2:** There is a statistically significant correlation between the future vision dimension and the strategic intelligence level.
- **H3:** There is a statistically significant correlation between the system thinking dimension and the strategic intelligence level.
- **H4:** There is a statistically significant correlation between the motivation dimension and the strategic intelligence level.
- **H5:** There is a statistically significant correlation between the partnership dimension and the strategic intelligence level.
- **H6:** There is a statistically significant correlation between the innovation dimension and the strategic intelligence level.
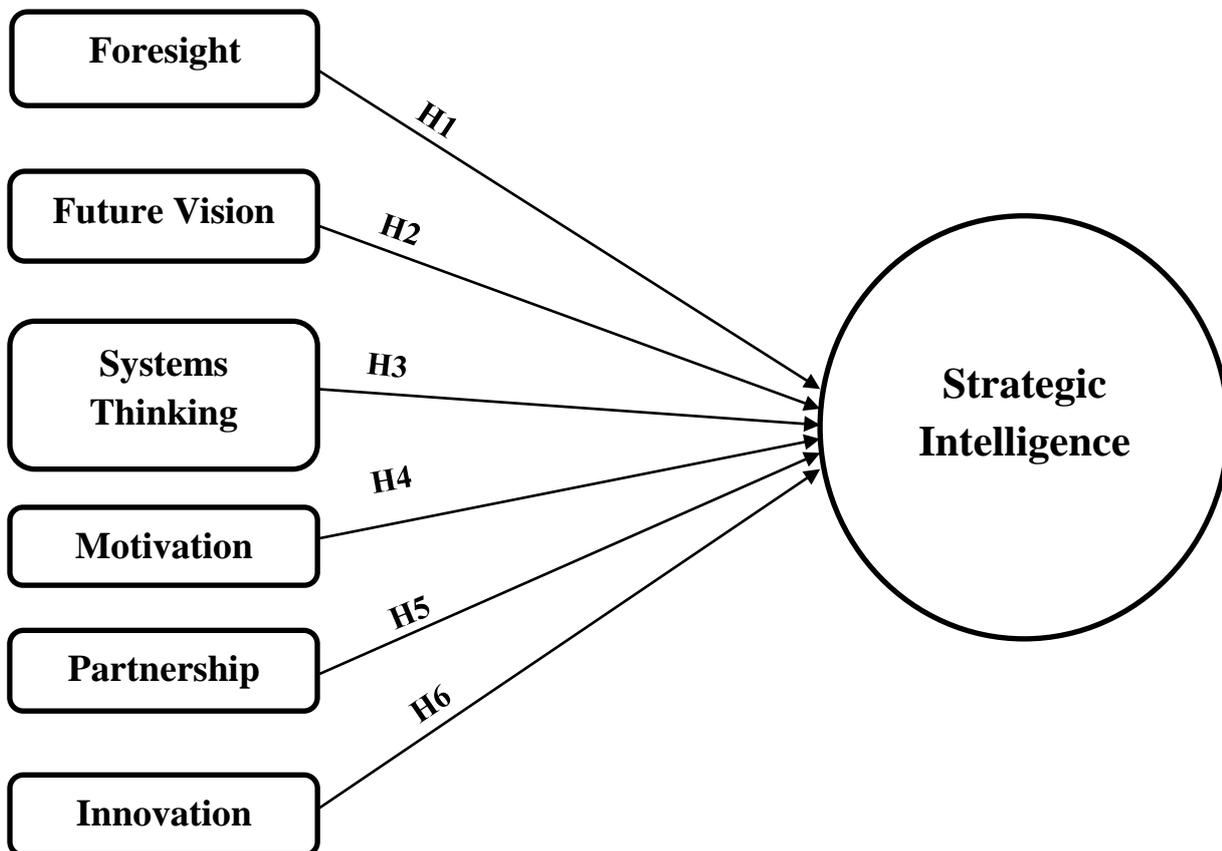
Figure (1): Conceptual Framework of Research**.**

4. Data Analysis and Results Discussion.

This research analyzes the data and discusses the results. It used the SPSS program (V. 25) to analyze the questionnaire data. The scale reliability was conducted by Cronbach's alpha and the scale validity by factor analysis to ensure the quality of research's tools. In addition, descriptive statistics, correlation, and regression were conducted to analyze the research's data to achieve the research's aim. The researchers distributed 385 questionnaires and the number of valid questionnaires was **302.** The following table (1) displays the frequency of respondent's demographics data.

Table (1): The Frequency of Respondents' Demographic Data

No.	Factors	Items	Frequency	Percent
1	Gender	Male	191	63.2
		Female	111	36.8
2	Age	20 or less	7	2.3
		21-29	97	32.1
		30-40	129	42.7
		41-64	59	19.5
		65 and over	10	3.3
3	Scientific Qualification	Diploma or Secondary	21	7.0
		University	184	60.9
		Postgraduate	13	4.3
		Other	84	27.8
4	Years of Experience	Less than one year	56	18.5
		1-5	100	33.1

		6-10	74	24.5
		11-15	46	15.2
		16-20	18	6.0
		More than 20	8	2.6
5	Job	General Manager	23	7.6
		Assistant General Manager	14	4.6
		Department Manager	62	20.5
		Employee	203	67.2
6	Department	General Management	37	12.3
		Food & Beverage Department	72	23.8
		Room Division Department	80	26.5
		Human Resource Department	58	19.2

Table (1) turns out that most respondents are men (63.2%), of 30 to 40 years (42.7 %), university graduates (60.9 %), about 1 to 5 years of experience (33.1%), employees (67.2%) and room division department (26.5 %). For the job factor, most respondents were employees (67.2%), while managers represented about (32.8%). For the department factor, most respondents were from room division (26.5 %), food & beverage (23.8 %), human resources (19.2 %), and general management (12.3 %).

Table (2): The Normal Distribution of Strategic Intelligence Level

No.	Dimensions	Statistic	Sig.	Status
1	Foresight Dimension	0.094	0.000	Non-normal
2	Future Vision Dimension	0.073	0.000	
3	System Thinking Dimension	0.075	0.000	
4	Motivation Dimension	0.098	0.000	
5	Partnership Dimension	0.090	0.000	
6	Innovation Dimension	0.076	0.000	
7	Strategic Intelligence Level	0.039	0.200	Normal

Tables (2) refer to the statistical distribution of data on the level of strategic intelligence in five-star hotels in Cairo. According to the study sample, the data distribution is normal using the Kolmogorov–Smirnov test. Accordingly, parametric tests are used in analyzing the study data. The following table (3) displays the descriptive statistics of strategic intelligence level.

Table (3): Descriptive Statistics of Strategic Intelligence Level

No.	Tests		Strategic Intelligence Level
1	Mean	Statistic	3.6865
		Std. Error	0.04152
2	95 % Confidence Interval for Mean	Lower Bound	3.6048
		Upper Bound	3.7682
3	5% Trimmed Mean		3.7054
4	Median		3.7173
5	Maximum		5
6	Minimum		1

7	Variance		0.521
8	Standard Deviation		0.72155
9	Skewness	Statistic	-0.358
		Std. Error	0.140
10	Kurtosis	Statistic	0.085
		Std. Error	0.280
11	Coefficient of Variance (%)		19.57
12	Normal Distribution	Kolmogorov-Smirnov (K-S)	0.039
		Sig	0.200
13	Validity	No. of Items	45
		Cronbach's Alpha	0.962
14	Reliability	No. of Items	45
		Factor Loading	0.765

Table (3) shows the descriptive statistics of strategic intelligence level (SI) in Cairo's five-star hotel chains. The average SI level is 3.68 out of 5 and the standard deviation is 0.72; This is considered a high level of mean. In addition, the coefficient of variance for strategic intelligence level is 19.57%; it is a variance level statistically acceptable. Moreover, the validity level of the strategic intelligence scale using the Cronbach's Alpha test is 0.962, where it is statistically acceptable, as it exceeds 0.6 as a degree of saturation for the scale statements. Finally, the reliability level of the strategic intelligence scale using the factor analysis test is 0.765, where it is statistically acceptable, as it exceeds 0.6 as a degree of saturation for the scale statements. The following table (4) shows the m-estimators of strategic intelligence level.

