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for Tourism and Hospitality (JAAUTH)**journal homepage: <http://jaauth.journals.ekb.eg/>**DOES STRATEGIC INTELLIGENCE IMPACT THE ACHIEVEMENT
OF CRISIS MANAGEMENT EFFECTIVENESS? EVIDENCE FROM
FOUR AND FIVE-STAR HOTELS IN LUXOR AND ASWAN**Hesham Ezzat Saad¹ Maisa Fathey Abd El-latief²¹ Fayoum University, Faculty of Tourism and Hotels² The Higher Institute for Tourism & Hotels at Luxor –Egoth**ARTICLE INFO****Abstract****Keywords:**

Strategic intelligence;
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This research provides new insights into a relatively new area in contemporary management field in the hospitality industry, namely strategic intelligence. In addition, this study paid great attention to the impact of strategic intelligence with its various dimensions on the effectiveness of crisis management. This research aimed to measure the impact of strategic intelligence dimensions at the senior management levels in four and five star hotels in Luxor and Aswan governorates in Egypt. Maccoby & Scudder model was adopted with the following five dimensions; foresight, strategic vision, systematic thinking, partnership and motivation. The research used qualitative approach, 200 questionnaire forms were distributed to hotel general managers, deputy general manager and head of department either online or handed questionnaire. (178) forms were returned with (89%) response rate. The main result showed that, the dimensions of strategic intelligence were adopted by the investigated hotels which enable them to manage crises in remarkable manner. The results also highlighted a significant relationship between strategic intelligence and crisis management. The researchers made some recommendations. The most important of these was the selection of administrative leaders, raising awareness of the dimensions of strategic intelligence, motivating administrators and employees to return to SI practices, encouraging continuous training of managers in hotels and qualifying them to invest in the dimensions of intelligence in a technological way.

Introduction

The tourism and hospitality industry, nowadays, is facing a lot of challenges and successive crises due to rapid and continuous changes (Yadak, 2022). These crises including; natural disasters, terrorist attacks, political instability, infectious diseases, industrial accidents, wars and economic recession (Alzoubi&Jaaffar,2020). Accordingly, organizations, all over the world, have realized the importance of strategic intelligence as an effective tool to achieve crisis management effectiveness. Moreover, they have begun to adapt their needs to this type of intelligence and train managers to develop its elements effectively (Kruger, 2010). As a result of the complexities and changes taking place in our world today, these

institutions are required to adhere to methods that ensure the rapid development of the components of strategic intelligence and benefit from them, this type of intelligence of organizational leaders can help to predict threats or problems both in the internal and external environment (Agha *et al.*,2014). Furthermore, strategic intelligence makes leaders of organizations have the ability to analyse and monitor changes that enhance their abilities to confront or reduce events and problems (Kuosa,2011). In the same vein, Maccoby & Scudder (2011) stated that SI has a positive and meaningful impact on strategic decision-making and strategic planning. Keikha *et al.* (2016) added that in order to understand the role and nature of strategic intelligence, it must be known that it is designed to make long-term policy decisions, as well as it provides tools to support operational objectives, by predicting future challenges, which can have a direct impact on operational planning. Kirilov (2019) added that both strategic intelligence and crisis management play a strategic role for organizations. Thus, organizations must work to achieve integration and interdependence between the objectives of these two variables and the main objectives of the organization in order to be able to maintain its status, continuity and sustainability.

Despite the importance of strategic intelligence in the hotel sector in particular and its importance to tourism and hotel sectors in general, according to the best authors' knowledge, there is a gap in current studies that focus on the dimensions of strategic intelligence and its impact on the effectiveness of crisis management in the hotels industry globally and in Egypt. A study by (Alzoubi & Jaaffar, 2020) confirmed that there is a pressing need for specific studies in the hospitality industry that include assessing how hotel leadership patterns affect the effectiveness of crisis management.

The study problem appears as follows: the work environment in hotels in the current era is characterized by complexity, and this is due to the management culture that relies on temporary solutions to face problems and crises in a quick manner. However, these solutions do not address the problems, but rather make them more complicated, and this is what makes these hotels the need for an innovative strategy to confront and prevent their problems and present and future crises. This enhances the effectiveness of crisis management in detecting crises before they occur, dealing with them, and limiting their damages. So, this research aims to fill this gap and investigate the effectiveness of strategic intelligence on crisis management in the hotel sector in light of its dimensions.

Literature Review

Strategic Intelligence

Nowadays, No one has doubt that significance progress has been made in different areas in the field of strategic management, the most important of which is strategic intelligence. Most world and international business companies have begun to pay attention to this type of intelligence due to its great importance (Kuosa, 2011). According to Agha *et al.* (2014), strategic intelligence provides organizations with useful knowledge about their business environment in order to adapt to change and design appropriate strategies that create value and meet future challenges. In the same vein, Abuzaid (2017) highlighted the role and nature of strategic intelligence, as it is designed to make long-term policy decisions and provide tools to support operational goals by predicting future challenges which can have a direct impact on operational planning. A more recent study conducted by Kirilov (2019) reiterated that strategic intelligence has emerged as one of the types of intelligences that provide organizations with future vision, creative abilities and the formulation of strategies and plans in public institutions in general and service institutions in particular.

The Concept of Strategic Intelligence

It has been noted that there is not a common consensus among researchers on a comprehensive definition of strategic intelligence. Quarmby (2003) pointed out that *"Strategic intelligence plays a key role in constituting the personality of the leaders by enhancing their abilities and skills and enabling them to lead organizations"*. Service (2006) added that *"Strategic intelligence is a type of intelligence that a certain level of managers has in order to formulate long-term plans and strategy for an organization"*. Clar (2008) defined it as *"A set of processes which include seeking, processing and disseminating meaningful and effective information to be present at the right time and in the suitable place, so as to be used in making effective and fateful decisions"*.

In the same vein, Kruger (2010) defined strategic intelligence as *"the process of generating all the information and knowledge that is used in decision-making within organizations or institutions by highlighting all the ways in which an organization can face all challenges and snipe at all future opportunities so as to maximize excellence and success"*. Kuosa (2011) also defined it as *"A process associated with the collection and processing of data and information according to their importance through careful planning and making important strategic decisions, especially for large organizations"*.

The Significance of Strategic Intelligence

Strategic intelligence is a prerequisite for leadership in organizations as it promotes and develops leadership traits (Maccody & Scudder, 2011). Keikha *et al.* (2016) stressed the need to have leaders with different types of intelligence, they highlighted the significance of strategic intelligence as it play a crucial role in keeping pace with the development and changes that occur as well as facing crises. Ali (2016) also added that strategic intelligence effectively helps to make decisive and right decisions. In the same vein, Kirilov (2019) pointed out strategic intelligence is of prominent importance as it is a prerequisite for preparing distinguished leaders, enhancing their qualities and supporting their abilities in formulating emergency strategies in the face of rapid changes and highly complex crises.

Principles and Dimensions of Strategic Intelligence

Strategic intelligence is based on various factors. According to Esmaeili (2014), these factors can be summarized as following: time flexibility to achieve the goals, analysis of strategic issues, identifying changes that may occur in the future, integration and analysis of hypotheses, accurate planning of data and the organization of dialogue processes between the various departments of the institution to achieve compatibility with everyone.

Strategic intelligence is a management system consisting of dimensions that help to perceive, understand and analyse the present and future in order to achieve the desired results (Maccoby,2013). Although there is disagreement among researchers on the term "dimensions", there is a common consensus among them on these dimensions (Al-Shafi & Abu Gaowd,2020). Strategic intelligence consists of five dimensions, which can be summarized below:

1- Foresight: Abu Al-Ghanam (2016) defined foresight as the ability of the organization's leaders to think in a way that is invisible but formulate the future for the organization, by extrapolating the future and diagnosing and identifying threats and crises continuously. Alhamadi (2020) reiterated that prospective is not only the awareness of the forces that shape the future that will bring about change in the institution, but also it is related to future planning and early detection of any threats or crises that may face the institution and provide alternative solutions.

2- Systemic Thinking: Systemic thinking is the ability to synthesize and integrate diverse elements to understand how they interact with each other to reach the goals of the institution so that the parts are studied in terms of their relationship to the whole and evaluated in terms of their success in serving the goals of the institution (Maccoby, 2017).

3- Future Vision: Hammouda (2014) is defined as the ability of the organization's leaders to form a clear and comprehensive strategic vision for the organization that enables it to identify its directions and turn it into a tangible reality under the umbrella of its goals.

4- Staff Motivation: According to Lehane (2011), the ability to motivate employees is the process of influencing behaviour in terms of direction, continuity, and strength of orientation toward the goal. In other words, motivation is the need or desire to activate the behaviour and direct it towards a certain goal. Maccoby (2017) added that it represents an effective tool in promoting the strategic objectives of the organization through its impact on the attitudes of employees. Alkharabsheh & Al-Sarayreh (2022) also described it as the ability of an intelligent leader to motivate employees to implement the visions and perceptions he has developed.

5- Partnership: Maccoby (2015) stated that a partnership is the establishment of strategic alliances with other organizations in the form of strategic networks with the aim of upgrading the capabilities of the organization's leaders. Okumus *et al.* (2017) added that organizations work to develop and maintain fruitful relationships and work together for mutual benefit and each organization understands the goals and strategies of other organizations and that leader who form partnerships show their strategic intelligence.

Crisis Management in Hospitality Industry

It can be said that crisis management is among the largest challenges facing the hotel sector in the future. In addition, the hospitality industry is an indication of early cautionary of crises that may affect other sectors (Hall, 2010). So travelers face great worries about the security and constancy of their destination, due to the recent actions and conditions that have caused tension and unstable situations, especially in the Middle East (Zech, 2016). However, hotel managers are generally still not necessarily aware of the imminent risks of crisis situations (Abo-Murad *et al.*, 2019). Gössling *et al.* (2020) confirmed a strategic and integrated approach to crisis management can help limit the potential effect of crises economically, environmentally, locally, and globally. Baum & Hai (2020) added that crises can happen suddenly, and it can be suggested that planning for the impact of a crisis on the hospitality industry is essential. Waller & Abbasian (2022) also confirmed that crises can be further self-inflicted by inept management structures and practices or a failure to adjust to change. Ugur & Akbiyik (2020) said that strategy in a proactive organization is essential to be better prepared to minimize impacts and risks.

Definition of Crisis Management

The concept of crisis management has been addressed by many researchers. For Wang (2009), crisis management is "*A set of continuous and systematic processes for identifying, analyzing, and dealing with business crises through some management practices*". However, Benaben (2016) stated that "*Crisis management is an experimental self-activity, he went on to say that it often relies on an individual's ability to deal with the unexpected and integrate all kinds of information to provide the best decision and the best actions associated with it*". Furthermore, Bundy *et al.* (2017) defined "*Crisis management as the actions of organizational leaders that try to reduce the likelihood of a crisis, work to reduce the damage caused by crises, and seek to re-establish order in the aftermath of a crisis*". In addition, Salvador *et al.* (2017) stated that "*A crisis is an abnormal, unstable, and complex situation*".

that by its very nature represents a threat to the strategic objectives, reputation, or existence of the organization".

Types and Dimensions of Crises

According to Hamidovic (2012), any crisis consists of five dimensions, namely: (1) severe triggering events or incidents, (2) immediate reaction, (3) sudden crises, (4) the need to take action, and finally (5) the out-of-organizational control. Although there are a plethora of taxonomies that tackle the types of crises, their classification, and the extent of their impact, crises can be classified into distinct groups (Ritchie et al., 2013). Kuzmanova (2016) classified crises into groups according to their frequency which constitutes one of the most significant bases upon which crises are classified as it allows monitoring their impact, avoidance, and confrontation. Zech (2016) added that this type includes frequent periodic crises and non-periodic crises. However, Benaben (2016) added that crises can be classified according to their severity, namely the strength of the impact of the crisis and the magnitude of the various losses resulting from it, including deep crises and superficial crises. Wester & Mobjork (2017) also added that crises can be classified according to the degree of being affected which means the general description of the extent to which the crisis has resulted and includes crises of limited impact and fundamental crises. However, Grimmelt (2017) stated that crises are categorized according to their severity and vulnerability. They also can be described as violent and mild crises. For Darbo & Zurawska (2017), crises are classified into materialistic crises, emotional crises and binary crises. Nevertheless, Jasińska & Hab (2019) classified crises into two types; comprehensive crises and partial crises. He added that the various types of crises require the preparation of leaders who have the ability to make the appropriate decision to reduce the escalation of crises in a scientific and objective manner.

Stages of Crisis Management

Crisis management is essentially a complex social phenomenon by its nature and driving factors. Therefore, it goes through multiple stages. Each stage has its own characteristics and features that distinguish it from others (Hamidovic, 2012). Harwati (2013) divided crisis management into four phases; namely, mitigation (to prevent future emergencies and take steps to minimize their effects), preparedness (to take actions ahead of time to be ready for an emergency), response (to protect people and property in the wake of a crisis), recovery (to rebuild after a disaster in an effort to return operations back to normal) and finally learning and evaluation of results. Nevertheless, Grimmelt (2017) divided the phases of crisis management into three main phases. The first one is the pre-crisis stage in which the occurrence of the crisis is predicted. Then comes the response stage which is the main phase of crisis management. The third is the post-crisis stage in which the effects of the crisis are contained and then treated.