Table (4): M-Estimators of Strategic Intelligence Level

No.	M-Estimators	Value
1	Huber's M-Estimator[a]	3.7069
2	Tukey's Biweight[b]	3.7207
3	Hampel's M-Estimator[c]	3.7111
4	Andrews' Wave[d]	3.7212

a. The weighting constant is 1.339.
b. The weighting constant is 4.685.
c. The weighting constants are 1.700, 3.400, and 8.500.
d. The weighting constant is 1.340*pi.

Table (4) presents the mean estimates of the strategic intelligence level according to several statistical tests. Based on these tests, the mean strategic intelligence level is between 3.706 and 3.721. This indicates the high level of strategic intelligence in the five-star hotel chains in Cairo. These results are also consistent with the study results of Abed & Abbas (2019), where the arithmetic average of all dimensions of strategic intelligence ranges from 3.4501 to 3.7354, which indicates the high level of strategic intelligence. The next table (5) shows the percentiles of strategic intelligence level.

Table (5): Percentiles of Strategic Intelligence Level

No.	Percentiles	Weighted Average
1	5	2.5000
2	10	2.7667
3	25	3.1823
4	50	3.7173
5	75	4.2113
6	90	4.6667
7	95	4.7908

Table (5) presents the percentiles of strategic intelligence level according to the respondents' answers in the study sample. The results indicate that 25% of the total respondents specified that the strategic intelligence level was 3.18 (an average level), about 50% of respondents indicated a 3. 7 (a high level), and 95% stated that the level of strategic intelligence is 4.79 (a very high level). Consequently, the largest category explained that the percentage of strategic intelligence is very high, and this is consistent with the study results of Abed & Abbas (2019), which the average weight of all dimensions of strategic intelligence is 3.54, which indicates that the average dimension of strategic intelligence is considered high. Moreover, it differed a little with the study results of Marny & Nur, (2019), which showed that the average of strategic intelligence is 4.74, which indicates a very high level of strategic intelligence. Also, the studies of Alhabib & Alsultan (2021) and El-Latief & Saad (2023) indicated that the application level of strategic intelligence is very high (4.30 out of 5), with a relative weight (85.89 %). The next figure (2) displays the histogram of strategic intelligence level.
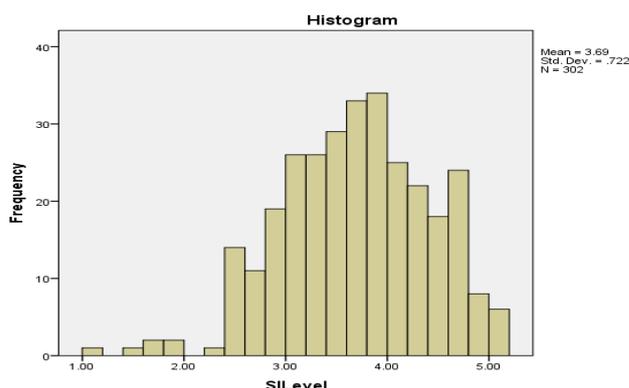

Figure (2): The Histogram of Strategic Intelligence Level

Figure (2) presents the histogram of the strategic intelligence level, where the average of this level is estimated at about 3.69 with a standard deviation of 0.722 for a sample of 302 employees and managers in five-star hotel chains in Cairo. It is also evident from this figure that the data distribution is normal, and the figure (3) confirms this normal distribution.
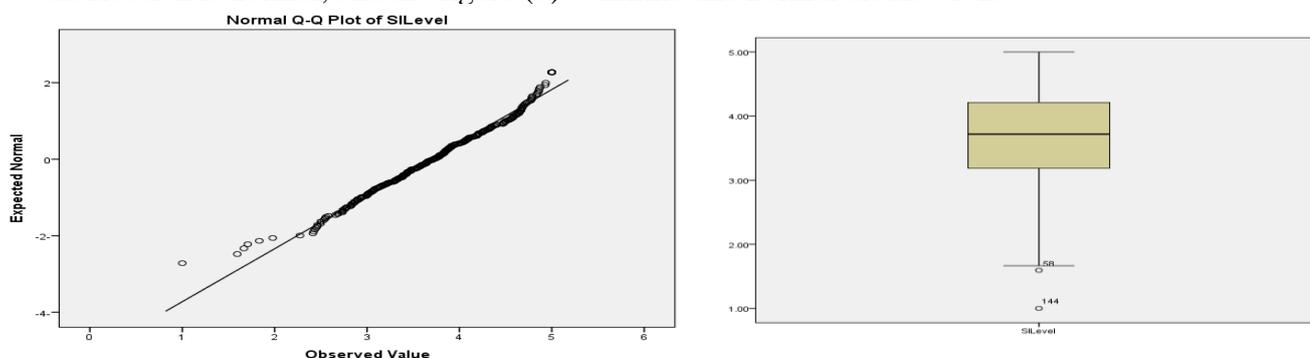

Figure (3): Normal Q-Q Plot of Strategic Intelligence. **Figure (4):** Outliers of Strategic Intelligence

It is clear from figure (4) that the value of the median for the strategic intelligence level in five-star hotel chains in Cairo is 3.7 out of 5, and it indicates a high level. Moreover, all the outliers were less than 2.5 out of 5.

Table (6): Descriptive Statistics of Strategic Intelligence Dimensions

No	Dimensions	Mean	Std.	CV	Level
1	Foresight	3.76	0.84	22.38	High
2	Future Vision	3.69	0.86	23.38	High
3	System Thinking	3.64	0.85	23.54	High
4	Motivation	3.74	0.93	24.98	High
5	Partnership	3.62	0.97	26.81	High
6	Innovation	3.68	0.92	24.99	High
7	Strategic Intelligence Level	3.69	0.72	19.57	High

Table (6) reflects the descriptive statistics of the strategic intelligence level and its dimensions. The mean strategic intelligence level is 3.69 out of 5, which indicates a high level, with a 0.72 standard deviation. Consequently, the coefficient of variance is 19.57 % as it is statistically acceptable. The level of strategic intelligence dimensions is high, according to this arrangement, from highest to lowest; strategic foresight (3.76), strategic motivation (3.74), future vision (3.69), innovation (3.68), systems thinking (3.64), and strategic partnership (3.62). This indicates that the managers and employees of the five-star hotel chains in Cairo are familiar with the various dimensions of strategic intelligence. In addition, these results are consistent with the study results of Abed & Abbas (2019), where the mean of strategic intelligence level is 3.5 out of 5 (high level), with a 0.36 standard deviation. The dimensions of strategic intelligence level are strategic foresight (3.73; 0.61 std), future vision (3.54; 0.92 std), system thinking (3.45; 0.93 std), strategic motivation (4.30; 0.63 std), strategic partnership (3.19; 0.71 std), and innovation (3.45; 0.77 std), which they are at a high level. The study of Marny & Nur, (2019), stated that the value of vision dimension (4.47), foresight (4.46), partnership (4.22), creativity (4.35).

The study of Tariq & Ali (2020) also showed that the level of strategic intelligence is high, The study of Alhabib & Alsultan (2021) confirmed that the level of strategic intelligence dimensions is a very high level (4.3 out of 5), The order of dimensions is as follows, systems thinking dimension (4.37), foresight dimension (4.29), future Vision dimension (4.29), stimulation (4.28), partnership dimension (4.37). In addition, the study of Alkharabsheh & Alsarayreh (2022) stated that the level of strategic intelligence is 3.92 with a 0.514 std., and this indicates a high level. The dimensions of strategic intelligence level are strategic foresight dimension (3.91; 0.64 std.), systems thinking (3.86; 0.65 std.), strategic motivation (4.01; 0.60 std.), and strategic partnership (3.93; 0.665 std). Moreover, the study of Muhaisen *et al.,* (2022) revealed that the level of strategic intelligence is 3.87 out of 5; the study of Mufrij (2023) stated that the level of strategic intelligence is 2.65 out of 5, and the dimensions are motivation (2.73), systems thinking dimension (2.68), strategic future vision dimension (2.67), foresight dimension (2.65), and partnership dimension (2.5). Finally, the study of Ahmad & Asif (2021) proved the opposite, as it confirmed that the level of strategic intelligence is low.