Strategic Intelligence and the Effectiveness of Crisis Management

Crisis management effectiveness is defined as a management approach that deals with crises, tries to predict, makes plans to deal with them during and after crises, recovers, resumes activity, work and learns, ensuring that the achievement of goals is maintained in times of crisis (Masa'deh *et al.*, 2018). A recent study by Alzoubi & Jaaffar (2020) confirmed that there is a pressing need for specific studies in the hospitality industry that include assessing how hotel leadership patterns affect the effectiveness of crisis management.

Crisis management requires effective leadership criteria such as communicating with the hotel's external parties, making appropriate decisions, coordinating resources, effective delegation, reassuring customers and active propaganda (Varelas & Apostolopoulos, 2020). So, hotel staff are the basis for providing high-quality service, they are important in crisis

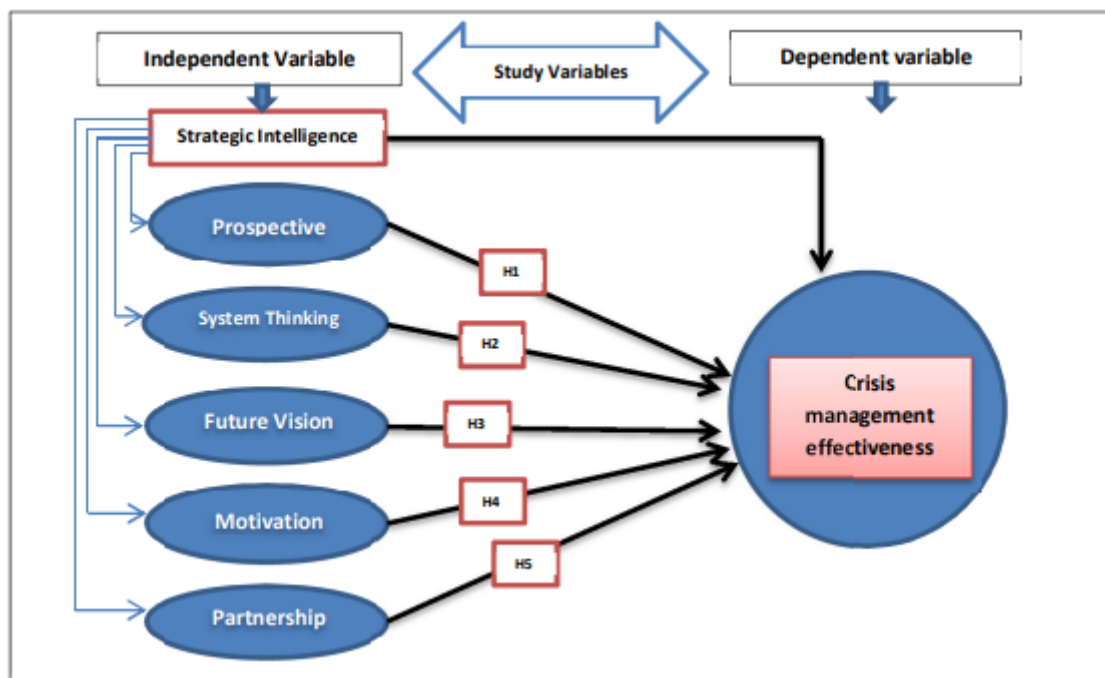
management, where employees are directly influenced by the methods of their leaders in the hotel (Yadak, 2022). Therefore, hotels should have outstanding leaders and managers who can stimulate good partnership with stakeholders' hotels. Thus, staff motivation affects the implementation of crisis management strategies in times of crisis. Saoudi & Dehane (2022) stated that strategic intelligence plays a key role not only in anticipating threats and opportunities, but also describing and managing the risks facing the institution and enabling managers to determine the appropriate action. This type of intelligence makes the institution able to respond to future challenges.

Strategic intelligence enables strategic foreseeing to detect crises and assess changes that can affect the organization (Abbas, 2018). It also helps find solutions in the accurate time (Kantor *et al.*, 2020). In addition, Yaseen (2020) has pointed out that technological intelligence provides the ability to use technology correctly in addressing the crisis faced by the organization and reduces response time.

Methodology

Study Model

Based on the above, the dependent variable of the study is the effectiveness of crisis management, while the independent variables of the study are the dimensions of strategic intelligence with its five dimensions; foresight, systemic thinking, future vision, motivation and partnership. The model of the study is shown in the following figure.



Source: Prepared by researchers based on the Maccoby & Scudder (2011) model.

Fig. (1): Study Model.

Hypotheses of the Study

The research's main hypothesis is stated as follows:

There is a statistically significant effect of the dimensions of strategic intelligence and crisis management.

The following hypotheses are derived from the aforementioned hypothesis:

H1: There is a statistically significant effect between foresight and effective crisis management in the investigated hotels.

H2: There is a statistically significant effect between systemic thinking as one of the elements of strategic intelligence and effective crisis management.

H3: There is a statistically significant effect between the future vision and crisis management in hotel managers.

H4: There is a statistically significant effect between the ability to motivate and crisis management in hotel managers.

H5: There is a statistically significant effect between the partnership and effective crisis management in hotel managers.

Study Population and Sample

The research population consists of senior managers and heads of departments in five- and four-star hotels in Luxor and Aswan governorates. The sample of respondents was selected via convenience sampling.

The Characteristics of the Investigated Hotels

The study was conducted on a sample of hotels from Luxor and Aswan hotels. The selected hotels are chosen according to their availability and category, as shown in Table No. (1).

Table (1): The Hotels' Capacity.

| No | Type of Hotel | Hotel No. | Category |
|----|---------------|-----------|----------|
| 1. | Fixed hotels | 12 | 5 stars |
| 2. | | 7 | 4 stars |
| 3. | Nile Cruise | 189 | 5 stars |
| 4. | | 46 | 4 stars |

Source: Central Department of Information and Decision Support General Department of Information and Statistics, Ministry of Tourism (2019).

Data Collection Methods

This study adopted a quantitative approach by using a questionnaire as a tool for data collection. Data was collected through mailed and manually distributed in the investigated hotels. A number of (200) questionnaire forms were distributed to managers and heads of departments in 4 and 5-star hotels in Luxor and Aswan governorates, (178) valid questionnaire forms were retrieved. Thus, the percentage of valid returned forms constitutes approximately (89%) of the total distributed forms. The questionnaire forms were distributed from February 2022 to June 2022.