Table (7): Descriptive Statistics of Strategic Foresight Dimension

No.	Strategic Foresight Dimension	Mean		Std. Deviation	CV	Level	Cronbach's Alpha	Factor Loading
		Statistic	Std. Error					
1	The hotel management takes the initiative to continuously analyze the future and predict events to develop the hotel's long-term strategies.	4.12	0.055	0.950	23.06	High	0.873	0.680
2	Hotel management can benefit from personal experience and self-potential in dealing with future events and crises.	3.90	0.059	1.029	26.38	High	0.865	0.759
3	Hotel management can discover and use opportunities in a way that enables me to invest in them to achieve the organizational objectives of the hotel.	3.76	0.063	1.101	29.28	High	0.872	0.695
4	The hotel management follows the occurrence of rapid changes and events and then rethinks their reflections on the decision-making process.	3.84	0.063	1.099	28.61	High	0.861	0.786
5	Management anticipates the timing of changes in the strategic course.	3.71	0.066	1.139	30.70	High	0.859	0.794
6	and ability to take the initiative in the light of new perceptions.	3.60	0.071	1.232	34.22	High	0.859	0.788
7	I believe that decisions made at the hotel are based on careful analytical extrapolation of the future and the changes and complexities it contains.	3.62	0.072	1.244	34.36	High	0.869	0.713
8	Management believes in the importance of predicting the future in achieving excellence and leadership in the long term.	3.50	0.073	1.273	36.37	High	0.870	0.708
	Mean	**3.76**	**0.05**	**0.84**	**22.34**	**High**	**0.881**	**0.740**

Table (7) displays the descriptive statistics of the level of strategic foresight dimension. According to the results, this level is 3.76 out of 5, which is a high level. In addition, the coefficient of variance is 22.34 %; it is a high variance level. In addition, the levels of validity (0.881) and reliability (0.740) are statistically acceptable. Moreover, the statements of strategic foresight dimension ranges from (4.12) to (3.5). These results are consistent with the studies of Qasim (2011), Al-Shafi & Abugaowd (2020), Alkharabsheh & Alsarayreh (2022), Alwan & Obaid (2022), Muhaisin *et al.,* (2022), El-Latief & Saad (2023), Mufrij, (2023), and Al-Ali & Ali (2023), where they stated that foresight is one of the most important dimensions of strategic intelligence. The studies of Maccoby & Sucdder, (2011), Kirilov (2019), and Alhabib & Alsultan (2021) demonstrated how foresight can be used to implement strategies, raise awareness of potential developments, and foster creativity. Consequently, foresight is a critical component of strategic intelligence. In specific, managers and employees of Cairo's hotel chains can have foresight and predict future events when developing their long-term strategy. They also possess the capacity for foresight and that the hotel chains are constantly creating plans and strategies for the future based on anticipating needs and spotting and seizing opportunities. Therefore, employees can predict threats from internal or external factors that occur in the hotel, or before they occur. Finally, this research recommends raising awareness among managers and employees of the importance of anticipating the future in achieving excellence and leadership in the long term.

Table (8): Descriptive Statistics of Strategic Future Vision Dimension

No.	Strategic Future Vision Dimension	Mean		Std. Deviation	CV	Level	Cronbach's Alpha	Factor Loading
		Statistic	Std. Error					
1	The hotel management has a vision with holistic dimensions through which I determine the direction of business and decisions.	3.93	0.063	1.102	28.04	High	0.869	0.700
2	The hotel management can define the vision of the organization efficiently and effectively in line with future changes, events, and crises.	3.75	0.062	1.073	28.61	High	0.859	0.790
3	The hotel management relies on its vision to make the right decisions.	3.74	0.067	1.160	31.02	High	0.863	0.756
4	The hotel management can turn the vision into reality in harmony with the hotel's mission and objectives.	3.78	0.066	1.143	30.24	High	0.859	0.789
5	The management of the hotel works to persuade and motivate the staff of the hotel to believe in its strategic vision.	3.65	0.068	1.173	32.14	High	0.861	0.762
6	The hotel management focuses its vision on the good investment of the resources available to it.	3.63	0.069	1.196	32.95	High	0.867	0.710
7	The hotel management can determine the strategic direction that serves the hotel's suitable competitive position.	3.59	0.071	1.227	34.18	High	0.865	0.725
8	The hotel staff members are involved in setting the vision of the management and working to unite their efforts towards achieving the objectives of the hotel.	3.42	0.073	1.275	37.28	High	0.872	0.673
	Mean	**3.67**	**0.05**	**0.86**	**23.43**	**High**	**0.879**	**0.738**

Table (8) displays the descriptive statistics of the level of strategic future vision dimension. According to the results, this level is 3.67 out of 5, which is a high level. In addition, the coefficient of variance is 23.43 %; it is a high variance level. In addition, the levels of validity (0.879) and reliability (0.738) are statistically acceptable. Moreover, the statements of strategic future vision dimension ranges from (3.92) to (3.42). These results are consistent with the study of Mufrij (2023), where managers and employees can develop future vision, and they are constantly developing plans and strategies based on predicting future needs and discovering opportunities and threats. The studies of Esmaeili (2014) and Alkharabsheh & Alsarayreh (2022) stated that managers and employees have the capacity to outline the organization's road map, which helps them to be able to envision potential outcomes and comprehend the changes that are likely to have an impact on the organization. In addition, it allows them to effectively manage the future and make informed decisions on any risks. The studies of Deloitte (2004), Hammouda (2014), Kirilov (2019), Muhaisen *et al.,* (2022) highlighted the value of future vision as one of the components of strategic intelligence and its function in aiding hotel chains management in imagining potential future events. The studies of Keikha *et al.,* (2016), El-Latief & Saad (2023) demonstrated how strategic intelligence gives managers a vision and qualifies them to lead effectively run organizations. In contrast, the results of this research disagreed with the study of Alsarsak (2020). Finally, this research recommends that hotel employees must be involved in setting the vision of the management and working to unite their efforts towards achieving the objectives of the hotel.

Table (9): Descriptive Statistics of Strategic Systems Thinking Dimension

No.	Strategic Systems Thinking Dimension	Mean		Std. Deviation	CV	Level	Cronbach's Alpha	Factor Loading
		Statistic	Std. Error					
1	The hotel management is working on studying new ideas and their suitability for current and future situations long-term value.	3.74	0.059	1.031	27.57	High	0.861	0.759
2	The hotel management usually focuses on identifying the causes of a crisis as a priority to avoid it.	3.73	0.062	1.069	28.66	High	0.860	0.766
3	The hotel management looks at crises from different viewpoints rather than as separate parts.	3.66	0.061	1.068	29.18	High	0.858	0.779
4	Hotel staff members are encouraged to learn and acquire knowledge on an ongoing basis to invest in the strategic perceptions of the hotel.	3.65	0.066	1.142	31.29	High	0.853	0.800
5	anagement has the perception that all the hotel are interconnected and harmonious	3.67	0.065	1.125	30.66	High	0.851	0.807
6	Hotel management can view over issues from different points of view.	3.53	0.070	1.219	34.53	High	0.864	0.723
7	Hotel management can design and create smart ideas and solutions to face crises.	3.50	0.071	1.238	35.37	High	0.869	0.691
Mean		**3.64**	**0.05**	**0.86**	**23.63**	**High**	**0.877**	**0.761**

Table (9) displays the descriptive statistics of the level of system thinking dimension. According to the results, this level estimates 3.64 out of 5, where it is a high level. In addition, the coefficient of variance is 23.63 %, it is a high variance level. In addition, the levels of validity (0.877) and reliability (0.761) are statistically acceptable. Moreover, the statements of system thinking dimension ranges from (3.74) to (3.5). Consequently, the level of logical thinking between managers and employees is high. Therefore, they can think in an organized way; examine innovative ideas together rather than separately considering their long-term value; and strive to design and (to innovate) smart atypical solutions to solve intractable problems. The results of this research demonstrated the ability of hotel managers to analyze data and recognize the interdependence of system components and their connections to the whole, enabling them to identify the root causes of problems and crises and make the best decisions for solutions. In addition, the ability of hotel managers to assess any crisis they may encounter by considering its root causes as a whole rather than separately. These results are consistent with the studies of Kuosa (2011), Lehane (2011), Maccoby (2017), and Yaseen (2020) which highlighted the significance of systems thinking as one of the components of strategic intelligence. In addition, the studies of Abualghanam (2016), Alshafi & Abugaowd (2020), El-Latief & Saad (2023), demonstrated that system thinking is an essential component of thinking and making the right decisions. In contrast, the results of this research disagreed with the study of Alsarsak (2020). Finally, this research recommends that hotels must improve the ability of managers and employees to design and create smart ideas and solutions to face crises.