Description of the Questionnaire

The questionnaire was used to measure the impact of the dimensions of strategic intelligence on the effectiveness of crisis management in hotels through a set of questions that included three parts. The first part was devoted to collecting information about the respondents and included (i.e. gender, age, scientific qualification, current job, and total years of experience). The second part focused on the study variables (independent variable). As mentioned previously, the independent variables represent the dimensions of strategic intelligence (foresight, systemic thinking, future vision, motivation, partnership). The first division of the second part is devoted to Foresight which includes 5 phrases. Then comes systemic thinking which consists of 8 phrases, followed by future which vision contained 8

phrases. Staff motivation comprises 6 phrases. The final division of the second part is dedicated to partnership which involves 8 phrases. The third part (crisis management) consists of 11 phrases. All measurement statements were measured based on five-point Likert scale ranging from 1= strongly disagree to 5 = strongly agree. The researcher depended on previous studies when preparing the questionnaire statement as following; Maccody & Scudder, 2011; Kuosa, 2011; Maccoby, 2013; Maccoby, 2015; Kuzmanova, 2016; Okumus *et al.*, 2017; Maccoby, 2017; Kirilov, 2019; Kantor *et al.*, 2020; Varelas & Apostolopoulos, 2020. Then, the questionnaires were validated through a pilot study on 20 of investigated hotels. After collecting questionnaire electronically by mailed and manually. They were examined and incomplete questionnaires were excluded. Finally, the extracted data tables were configured for use in SPSS and AMOS v25 statistical analysis software.

Results and Discussion

Sample Demographic Characteristics

Table (2): Demographic Data.

| Sample Characteristics (n= 178): | | Count | percent % |
|----------------------------------|------------------------|-------|-----------|
| Gender | Male | 178 | 100.0% |
| | Female | 0 | 0.0% |
| Age | Less than 25 years old | 0 | 0.0% |
| | 25-35 years | 1 | 0.6% |
| | 36-45 years old | 4 | 2.2% |
| | 46 -55 years | 122 | 68.5% |
| | 56 years and over | 51 | 28.7% |
| Qualification | Diploma | 6 | 3.4% |
| | Bachelor's | 171 | 96.1% |
| | Master's | 1 | 0.6% |
| | PhD | 0 | 0.0% |
| Current job | General Manager | 162 | 91.0% |
| | Deputy Manager | 2 | 1.1% |
| | Executive Director | 6 | 3.4% |
| | Head of the Department | 8 | 4.5% |
| | Other | 0 | 0.0% |
| Total years of experience: | less than 5 years | 0 | 0.0% |
| | 6-10 years | 1 | 0.6% |
| | 11-15 years | 26 | 14.6% |
| | 16-20 years | 127 | 71.3% |
| | 20 years and over. | 24 | 13.5% |
| Hotel rating | four stars | 42 | 23.6% |
| | five stars | 136 | 76.4% |

The results showed in table (2) that a total of (178) samples were recruited for this research, all of whom are males. (2.8) percent of the sample (5 people) from 25 to 45 years old, (68.5) percent of the sample (122 people) are from 46 to 55 years old, and (28.7) percent of the sample (51 people) are from 56 years and over.

Psychometric properties of the questionnaire

The validity (Structural validity)

The questionnaire was reviewed and approved by academic professors in the field. Structural validity measures the degree to which the scores are an adequate reflection of the dimensionality of the construct to be measured. In this study, the structural validity of the questionnaire was assessed by confirmatory factor analyses (CFA). A quandary factor model of the questionnaire was tested.

Un-dimensionality was examined by CFA on the polychromic correlation matrix with Weighted Least Squares with Mean and Variance adjustment (WLSMV) estimation. The Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Root Means Square Error of Approximation (RMSEA), and Standardized Root Mean Residual (SRMR) evaluate model fit. We report scaled fit indices, which are considered more exact than un-scaled indices as shown in Table (3). Fig. (2) Present the model.

Table (3): The Validity (Structural Validity).

| Indicators | TLI | RMSEA | SRMR |
|------------------|-------|--------|--------|
| Evaluation value | > 0.9 | < 0.06 | < 0.08 |
| Model Value | 0.975 | 0.054 | 0.033 |

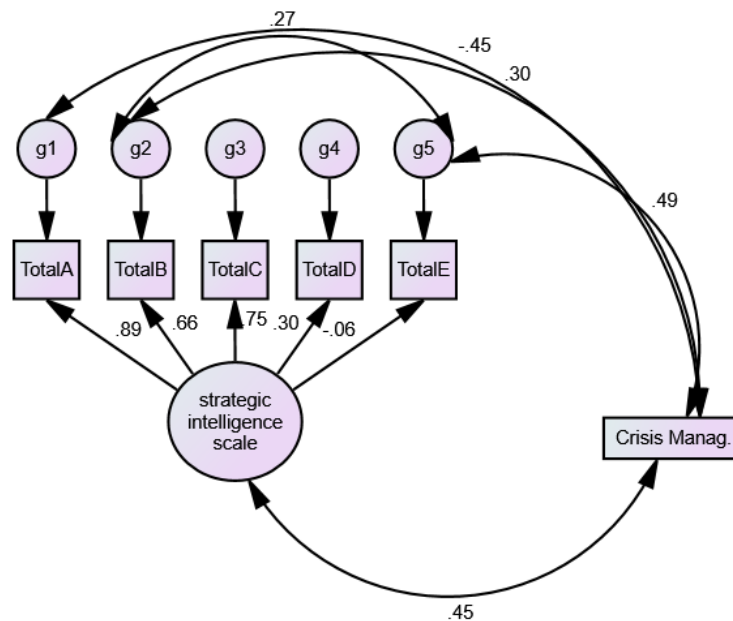


Fig. (2): Structural Validity by Confirmatory Factor Analyses (CFA), Using IBM Amos ver. (25).

Reliability

Reliability by Internal consistency measures the degree of the interrelatedness among the items. Internal consistency was assessed by calculating Cronbach’s alpha. A Cronbach’s alpha value is 0.871; > 0.70 was considered sufficient evidence for reliability.

Descriptive Statistics

I. Strategic Intelligence Dimensions

Descriptive Statistics of Items

Table (4): Descriptive Statistics of Foresight Items.

| Foresight Items | | | | | |
|--|--|------------------------|--------------|----------|------------|
| No | Item | Descriptive Statistics | | | |
| | | Mean | Std. Dev. | Sk. | Ku. |
| A1 | The hotel management takes the initiative to continuously analyze the future and predict events in order to develop the hotel's long-term strategies. | 4.29 | 0.53 | -0.094 | 0.832 |
| A2 | Hotel management has the ability to invest existing human competencies in anticipating future requirements. | 4.28 | 0.61 | -0.224 | - 0.581 |
| A3 | The hotel management follows the occurrence of rapid changes and events and then rethinks their reflections on the decision-making process. | 4.39 | 0.51 | 0.185 | - 1.374 |
| A4 | Hotel management has the ability to benefit from personal experience and self-potential in dealing with future events and crises. | 4.61 | 0.49 | -0.441 | - 1.826 |
| A5 | Hotel management has the ability to discover and use opportunities in a way that enables me to invest in them to achieve the organizational objectives of the hotel. | 4.39 | 0.64 | -0.556 | - 0.624 |
| The total score for the first dimension | | 4.390 | 0.540 | - | - |

The results in table (4) indicated that the responses level of the sample members on the five dimensions of the strategic intelligence axis came moderate, as it obtained a percentage (77.56%), thus giving the total degree to the axis of strategic intelligence in the chains of the four and five -star hotels in Luxor and Aswan governorates. Dimension of the first strategic intelligence represented in foresight, where the phrases from (A1) to (A5) practice measure the dimension of strategic intelligence represented in foresight in the hotels of the study sample, where it occurred prospective at the mean (4.390) and a relative weight (87.8%), which is considered a high percentage that confirms the approval of the administration on the availability of the availability of the hotels. This indicates that the average degree of response to this field differs substantially from the degree of average approval, and this means that there is agreement on the paragraphs of this field. It is clear from the results that the respondents agreed on the importance of foresight as one of the elements of strategic intelligence, and the enjoyment of managers in hotels, the study sample, with the ability to foresee, and the self-ability of hotel managers to confront and manage crises and avoid them with future events. These results are consistent with a study (Alkharabsheh & Al-Sarayreh, 2022) that confirmed the importance of foresight as one of the sub-dimensions of strategic intelligence, in terms of what this dimension has achieved in terms of a high degree of agreement among hotel managers. It also agreed with the study (Al-Shafi & Abu Gaowd, 2020) which indicated the importance of this element of strategic intelligence. And I agreed with the study (Kirilov, 2019) which proved that foresight can be used in implementing strategies as well as in increasing awareness of future developments and increasing creativity.

Table (5): Descriptive Statistics of Systemic Thinking Items.

| Systemic Thinking Items | | | | | |
|---|--|------------------------|-----------|--------|--------|
| No | Item | Descriptive Statistics | | | |
| | | Mean | Std. Dev. | Sk. | Ku. |
| B1 | The hotel management has the perception that all the hotel departments are interconnected and harmonious. | 4.10 | 0.53 | -0.128 | 1.571 |
| B2 | The hotel management usually focuses on identifying the causes of a crisis as a priority to avoid it. | 4.20 | 0.48 | 0.198 | 2.097 |
| B3 | The hotel staff should be involved in the process of thinking and organizing perceptions to develop reality and address crises. | 3.87 | 0.88 | -0.915 | 0.368 |
| B4 | Systematic thinking helps management see the events and crises that surround the hotel more clearly. | 4.31 | 0.59 | -0.378 | 0.322 |
| B5 | Hotel management has the ability to design and create smart ideas and solutions to face crises. | 4.45 | 0.65 | -0.760 | -0.456 |
| B6 | Hotel staff members are encouraged to learn and acquire knowledge on an ongoing basis to invest in the strategic perceptions of the hotel. | 4.08 | 0.48 | 0.219 | 1.232 |
| B7 | The hotel management is working on studying new ideas and their suitability for current and future situations. | 4.21 | 0.45 | 0.858 | 0.236 |
| B8 | The hotel management looks at crises from different viewpoints and dimensions. | 4.39 | 0.61 | -0.478 | -0.634 |
| The total score for the second dimension | | 4.201 | 0.457 | - | - |

The results in table (5) indicated that the second dimension, where the phrases from (B1) to (B8) practice measure the dimension of strategic intelligence represented in systems thinking in the hotels of the study sample, which also obtained a mean (4.201) and a relative weight (84.02%), which is considered a high percentage that confirms the approval of the sample members to be available after organizational thinking in hotels. This indicates that the average degree of response to this domain differs substantially from the degree of average approval, and this means that there is an agreement in the paragraphs of this domain. These results reflect the ability of hotel managers to analyse and realize the interdependence of the parts of the system and their relationship to the whole, which makes them able to know the real cause of any problem or crisis and thus take the right decision to solve this crisis, and this indicates the ability of hotel managers to analyse any crisis that they may face in view of its causes. The whole rather than separately. This result agreed with the study (Kuosa, 2011; Lehane, 2011; Maccoby, 2017; Yaseen, 2020) which emphasized the importance of the systems thinking component as one of the elements of strategic intelligence and agreed with the study (Abu Al-Ghanam, 2016; Al-Shafi & Abu Gaowd, 2020) which showed that the way of systems thinking is an integral part of thinking and making the right decisions towards crisis management.

Table (6): Descriptive Statistics of Future Vision Items.

| Future Vision Items | | | | | |
|--|--|------------------------|-----------|--------|--------|
| No. | Item | Descriptive Statistics | | | |
| | | Mean | Std. Dev. | Sk. | Ku. |
| C1 | The hotel management has a vision with holistic dimensions through which I determine the direction of business and decisions. | 4.38 | 0.51 | 0.230 | -1.343 |
| C2 | The hotel management can define the vision of the organization efficiently and effectively in line with future changes, events, and crises. | 4.42 | 0.52 | 0.095 | -1.420 |
| C3 | The hotel management relies on its vision to make the right decisions. | 4.61 | 0.51 | -0.720 | -0.898 |
| C4 | 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. | 3.84 | 1.27 | -1.207 | 0.477 |
| C5 | The hotel management has the ability to turn the vision into reality in harmony with the hotel's mission and objectives. | 4.24 | 0.48 | 0.598 | -0.157 |
| C6 | The hotel management has the ability to determine the strategic direction that serves the hotel's suitable competitive position. | 4.33 | 0.52 | 0.220 | -0.896 |
| C7 | The hotel management focuses its vision on the good investment of the resources available to it. | 4.27 | 0.64 | -0.444 | -0.053 |
| C8 | The hotel management formulates a strategic vision with comprehensive dimensions that facilitate the development of the business map. | 4.20 | 0.48 | 0.529 | 0.313 |
| Total score for the third dimension | | 4.286 | 0.481 | - | - |