Table (10): Descriptive Statistics of Strategic Motivation Dimension

No.	Strategic Motivation Dimension	Mean		Std. Deviation	CV	Level	Cronbach's Alpha	Factor Loading
		Statistic	Std. Error					
1	The hotel management can encourage employees to implement the vision and perceptions of the hotel that have been developed.	3.93	0.067	1.168	29.72	High	0.888	0.747
2	The hotel management Competition among employees should be encouraged to attain more achievements.	3.78	0.065	1.137	30.08	High	0.880	0.807
3	The management of the hotel has a good incentive system that improves performance.as a result of their work and achievements	3.81	0.066	1.142	29.97	High	0.880	0.803
4	The hotel management adopts the creative ideas presented by the hotel staff.	3.75	0.069	1.203	32.08	High	0.875	0.832
5	The hotel management should develop the work in the spirit of one integrated team among employees to accomplish tasks.	3.69	0.070	1.218	33.01	High	0.879	0.807
6	The hotel management can encourage employees to take responsibility and participate in making decisions.	3.61	0.068	1.181	32.71	High	0.881	0.789
7	The management of the hotel attaches great importance to reducing the sense of functional alienation of the hotel's employees.	3.59	0.072	1.257	35.01	High	0.891	0.724
Mean		**3.74**	**0.05**	**0.93**	**24.87**	**High**	**0.897**	**0.787**

Table (10) displays the descriptive statistics of the level of strategic motivation dimension. According to the results, this level is 3.74 out of 5, which is a high level. In addition, the coefficient of variance is 24.87 %, It is a high variance level. In addition, the levels of validity (0.897) and reliability (0.787) are statistically acceptable. Moreover, the statements of strategic motivation dimension ranges from (3.93) to (3.59). Consequently, the management of the hotel can motivate employees to implement its strategic vision, attach great importance to reducing the sense of hotel alienation of the hotel's employees, inspire employees to prevent any outcomes that would be detrimental to the organization's work or employees, as well as to effectively implement the organization's vision and achieve its goals. These results are consistent with the studies of Kruger (2010), Alhabib & Alsultan (2021), and Muhaisen *et al.,* (2022), where they highlighted the significant importance of the strategic motivation dimension and demonstrated the ability of hotel managers to inspire staff, relentless pursuit of attention to the workforce forms a crucial pillar of the foundations of an advanced organization. In addition, the studies of Lehane (2011), Maccoby (2015), Varelas & Apostolopoulos (2020), El-Latief & Saad (2023), Mufrij (2023), Al-Ali & Ali (2023), showed how highly hotel managers' motivational skills scored among the components of strategic intelligence and emphasized their value. In contrast, the results of this research disagreed with the study of Alsarsak (2020). Finally, this research recommends that hotels must attach significant importance to reducing the sense of functional alienation of the hotel's employees.

Table (11): Descriptive Statistics of Strategic Partnership Dimension

No.	Strategic Partnership Dimension	Mean		Std. Deviation	CV	Level	Cronbach's Alpha	Factor Loading
		Statistic	Std. Error					
1	The hotel management sees in the partnership of people and institutional stakeholders a method that benefits the hotel in implementing its vision, achieving its goals, and making the right decisions.	3.91	0.067	1.158	29.62	High	0.894	0.789
2	The hotel management always seeks to establish partnerships with other hotels and institutions to benefit from its material or non-material resources and benefit from its experience and expertise in work.	3.70	0.065	1.138	30.76	High	0.887	0.844
3	The hotel management seeks to establish a strategic partnership with the corresponding hotels locally and internationally.	3.69	0.068	1.185	32.11	High	0.891	0.804
4	The hotel management always seeks to rely on the formulation of the strategies and vision of the hotel on the experiences and expertise of others at the local and international levels.	3.65	0.067	1.160	31.78	High	0.886	0.839
5	The hotel management believes that partnership provides cooperation and interdependence with the surrounding environment.	3.55	0.068	1.185	33.38	High	0.887	0.824
6	For the hotel management, partnership with hotels and other institutions is considered a good solution to get out of the crises that the hotel can face.	3.40	0.077	1.335	39.26	High	0.895	0.775
7	The hotel management believes that the partnership contributes to the development of the performance of the hotel staff.	3.42	0.076	1.327	38.80	High	0.900	0.735
	Mean	**3.62**	**0.06**	**0.97**	**26.79**	**High**	**0.905**	**0.801**

Table (11) displays the descriptive statistics of the level of strategic partnership dimension. According to the results, this level is 3.62 out of 5, which is a high level. In addition, the coefficient of variance is 26.79 %, it is a high variance level. The levels of validity (0.905) and reliability (0.801) are statistically acceptable. Moreover, the statements of partnership dimension ranges from (3.91) to (3.4). Consequently, managers and employees can establish alliances and partnerships with other hotels, perceive that the partnership is an effective way for the hotel to achieve its vision and goals, and believe that the partnership approach gives the hotel greater capacity to deal with complex competitive conditions. Hotel chains are constantly keen to communicate and participate with all stakeholders and work to exchange experiences with other related hotel chains and develop their vision and business to keep pace with future changes and challenges. In particular, the staffs of hotel chains in Cairo are satisfied with the cooperation in the hotels. These results are consistent with the study of Hussein (2019), it pointed to a significant partnership between institutions for the exchange of experiences. In addition, the studies of Gonzales & Zaima (2008), Maccody & Scudder (2011), Maccoby (2013), and El-Latief & Saad (2023), highlighted the significant importance of the partnership dimension as a component of strategic intelligence, and they revealed that managers are interested in forming alliances with other institutions. The studies of Hammouda (2014), and Al-Shafi & Abugaowd (2020) identify opportunities for collaboration with other institutions and enhancing institutional innovation processes, and the studies of Kruger (2010), Keikha *et al.,* (2016), El-Latief & Saad (2023) highlighted how crucial this component is a part of strategic intelligence. In contrast, the results of this research disagreed with the study of Alsarsak (2020). Finally, this research recommends that hotels must increase the awareness of partnership importance in developing the performance of hotel staff and providing cooperation and interdependence with the surrounding environment.

Table (12): Descriptive Statistics of Innovation Dimension

No.	Innovation Dimension	Mean Statistic	Mean Std. Error	Std. Deviation	CV	Level	Cronbach's Alpha	Factor Loading
1	Hotel management encourages employees to try new ideas without fear of failing to realize them.	3.89	0.067	1.162	29.87	High	0.890	0.746
2	The hotel management seeks to identify shortcomings and weaknesses in its work.	3.75	0.065	1.134	30.24	High	0.883	0.812
3	The hotel management adopts creative ideas and suggestions from the staff even if these ideas are financially expensive.	3.78	0.067	1.170	30.95	High	0.890	0.742
4	The rules, regulations and procedures of the hotel are simple, clear.	3.70	0.070	1.208	32.65	High	0.888	0.761
5	Hotel management rewards creative ideas and proposals.	3.70	0.068	1.178	31.84	High	0.884	0.796
6	Hotel management tends to change their positions when they are convinced that they are incorrect.	3.63	0.069	1.193	32.87	High	0.883	0.808
7	Hotel Management accepts criticism from others with an open mind.	3.55	0.072	1.258	35.44	High	0.887	0.762
8	The management of the hotel works to solve the problems experienced by the employees.	3.45	0.074	1.287	37.30	High	0.893	0.719
Mean		**3.68**	**0.053**	**0.92**	**25**	**High**	**0.900**	**0.768**

Table (12) displays the descriptive statistics of the level of innovation dimension. According to the results, this level is 3.68 out of 5, which is a high level. In addition, the coefficient of variance is 25 %, which is a high variance level. In addition, the levels of validity (0.900) and reliability (0.768) are statistically acceptable. Moreover, the statements of innovation dimension ranges from (3.89) to (3.45). Consequently, there is constant and continuous support for new ideas and creative innovative solutions in the hotel chains; Hotel management encourages employees to try new ideas without fear of failing to realize them, and supports creativity and creative ideas of their employees, whether they are managers or employees. These results are consistent with the studies of Marny & Nur, (2019), Abed & Abbas (2019), Tafida (2022), and Alwan & Obaid (2022) where they stated that the level of innovation (or creativity) ranges from 3.4 to 4.44. Finally, this research recommends that hotels must accept criticism from others with an open mind and work to solve the problems experienced by the employees.