The results in table (6) indicated that the third dimension, where the phrases from (C1) to (C8) practice measure the dimension of strategic intelligence represented in the future vision in the hotels of the study sample, which got a mean (4.286) and a relative weight (85.72%) and this confirms the approval of the sample members to provide after the future vision of the hotel administration. This indicates that the average degree of response to these paragraphs has been higher than the average degree of approval, and this means that there is agreement on these paragraphs. This is a positive indicator indicating that the sample of managers is characterized by the ability to define the road map in the institution. And it makes them able to imagine what might happen, and understand the changes that are likely to affect the organization, and this enables them to manage crises effectively and take appropriate decisions in the direction of any crisis, and these results agreed with a study (Gordon, 2007; Esmaili, 2014; Alkharabsheh, S. & Al-Sarayreh, 2022) that emphasized the importance of the element of future vision as one of the elements of strategic intelligence And its role in helping hotel managers to imagine the events that may occur in the future, and also agreed with the study (Deloitte, 2004; Hammouda, 2014; Kirilov, 2019) which proved that strategic intelligence helps in forming a big picture of the work environment and arranging the organization's operations. I also agreed with a study (Gonzales & Zaima, 2008; Keikha et al., 2016) that proved that strategic intelligence provides a vision for managers and qualifies them to be leaders of efficiently led institutions.

Table (7): Descriptive Statistics of the Ability to Staff Motivation Items.

| The Ability to Staff Motivation Items | | | | | |
|---|--|------------------------|-----------|--------|--------|
| No | Item | Descriptive Statistics | | | |
| | | Mean | Std. Dev. | Sk. | Ku. |
| D1 | The hotel management has the ability to encourage employees to take responsibility and participate in making decisions. | 2.84 | 1.36 | 0.098 | -1.293 |
| D2 | The hotel management has the ability to encourage employees to implement the vision and perceptions of the hotel that have been developed. | 3.55 | 0.97 | -0.700 | -0.682 |
| D3 | The hotel management should develop the work in the spirit of one integrated team among employees to accomplish tasks. | 4.55 | 0.54 | -0.848 | 0.944 |
| D4 | The hotel management adopts the creative ideas presented by the hotel staff | 4.22 | 0.62 | -0.329 | 0.114 |
| D5 | Competition among employees should be encouraged to attain more achievements. | 4.44 | 0.81 | -1.691 | 2.638 |
| D6 | Employees should be rewarded with various incentives as a result of their work and achievements. | 4.28 | 0.51 | 0.057 | 1.079 |
| The total score for the fourth dimension | | 3.981 | 0.096 | - | - |

The results in table (7) indicated that the fourth dimension, where the phrases from (D1) to (D6) practice measure the dimension of strategic intelligence represented in the staff motivation in the hotels of the study sample, also obtained a mean (3.981) and a relative weight (79.62%), which is an average percentage, and this confirms the approval of the sample members by a moderate rate. This indicates that the average degree of response to these paragraphs is higher than the average degree of approval, and this means that there is agreement on these paragraphs. The results reflect the keenness of hotel managers to motivate workers to avoid any results or crises that harm the work and workers in the organization and to implement the organization's vision and achieve its goals effectively. These results agreed with a study (Kruger, 2010) that emphasized the importance of this element as an element of strategic intelligence and showed that hotel managers have the ability to motivate workers and the constant pursuit of attention to the worker is a fundamental pillar of the foundations of an advanced institution. The results also agreed with a study (Lehane, 2011; Maccoby, 2015; Varelas & Apostolopoulos, 2020) that indicated that the motivation element of Hotel managers have ranked highly in the elements of strategic intelligence and emphasized its importance.

Table (8): Descriptive Statistics of Partnership Items.

| Partnership Items | | | | | |
|--|--|------------------------|--------------|----------|----------|
| No | Item | Descriptive Statistics | | | |
| | | Mean | Std. Dev. | Sk. | Ku. |
| E1 | 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. | 2.74 | 1.02 | 0.289 | -0.121 |
| E2 | The hotel management seeks to establish a strategic partnership with the corresponding hotels locally and internationally. | 2.57 | 1.00 | 0.366 | -0.161 |
| E3 | 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. | 2.70 | 1.09 | 0.283 | -0.226 |
| E4 | The hotel management believes that the partnership contributes to the achievement of continuous development strategically in the hotel. | 2.75 | 0.94 | 0.063 | -0.301 |
| E5 | The hotel management believes that the partnership contributes to the development of the performance of the hotel staff. | 2.90 | 1.02 | 0.076 | -0.912 |
| E6 | The hotel management believes that partnership provides cooperation and interdependence with the surrounding environment. | 2.66 | 0.93 | 0.765 | 0.808 |
| E7 | 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. | 3.01 | 0.99 | -0.128 | -0.615 |
| E8 | 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. | 2.67 | 1.05 | 0.373 | -0.614 |
| The total score for the fifth dimension | | 2.749 | 0.935 | - | - |

The results in table (8) indicated that the fifth and final dimension, where the phrases from (E1) to (E8) practice measure the dimension of strategic intelligence represented in partnership in the hotels of the study sample, has a mean (2.749) with a relative weight (54.98%), which is an average percentage, and this indicates the approval of the sample members after the partnership in the hotels, but by a medium percentage. This indicates that the average degree of response to these paragraphs is higher than the average, and this means approval of these paragraphs, as these results agreed with the study (Gonzales & Zaima, 2008; Maccody & Scudder, 2011; Maccoby, 2013) which emphasized the importance of this element as an element of strategic intelligence, and indicated that hotel managers are interested in making partnerships with other institutions To achieve different privileges, and I also agreed with the study (Hammouda, 2014; Al-Shafi & Abu Gaowd, 2020) which referred to the role of strategic intelligence in discovering the possibilities of partnership with other institutions and increasing innovation processes within institutions, and I agreed with the

study (Kruger, 2010; Keikha et al., 2016) which showed the importance of this element as an element of strategic intelligence, as it ranked fifth in the elements Strategic intelligence.