Table (13): The Relationship between Strategic Intelligence and Its Dimensions

No.	Independent Variable	Dependent Variable	R	Sig.	Correlation Type
1	Foresight Dimension		0.769**	0.000	
2	Future Vision Dimension		0.777**	0.000	
3	System Thinking Dimension	Strategic Intelligence Level	0.824**	0.000	High Positive Correlation
4	Motivation Dimension		0.796**	0.000	
5	Partnership Dimension		0.843**	0.000	
6	Innovation Dimension		0.795**	0.000	

**Correlation is significant at the 0.01 level (2-tailed).

Table (13) shows the relationship between the strategic intelligence level and its dimensions, where there is a high positive correlation between the level of strategic intelligence and its dimensions as follows: strategic partnership dimension (r = 0.843), strategic systems thinking dimension (r = 0.824), strategic motivation dimension (r = 0.796), innovation dimension (r = 0.795) strategic future vision dimension (r = 0.777), and strategic foresight dimension (r = 0.769) at the 0.01 significant level.

Table (14): Regression Analysis between Strategic Intelligent and Its Dimensions

Variable		R	R²	Adjusted R Square	Standardized Coefficients Beta	a	b	Sig
Independent	Dependent							
Foresight		0.769	0.592	0.590	0.769	0.452	0.896	0.000
Future Vision		0.778	0.605	0.604	0.778	0.261	0.929	0.000
System Thinking	Strategic Intelligent Level	0.840	0.705	0.704	0.840	-0.036	0.997	0.000
Motivation		0.808	0.653	0.652	0.808	-0.118	1.046	0.000
Partnership		0.834	0.696	0.695	0.834	1.441	0.621	0.000
Innovation		0.792	0.627	0.626	0.792	1.401	0.621	0.000

**Correlation is significant at the 0.01 level (2-tailed).

Table (14) shows the regression between the level of strategic intelligent and its dimensions. For the variance level, about 70.5 % of variance in the level of strategic intelligent is caused by the dimension of system thinking, 69.6 % by partnership dimension, 65.3 % by motivation, 62.7 % by innovation dimension, 60.5 % by future vision dimension, and 59.2 % by foresight dimension. For the standardized coefficients of Beta, the effect of strategic intelligence dimensions on the level of

this intelligence are as follows; system thinking (B = 0.840), partnership (B = 0.834), motivation (B = 0.808), innovation (B = 0.792), future vision (B = 0.778), and foresight (B = 0.769) at the 0.01 level (2-tailed). Consequently, the dimension of systemic thinking has the highest influence on the level of strategic intelligence compared to the other dimensions. This demonstrates how hotel chain managers approach the organization as a whole and as a coherent system. They approach challenges from various perspectives and adopt a holistic viewpoint to address potential future difficulties. The second dimension is partnership, which shows how well-developed internal relationships and participation among team members have helped hotels foster a spirit of cooperation and create more room for innovation, excellence, and knowledge enrichment, all of which help to strengthen their competitive position.

The third dimension is motivation, where it is explained that hotel chains adopt material and moral incentives and use them as an entry point to achieve the required effectiveness, by identifying individuals' desires and aspirations and in a way that enables them to employ them as positive stimuli for work, while also adopting the participation of others as a method to secure an effective system of incentives and provide a healthy environment for improvement. Additionally, the fourth component is creativity, which explains why senior management supports employees' original ideas. The fifth component, which is a future vision, provides a clear indicator of the organizations that used it to support the administrative managers' strategic intelligence. Building and developing strategies for the organization in a way that corresponds to the needs of future change, strategic vision is based on the readings, conclusions, and expectations that managers (or employees) sense when they anticipate the future.

Foresight is the final factor and ranks last among the other components of strategic intelligence. This finding is consistent with the study by Alqadi & Albashabsha (2022), which claimed that foresight serves as a springboard for other dimensions and a pillar through which administrative managers assess the potential changes in the internal and external environment and evaluate the resulting data to determine the current and future ramifications. Considering this, a reliable reading of the future ensures, and qualifies it to be prominent in the rest of the study. Based on the results, this research confirmed the following hypotheses as **follows:**

- **H1:** There is a statistically significant high positive correlation between the foresight dimension and the strategic intelligence level.
- **H2:** There is a statistically significant high positive correlation between the future vision dimension and the strategic intelligence level.
- **H3:** There is a statistically significant high positive correlation between the system thinking dimension and the strategic intelligence level.
- **H4:** There is a statistically significant high positive correlation between the motivation dimension and the strategic intelligence level.
- **H5:** There is a statistically significant high positive correlation between the partnership dimension and the strategic intelligence level.
- **H6:** There is a statistically significant high positive correlation between the innovation dimension and the strategic intelligence level.

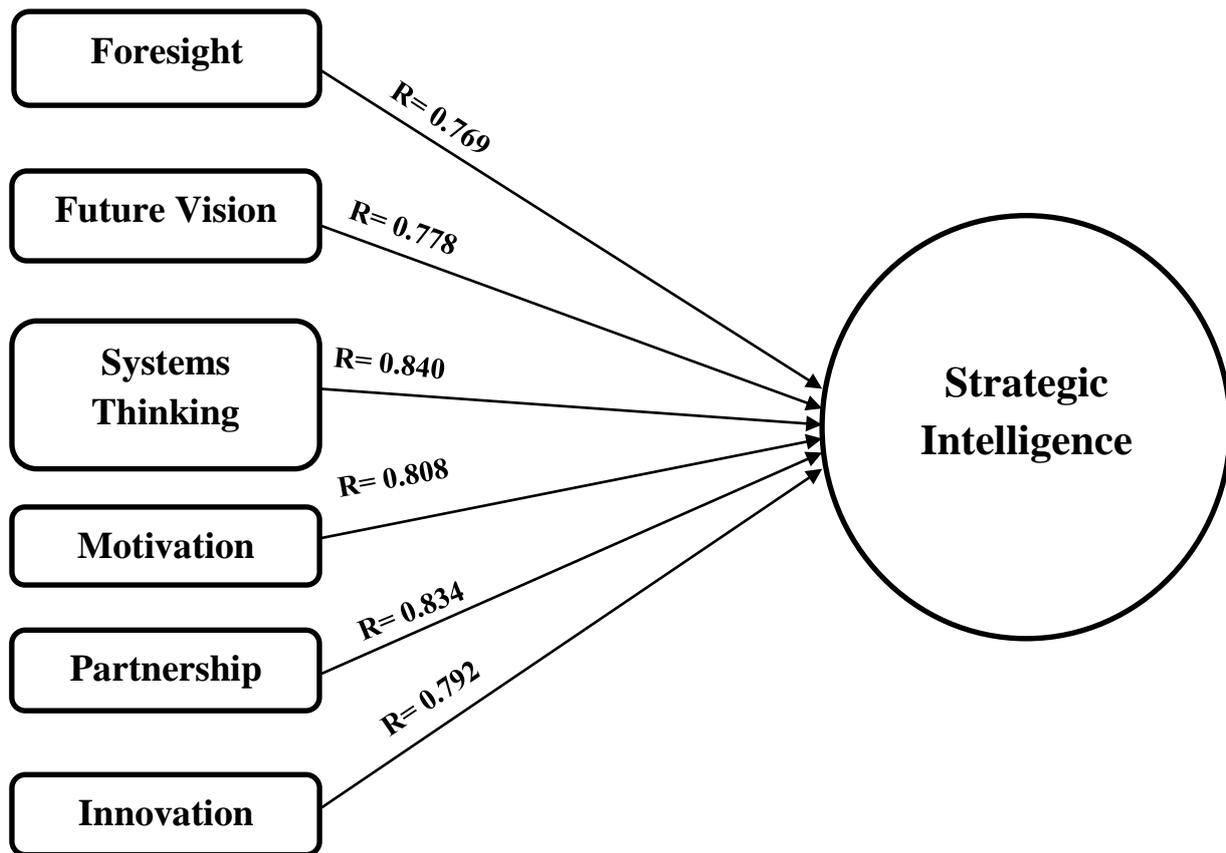Based on the hypotheses, this study stated the following model for strategic intelligence dimensions:

Figure (5): The Dimensions of Strategic Intelligence Model.

5 .Conclusion

This research aims to analyze the dimensions of strategic intelligence to use it as a tool to improve the efficiency of hotel performance. Consequently, the methodology is analytical, and the research population included managers and employees of Cairo's five-star hotel chains in Egypt. Therefore, this research was based on the method of random stratified sample. The researchers distributed 385 questionnaires on the staff of hotel chains in the departments of hotel management, food & beverage, room division, and human resources, where the valid are 302 questionnaires. Based on the research results, most of the respondents are men (63.2%), 30 to 40 years (42.7 %), university graduates (60.9 %), one to five years of experience (33.1%), employees (67.2%), and room division department (% 26.5). For the job factor, most respondents were employees (67.2%), while managers (32.8%). For the department factor, most of respondents were from room division (26.5 %), food & beverage (23.8 %), human resources (19.2 %), and general management (12.3 %). The distribution of the strategic intelligence level is normal .

The results revealed the availability of the dimensions of strategic intelligence among the managers and employees in five-star hotel chains in Cairo, which reflects that the staffs possess strategic intelligence that enables them to exploit the available opportunities as well as reduce the risks of potential threats. In particular, the average strategic intelligence level is 3.69 out of 5 and the standard deviation is 0.72; where this is considered a high level of mean. In addition, the coefficient of variance for strategic intelligence level is 19.57%, which is statistically acceptable. Moreover, the validity level of the strategic intelligence scale using the Cronbach's Alpha test is 0.962, where it is statistically acceptable. The reliability level of the strategic intelligence scale using the factor analysis test is 0.765, which is statistically acceptable.

The level of strategic intelligence dimensions is high, as the dimension of strategic foresight represents (3.76 out of 5; 0.84 std), strategic motivation (3.74; 0.93 std), future vision (3.69; 0.86 std), innovation (3.68; 0.92 std), systems thinking (3.64; 0.85 std), and strategic partnership (3.62; 0.97 std). This indicates that managers and employees of the five-star hotel chains in Cairo are familiar with the various dimensions of strategic intelligence. For the correlation analysis, there is a high positive correlation between the level of strategic intelligence and its dimensions as follows: strategic partnership dimension (r = 0.843), strategic systems thinking dimension (r = 0.824), strategic motivation dimension (r = 0.796), innovation dimension (r = 0.795) strategic future vision dimension (r = 0.777), and strategic foresight dimension (r = 0.769) at the 0.01 significant levels. For the impact analysis, about 70.5 % of variance in the level of strategic intelligent is caused by the dimension of systems thinking, 69.6 % by partnership dimension, 65.3 % by strategic motivation, 62.7 % by innovation dimension, 60.5 % by future vision dimension, and 59.2 % by strategic foresight. For the standardized coefficients of Beta, the effect of strategic intelligence dimensions on the level of this intelligence are as follows; systems thinking (B = 0.840), partnership (B = 0.834), motivation (B = 0.808), innovation (B = 0.792), future vision (B = 0.778), and foresight (B = 0.769) at the 0.01 level (2-tailed). Compared to the other dimensions, the factor of systemic thinking has the greatest impact on the degree of strategic intelligence. This demonstrates how hotel chain managers approach the organization as a whole and as a coherent system. They approach challenges from various perspectives and adopt a holistic viewpoint to address potential future difficulties.

The second dimension is partnership, which shows how well-developed internal relationships and participation among team members have helped hotels foster a spirit of cooperation and create more room for innovation, excellence, and knowledge enrichment, all of which help to strengthen their competitive position. The third dimensions is motivations, which explains how hotel chains adopt material and moral incentives and use them as an entry point to achieve the required effectiveness by identifying people's desires and aspirations and doing so in a way that allows them to use them as positive stimuli for work. It also takes into consideration how adopting other people's participation as a method to secure an effective system of incentives and provide a healthy environment to improve. Additionally, the fourth component is creativity, which explains why senior management supports employees' original ideas. The fifth component, which is a future vision, provides a clear indicator of the organizations that used it to support the administrative managers' strategic intelligence. To build and develop strategies for the organization in a way that corresponds to the needs of future change, strategic vision is largely based on the readings, conclusions, and expectations that managers (or employees) sense when they anticipate the future.

Foresight is the final factor and ranks last among the other components of strategic intelligence. The staffs (managers and employees) of hotel chains in Cairo view the organization as a whole and harmonious system, and they apply a multifaceted approach to solving problems to prepare for the future. To foster a culture of cooperation and offer a larger space for creativity, excellence, and knowledge enrichment in a way that improves the hotel's competitive position, they have also succeeded in building internal ties and involvement among the organization's members. The hotel staff's ability to create and develop organizational strategies in a way that meets the needs of future transformation is made possible by the dimension of vision.

6. Recommendations

Based on the results, hotel chains need to:
- Improve the level of the strategic foresight variable to enhance the hotel overall performance .
- Raise awareness among managers and employees of the importance of anticipating the future in achieving excellence and leadership in the long term.
- Involve the employees in setting the vision of the management and working to unite their efforts towards achieving the objectives of the hotel.
- Improve the ability of managers and employees to design and create smart ideas and solutions to face crises.
- Attach the foremost importance to reducing the sense of functional alienation of the hotel's employees.
- Increase the awareness of partnership importance in developing the performance of hotel staff and providing cooperation and interdependence with the surrounding environment.
- Accept criticism from others with an open mind and works to solve the problems experienced by the employees.

7. Limitations and Future Research

As it's exceedingly difficult to access the staff of all five-star hotel chains in Egypt, the researchers took a sample of the five-star hotel chains in Cairo. For future research, this research recommends conducting the same study on three, four or five-star hotels in other regions such as Alexandria, Hurghada and Sharm El-Shaikh based on a large sample.

8. References

- Abdelmawgoud M. (2022). Analyzing the Financial Performance Indicators of Front Office Management in Five-Star Hotels in Cairo. *Journal of the Faculty of Tourism and Hotels, Mansoura University,* 11(3).
- Abdelmawgoud M., & Abd El Salam M. (2022). Factors Affecting Operational and Financial Performance Indicators of Rooms Division in Four and Five-Star Hotels in Cairo. *International Journal of Heritage, Tourism and Hospitality,* 16(3).
- Abdelmawgoud M., Dawood A., & Moussa M. (2016). The Impact of Prolonged Waiting Time of Food Service on Customers' Satisfaction. *Minia Journal of Tourism and Hospitality Research,* 1(1).
- Moftah K., Abdelmawgoud M., & Abd El Salam M. (2023). Measuring the Level of Employee Performance in Cairo's Hotel Chains: An Analytic Study. *Journal of the Faculty of Tourism and Hotels-University of Sadat City,* 7(1/1).
- Moussa M., Abdelmawgoud M., & Elias A. (2015). Measuring Service Time Characteristics in Fast Food Restaurants in Cairo: A Case Study. *Tourism Today,* 1(15).
- Abdelaal A. (2023). Measuring the Impact of Strategic Intelligence in Strengthening the Sustainable Competitive Advantage in the Commercial Banking Sector in Egypt. *Scientific Journal of Financial and Commercial Studies and Research*, 4(1).
- Abed A. & Abbas A. (2019). Transactional and Empowering Leadership as Two Modified Variables for the Relationship between Strategic Intelligence and the Strategic Map. *Journal of Administration and Economics Sciences*, 15(48).
- Abuzaid, A. (2017). Exploring the impact of strategic intelligence on entrepreneurial orientation: A practical study on the Jordanian diversified financial services companies. *International Management Review*, 13(1): 72-84.