II. Crisis Management

Table (9): Descriptive Statistics of Crisis Management Items.

| No | Item | Descriptive Statistics | | | |
|--|---|------------------------|-----------|--------|--------|
| | | Mean | Std. Dev. | Sk. | Ku. |
| F1 | The hotel management has strategies, plans, and programs to manage crises of various kinds. | 4.51 | 0.70 | -2.078 | 8.669 |
| F2 | The hotel management invests all its physical, financial, and human resources for the hotel to face crises. | 4.33 | 0.61 | -1.844 | 13.020 |
| F3 | The hotel has a dedicated crisis management team. | 3.44 | 1.27 | -0.767 | -0.507 |
| F4 | The hotel management has accurate databases to make decisions quickly during crises. | 4.36 | 0.68 | -1.776 | 8.491 |
| F5 | The hotel has modern technological systems and programs that ensure the sustainability of business during crises. | 4.03 | 0.78 | -1.285 | 3.971 |
| F6 | The hotel management is building partnerships with the concerned institutions to raise its readiness in the face of crises. | 3.49 | 1.27 | -0.595 | -0.564 |
| F7 | The hotel management provides an operations room equipped with the latest technology to contribute to the containment of crises. | 3.64 | 1.24 | -0.863 | 0.018 |
| F8 | The hotel management provides intelligent and modern communication systems between different levels for coordination during crises. | 3.72 | 1.18 | -1.196 | 0.863 |
| F9 | The hotel management identifies performance indicators during crisis management. | 4.47 | 0.66 | -2.176 | 11.419 |
| F10 | The hotel management finds solutions and addresses problems quickly and accurately during the handling of crises. | 4.46 | 0.61 | -2.153 | 14.103 |
| F11 | The hotel management reviews its strategies and plans in the face of crises on an ongoing basis. | 4.44 | 0.65 | -1.970 | 10.501 |
| The total score of crisis management items. | | 4.081 | 0.849 | - | - |

The results in table (9) indicated that the responses level of the study sample members on the phrases of the focus of the effectiveness of the crisis management of managers and heads of hotel departments came high, as obtained a mean (4.081) with a relative weight (81.62%). Thus, the overall degree is given to the axis of the effectiveness of the crisis management to manage hotel management and therefore there is a great interest in hotel management effectively to the crisis management. This indicates that the average degree of response to the paragraphs of the crisis management axis was higher than the average, and this means that there is agreement on these paragraphs. They have a crisis management strategy as soon as it occurs and predict the future. These results agreed with a study (AL Qataweh, 2016; Zech, 2016; Luoma-aho *et al.*, 2017; Hunter, 2018; Yaseen, 2020; Yadak, 2022) where the results emphasized the role of crisis management strategy and the ability of managers to solve problems, manage crises effectively, make the right decisions and develop strategic plans to face future crises.

Test of Hypotheses

The Main Hypothesis: "There is a statistically significant effect of the dimensions of strategic intelligence and crisis management among hotel managers", it is divided into the following hypotheses:

H1: There is a statistically significant effect between foresight as one of the elements of strategic intelligence and crisis management among hotel managers.

The first hypothesis was tested using the liner regression analysis. Results are presented on table (10).

Table (10): Liner Regression Analysis Showing the Effect between Foresight and Crisis Management (n= 178).

| | B | T | P.value | R | R ² | F | P.value |
|------------|--------|---------|---------|-------|----------------|---------|---------|
| (Constant) | 28.289 | 4.545** | 0.001 | 0.198 | 0.039 | 7.153** | 0.008 |
| Foresight | 0.756 | 2.674** | 0.008 | | | | |

** Significant at $\alpha < 0.01$.

The result revealed a significant effect between foresight and crisis management among hotel managers ($R = 0.198$, $R^2 = 0.039$, $F = 7.153$, $P < 0.01$). This indicates that foresight contributed significantly (4%) to crisis management among hotel managers.

This is consistent with the results of previous studies (Kuosa, 2011; Maccoby, 2013; Abu Al-Ghanam, 2016; Ali, 2016; Maccoby, 2017; Kirilov, 2019), which confirmed that the directors of the institution predict the future to develop plans and strategies in the long term to a degree that exceeds the average degree in order to confront crises and the effectiveness of their management, and they follow the changes that occur in the external environment and their repercussions on the effectiveness of crisis management.

H2: There is a statistically significant effect between systemic thinking as one of the elements of strategic intelligence and crisis management among hotel managers.

The second hypothesis was tested using the liner regression analysis. Results are presented on table (11).

Table (11): Liner Regression Analysis Showing the Effect between Systemic Thinking and Crisis Management (n= 178).

| | B | T | P.value | R | R ² | F | P.value |
|-------------------|--------|---------|---------|-------|----------------|----------|---------|
| (Constant) | -9.180 | -1.381 | 0.169 | 0.523 | 0.274 | 66.410** | 0.001 |
| Systemic Thinking | 1.609 | 8.149** | 0.000 | | | | |

** Significant at $\alpha < 0.01$.

The result revealed a significant effect between systemic thinking and crisis management among hotel managers ($R = 0.523$, $R^2 = 0.274$, $F = 66.410$, $P < 0.01$). This indicates that systemic thinking contributed significantly (27%) to crisis management among hotel managers.

This is consistent with the results of previous studies (Kruger, 2010; Maccody & Scudder, 2011; Keikha *et al.*, 2016; Maccoby, 2017; Yaseen, 2020), where they confirmed that managers practice the dimension of strategic intelligence represented in systems thinking with a degree between medium and high and the presence of a positive impact between systems thinking and the effectiveness of crisis management and this is caused by the

availability of scientific and practical experience on direct supervision of the achievement of strategic goals with scientific models An approved process for effective crisis management.

H3: There is a statistically significant effect between Future vision as one of the elements of strategic intelligence and crisis management among hotel managers.

The third hypothesis was tested using the liner regression analysis. Results are presented on table (12).

Table (12): Liner Regression Analysis Showing the Effect between Future Vision and Crisis Management (n= 178).

| | B | T | P.value | R | R ² | F | P.value |
|---------------|--------|---------|---------|-------|----------------|----------|---------|
| (Constant) | 14.637 | 2.326* | 0.021 | 0.341 | 0.117 | 23.221** | 0.001 |
| Future Vision | 0.882 | 4.819** | 0.001 | | | | |

** Significant at $\alpha < 0.01$.

*Significant at $\alpha < 0.05$.

The result revealed a significant effect between Future vision and crisis management among hotel managers ($R = 0.341$, $R^2 = 0.117$, $F = 23.221$, $P < 0.01$). This indicates that Future vision contributed significantly (12%) to crisis management among hotel managers.

This is consistent with previous studies (Hammouda, 2014; Agha *et al.*, 2014; Abu Al-Ghanam, 2016; Al-Shafi & Abu Gaowd, 2020; Alzoubi & Jaaffar, 2020) which confirmed that managers practice the dimension of strategic intelligence represented by the future vision at a higher than average degree, as well as the presence of a significant effect between the future vision and the effectiveness of crisis management in institutions, and this is a good indicator of the existence of a strategic vision in institutions and the managers' awareness of it.