- Adel A. (2020). Analytical Study of the Influence of Strategic Intelligence on the Development of Strategic Marketing Decisions: A Study of Selected Hotels in Kurdistan. *International Journal of Rural Development, Environment and Health Research (IJREH),* 4(6).
- Agistiawati E., Asbari M., Basuki S., Yuwono T., & Chidir G. (2020). Exploring the Impact of Knowledge Sharing and Organizational Culture on Teacher Innovation Capability. *International Journal of Science and Management Studies (IJSMS):* (3), 62–77.
- Ahmad G & Asif Z (2021). Institutional Performance Analysis by Applying Strategic Intelligence in Pakistan: An Empirical Study. *Journal of Business Finance and Accounting,* 15(20).
- Ahmad R. & Seif A. (2020). The Impact of Strategic Intelligence on Financial and Administrative Performance: An Applied Study on Egyptian Banks. *European Journal of Business, Management Investment and Financial Innovations,* 16(4).
- Ahmed S., Abduljabbar B., & Hussein A. (2021). Strategic intelligence and sustainable competitive advantage of small and medium enterprises: An exploratory study in Iraq. *Academy of Strategic Management Journal*, 20(1): 1-12.
- Al-Ali M., & Ali A. (2023). The availability extent of strategic intelligence dimensions of administrative leaders at the Northern Technical University (NTU) and its formations. *Remilitarize*, 13(1): 617-627.
- Al-Asmari A. (2022). The Impact of Strategic Intelligence on Crisis Management in Light of the Spread of the Corona Pandemic by Applying It to the Saudi Banking Sector in the Asir Region. *Journal of Economic, Administrative and Legal Sciences*, 6 (3): 102 – 125.
- Al-Azzawi R., Al-Sharea, I., & Sabri Z. (2021). Strategic Intelligence and Its Role in Tax Success Applied Research in the General Authority for Taxation. *Academy of Strategic Management Journal*, 20 (1): 1-11.
- Al-Dahhan Y. (2019). The Relationship between Strategic Intelligence and the Acquisition of Teaching Skills for History Teachers' Academic Perspective. *Journal of Research and Opinion*, 6 (11).
- Alkharabsheh S. & Al-Sarayreh A. (2022). The Impact of Strategic Intelligence Practices in Achieving Organizational Excellence through Human Capital as a Mediating Variable in the Manager Companies Group in Jordan. *Journal of Positive School Psychology,* 6(7): 474-483.
- Almajali R. & Alzu'bi A. (2021). The Effect of Strategic Intelligence on Enhancing the Performance of Higher Education Institutions: A Field Study of Mutah University. *Humanities and Social Sciences Series*, 36(2).
- Alshaar A. (2023). Authentic Leadership and its Impact on Supporting Strategic Intelligence. *International Journal of Academic Research in Business and Social Sciences,* 13(3): 59-75.
- Al-Shafi S., & Abugaowd G. (2020). The Role of Strategic Intelligence Practices in Developing Intellectual Capital Competencies in Qatari Public Universities. *Zarqa Journal for Research and Studies in Humanities,* 20(2).
- Alshammari A., Alasadi A., & Ahmad A. (2021). Strategic Intelligence and a Course in Achieving Sustainable Competitive Advantage: An Exploratory Search for the Opinions of a Sample of Department Managers and Managers of Administrative Divisions at the University of Karbala. *Journal of Academic Studies*, 20(40).
- Alwan Q., & Obaid A. (2022). The Effect of Strategic Intelligence in Customer Relationship Management: An Analytical Study of the Opinions of a Sample of Administrative Leaders in Some Private Banks in Baghdad. *Entrepreneurship Journal for Finance and Business,* 3(1) .
- Amri A., & Ramdani Z. (2021). Effect of Organization Commitment, Work Motivation, and Work Discipline on Employee Performance. *International Journal of Educational Management, and Innovation*, 2(1): 88-99.

- Asbari M., Novitasari D., Purwanto A., Fahmi K., & Setiawan T. (2021). Self-Leadership to Innovation: The Role of Knowledge Sharing. *International Journal of Social and Management Studies,* 2(5).
- Augier M., Dew N., Knudsen T., & Stieglitz N. (2018). Organizational Persistence in the Use of War Gaming and Scenario Planning. *Long Range Planning*, 51(4): 511-525.
- Azadi Y., Eidipour K., Bakhit M., & Qaemi B. (2021). The relationship between managers' strategic intelligence and job performance and organizational success of employees from the viewpoint of staff and faculty members of Farhangian University. *Educational and Scholastic studies*, 10(2): 41-61.
- Azomena W., D'Souza & Holl J. (2021). The Impact of Strategic Intelligence on the Performance of Institutions. *Journal of International Business Studies*, 266 (6): 256-268.
- Calof J., Richards G., & Santilli P. (2017). Integration of Business Intelligence with Corporate Strategic Management. *Journal of Intelligence Studies in Business,* 7(3).
- Chakim M., Albar F., Pinem D., Putri S., & Cakranegara P. (2022). From Creativity to Innovation: An Entrepreneur Strategic Management for Business Development. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 5(1).
- Coyne J., & Bell P. (2011). The Role of Strategic Intelligence in Anticipating Snational Organized Crime: A Literary Review. *International Journal of Law, Crime and Justice,* 39(1): 60-78.
- Deloitte K. (2004). Strategic Intelligence: An Oxymoron. *Competitive Intelligence Magazine,* 7(1): 14-17.
- Duan Y., Cao G., & Edwards J. (2020). Understanding the Impact of Business Analytics on Innovation. *European Journal of Operational Research*, 281(3): 673-686.
- Elhachemi R., & Cheikh S. (2021). Contributions of Strategic Intelligence to Achieving Outstanding Performance in Light of The Mediating Role of Quality Assurance, An Applied Study on The University of Adrar. *Ru'a Economic Journal, Martyr Hama Lakhdar University, Al-Wadi, Algeria*, 1(11).
- El-Latief A., Fathey M., & Saad H. (2023). Does Strategic Intelligence Impact the Achievement of Crisis Management Effectiveness? Evidence from Four and Five-Star Hotels in Luxor and Aswan. *Journal of Association of Arab Universities for Tourism and Hospitality,* 24(1): 1-24.
- Esmaeili R. (2014). A Study on the Effect of the Strategic Intelligence on the Strategic Decision Making and Strategic Planning. *International Journal of Asian Social Science*, (4)10.
- Falah A., & Anwar M. (2021). Strategic Intelligence and Its Impact on Achieving the Effectiveness of the National Security Apparatus/Field Research. *Review of International Geographical Education,* 11(8).
- Hashem Y., & AI-Sheikhly A. (2021). The Role of Strategic Intelligence in Organizational Success Analytical Research in the Colleges of the University of Fallujah. *Journal of Economics and Administrative Sciences,* 27(125): 18-43.
- Ihsan M. (2021). The Readiness of Mitigation Plan for Urban City Tourism in Jakarta: An Exploratory Study on Big Hotel Chains. *Journal of Tourism Destination and Attraction*, 9(1): 61-70.
- Ivanova M., & Ivanov S. (2015a). Affiliation to Hotel Chains: Hotels' Perspective. *Tourism Management Perspectives*, 16 (1).
- Izadi M., Seiti H. & Jafarian M. (2022). Foresight: A New Approach Based On the Z-Number Cognitive Map. *European Journal of Futures Research*, 10 (1).
- Kharassani F., & Hassan A. (2021). Strategic intelligence and its impact on achieving the effectiveness of the national security apparatus/Field research. *Review of International Geographical Education Online,* 11(8).

- Kori B., Muathe S., & Maina, S. (2021). Strategic Intelligence and Firm Performance: An Analysis of the Mediating Role of Dynamic Capabilities from Commercial Banks in Kenya. *Journal of Business and Management Sciences*, 9(1): 1-11.
- Kruger J. (2010). A Study of Strategic Intelligence as a Strategic Management Tool in the Long-Term Insurance Industry in South Africa, Ph.D. Dissertation, *International Journal of Social Economics,* 19(5).
- Kuosa T. (2011). Different Approaches of Pattern Management and Strategic Intelligence. *Technological Forecasting & Social Change*, 78(1): 458-467.
- Leal A., Soto M., & Rodríguez E. (2019). Las Allianz's Estratégicas Como Factor De *Internalization Para La Micro Y Medina Empress*.
- Maccoby M. (2011). Strategic Intelligence: A Conceptual System of Leadership for Change. *International Society for Performance Improvement*, 67(5).
- Maccoby M. (2013). Successful Leaders Employ Strategic Intelligence. *Research Technology Management,* 44(3): 58-60.
- Maccoby M. (2017). Successful Leaders Employ Strategic Intelligence. *SA Journal of Information Management,* 12(1).
- Maccody M. & Scudder T. (2011). Strategic Intelligence Definition: Conceptual System of Leadership for Change. *Performance Improvement*, 50(3): 32-40.
- Miri-Rami S., Delgshaei Y., & Mahmoudi A. (2022). Identify and Analyze the Factors Affecting the Strategic Intelligence of Managers in Education Districts of Tehran and Provide an Appropriate Model. *Iranian journal of educational sociology*, 5(1).
- Mufrij D. (2023). Strategic Intelligence and Achieving Administrative Empowerment for Workers in the Educational Sector. *Journal of Studies in Social Work*, 2(61).
- Muhaisen A., Abu Swerih A., & Shamia I. (2022). The Effect of Strategic Intelligence in Enhancing the Organizational Culture of the Employees of the Electricity Distribution Company in the Governorates of Gaza. *Journal of the Islamic University for Economic and Administrative Studies*, 30(1): 60-82.
- Nesello P. & Fachinelli A. (2019). The Effects of Big Data over the Analytical Activities of Strategic Intelligence Professionals in Brazil. *Perspectives Emciência Da Informação,* 24(1).
- Qasim S., & Kanaan A. (2018). The Role of Strategic Intelligence In developing the Performance of Insurance Companies: Afield Study on Private Insurance Companies in the Syrian Coast. *Journal-Economic and Legal Sciences Series,* 40(4).
- Radhi A., & Al L. (2023). Building the Reputation of Tourism Organizations Based on The Dimensions of Strategic Intelligence. *International Journal of Studies in Business Management, Economics and Strategies*, 2(1): 16-32.
- Sadalia I., Irawati N., Syahfitri I., & Erisma N. (2021). The Impact of Strategic Intelligence on Entrepreneurial behaviors and Organizational Development. In 3rd International Conference on Business and Management of Technology, Atlantis Press, *Advances in Economics, Business and Management Research*, 202(1).
- Shahraki A., Ansari M., & Keivani S. (2020). An Investigation of The Impacts of Strategic Intelligence on Improving Organizational Innovation. *International Journal of Psychosocial Rehabilitation,* 24(4).
- Sudiyono R., Fikri M., Asbari M., Suroso N. & Singgih E. (2020). The Role of Employee Engagement in the Relationship between Authentic Leadership, Talent Management and Job Satisfaction. *International Journal of Advanced Science and Technology,* 29(5).
- Tafida N. (2022). Effect of New Customer Interface on Service Quality in Five Stars Hotels, Nigeria. *World Journal of Management and Business Studies,* 2(1).
- Varelas S. & Apostolopoulos N. (2020). The Implementation of Strategic Management in Greek Hospitality Businesses in Times of Crisis. *Sustainability,* 12(1).

- Vidjah E., & Qutieshat A. (2023). Trends In Digitization and Digitalization of Strategic Intelligence Implementation in Businesses-A Perspective from Ghana. *International Journal of Commerce and Management Research,* 9(1): 26-30.
- Widarto, Irawanto, Saputra R., & Hayaty R. (2022). The Effect of Discipline and Workload on Employee Performance with Motivation Mediation on Administrative Bureau Employees Leading of the Regional Secretariat of South Kalimantan Province. *East Asian Journal of Multidisciplinary Research,* 1(6).
- Wilensky H. (2015). Organizational Intelligence: Knowledge and Policy in Government and Industry. *Quid Pro Books*, 19(1).
- Wuryani E., Rodlib A., Sutarsib S., Dewib N., & Arifb D. (2021). Analysis of Decision Support System on Situational Leadership Styles on Work Motivation and Employee Performance. *Management Science Letters*, 11(2): 365-372.
- Yaseen M. (2020). The Role of Strategic Intelligence Management in Enhancing the Effectiveness of Crisis Management: Analytical Study of the Views of a Sample of Employees of Al-Hamdania. *Journal of kirkuk University for Administrative and Economic Sciences,* 10(1): 70-108.
- Yenner H. (2022). A Study on Effects of System Thinking and Decision-Making Styles over Entrepreneurship Skills. *Turkish Journal of Engineering*, 6(1).

المراجع باللغة العربية:

- بن مارني؛ نور عزم الليل (2019). أثر أبعاد الذكاء الاستراتيجي على أداء العاملين: حالة دراسية بنك أبو ظبي التجاري، المجله العربية للنشر، العدد (12)، الأصدار (2).

تحليل أبعاد الذكاء الاستراتيجي في سلاسل الفنادق في مصر

أ. م . د / محمد طه أحمد عبد الموجود [1]   أ. م . د / محمد عبد المنعم إبراهيم عبد السلام [2]

خلف عطية خليفة مفتاح [3]

[1] أستاذ مساعد – قسم إدارة الفنادق – كلية السياحة والفنادق – جامعة المنيا.

[2] أستاذ مساعد – قسم إدارة الفنادق – كلية السياحة والفنادق – جامعة المنيا.

[3] مدرس مساعد – قسم إدارة الضيافة – المعهد العالي للسياحة والفنادق (إيجوث)- الإسكندرية

الكلمات الدالة	المستخلص
الذكاء الاستراتيجي **الاستشراف** **الرؤية الإستراتيجية** **التفكير المنظم** **الشراكة** **الدافعية** **الابتكار**	يهدف هذا البحث إلى تحليل أبعاد الذكاء الاستراتيجي لاستخدامه كأداة لتحسين كفاءة أداء الفندق. وبالتالي، فإن منهجية هذا البحث تحليلية، ويشمل مجتمع البحث مديري وموظفي سلاسل الفنادق الخمسة نجوم في مصر وتحديدا في مدينة القاهرة . لذلك اعتمد هذا البحث على طريقة العينة الطبقية العشوائية، ولقد وزع الباحثون 385 استبيانا على موظفي فنادق السلاسل في أقسام الإدارة العامة، والأغذية والمشروبات، وقسم الاشراف الداخلي، والموارد البشرية، وحصلوا على حوالي **302** استبانة صالحة للتحليل. بناء على نتائج البحث، فإن المديرين والموظفين يطبقون الذكاء الاستراتيجي في مهامهم على مستوى عال. بالإضافة إلى ذلك، هناك علاقة ارتباط إيجابية عالية بين مستوى الذكاء الاستراتيجي وأبعاده على النحو التالي: الشراكة، والتفكير المنظم، والدافعية، والابتكار، والرؤية الاستراتيجية، والاستشراف عند مستوى دلالة 0.01. أخيرا، حوالي 70.5٪ من التباين في مستوى الذكاء الاستراتيجي ناتج عن بعد التفكير المنظم، 69.6٪ الشراكة، 65.3٪ الدافعية، 62.7٪ الابتكار، 60.5٪ الرؤية الاستراتيجية، و59.2٪ الاستشراف.