H4: There is a statistically significant effect between the ability to motivate employees as one of the elements of strategic intelligence and crisis management among hotel managers.

The fourth hypothesis was tested using the liner regression analysis. Results are presented on table (13).

Table (13): Liner Regression Analysis Showing the Effect between the Ability to Motivate Employees and Crisis Management (n= 178).

| | B | T | P.value | R | R ² | F | P.value |
|-----------------------------------|--------|---------|---------|-------|----------------|-------|---------|
| (Constant) | 36.450 | 6.940** | 0.001 | 0.121 | 0.015 | 2.603 | 0.108 |
| The Ability To Motivate Employees | 0.353 | 1.613 | 0.108 | | | | |

** Significant at $\alpha < 0.01$

The result revealed no significant effect between the ability to motivate employees and crisis management among hotel managers ($R = 0.121$, $R^2 = 0.015$, $F = 2.603$, $P > 0.01$). This indicates that the hotel management needs to focus on this dimension and that the hotel needs a higher level.

H5: There is a statistically significant effect between Partnership as one of the elements of strategic intelligence and crisis management among hotel managers.

The third hypothesis was tested using the liner regression analysis. Results are presented on table (14).

Table (14): Linear Regression Analysis Showing the Effect between Partnership and Crisis Management (n= 178).

| | B | T | P.value | R | R ² | F | P.value |
|-------------|--------|----------|---------|-------|----------------|----------|---------|
| (Constant) | 35.101 | 23.835** | 0.001 | 0.464 | 0.215 | 48.202** | 0.001 |
| Partnership | 0.445 | 6.943** | 0.001 | | | | |

** Significant at $\alpha < 0.01$.* Significant at $\alpha < 0.05$.

The result revealed a significant effect between partnership and crisis management among hotel managers ($R = 0.464$, $R^2 = 0.215$, $F = 48.202$, $P < 0.01$). This indicates that partnership contributed significantly (22%) to crisis management among hotel managers. This is consistent with previous studies (Kruger, 2010; Lehane, 2011; Esmaili, 2014; Kirilov, 2019; Yaseen, 2020; Yadak, 2022), which confirmed the importance of the dimension of strategic intelligence represented by partnership and its moral impact on the effectiveness of crisis management, as it also confirmed that managers practice partnership to a degree between medium and high, which means that the level of interaction between sectors and departments is good and contributes to raising the level of effectiveness of crisis management.

Conclusion

Study results showed a good level of awareness of the dimensions of strategic intelligence because of its effective impact on the performance of managers and heads of departments on the effectiveness of crises managing. The results also showed that managers in the investigated hotels practice strategic intelligence, at a medium to high degree, and this is a good indicator of the efficiency of managers and heads of departments in hotels and the availability of experience and skill in the prospective process, with a high compatibility between strategic plans in hotel chains and actual performance on the ground. The results also showed that hotel managers' practice dimension the strategic intelligence represented by systems thinking at a medium and high degree, and this confirms the existence of a relationship between managers' thinking and the effectiveness of crisis management, this is caused by practical experience on direct supervision of drawing strategic goals with scientific and practical models. The results also showed that hotel managers are practicing dimension of the strategic intelligence, which is a high future vision, as well as a statistically significant relationship between the future vision and the effectiveness of crisis management in the four and five -star hotels in Luxor and Aswan governorates, and this is a good indication of a future vision of hotel managers. The study also showed that hotel managers practice strategic intelligence dimension represented by motivation, also showed a relationship between motivating hotel staff and the effectiveness of crisis management, this shows that management has the ability to motivate staff and push them towards mastery work in light of unusual crises. The results also showed a relationship between partnership as one of the strategic intelligence dimensions and the effectiveness of crisis management in hotels. This explains the amount of awareness among managers and heads of departments in the hotel sample in achieving the goals.

Recommendations

1. Paying attention to strategic intelligence as an important input to improve the effectiveness of performance in hotels.
2. Working on defining a future vision that defines future directions for crisis management in the tourism sector in general and hotels in particular.
3. The need to make strategic plans in line with the major changes that are taking place and to reconsider the measures taken.

4. Holding seminars on the conceptual framework of strategic intelligence to raise awareness of the importance of strategic intelligence and its dimensions in the hotel industry and to learn about the best management practices because of their effective impact in enhancing decision-making, solving problems and facing crises and challenges.
5. Developing the strategic intelligence of hotel managers that help them adopt modern methods that suit the crises they face, taking into account external influences.
6. Using experts specialized in the field of strategic intelligence to train managers in hotels on how to employ strategic intelligence and use it in the decision-making process and dealing with crises and threats.
7. Continuous training of workers on strategic intelligence and crisis management, especially young and ambitious cadres, and training them on imaginary crises.
8. Review training plans and intensify training on strategic intelligence and best management practices.
9. Increase the interest of hotels in studying how to benefit from strategic intelligence and employ it in enhancing the effectiveness of crisis management in hotels.
10. Employees in hotels should be involved in the development of the strategic plan for crisis management in hotels.
11. Adopt and establish independent organizational administrative units for strategic intelligence to manage crises in hotels.
12. Using experts specialized in the field of strategic intelligence in hotels and employing it in multiple ways, taking into account the different forms of future crises in the hotel sector.
13. Develop future plans that predict future crises in hotels based on constructive realistic studies.
14. Working on transforming the culture of hotels into a culture of strategic intelligence and adopting its dimensions as basic principles of action.
15. Adding the skill of strategic intelligence to each administrative function in hotels and build performance indicators for them and follow up on their activation.

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هل يؤثر الذكاء الاستراتيجي على تحقيق فعالية إدارة الأزمات؟ أدلة من فنادق أربعة وخمسة نجوم في محافظتي الأقصر وأسوان

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| المعلومات المقالة | الملخص |
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| <p>الكلمات المفتاحية الذكاء الإستراتيجي؛ إدارة الأزمات؛ الاستشراف؛ التفكير بمنطق النظم؛ الرؤية المستقبلية؛ الدافعية؛ الشراكة.</p> <p>(JAAUTH) المجلد ٢٤، العدد ١، (٢٠٢٣)، ص ١-٢٤.</p> | <p>يهدف هذا البحث إلى قياس أبعاد الذكاء الإستراتيجي لدى المستويات الإدارية العليا في الفنادق الأربعة والخمسة نجوم في محافظتي الأقصر وأسوان في مصر، وتم اعتماد نموذج Maccoby & Scudder المتضمن الأبعاد الآتية: الاستشراف، التفكير بمنطق النظم، الرؤية المستقبلية، الدافعية والشراكة. واستناداً لذلك كانت أهداف البحث الحالي هي التعرف على مستوى العلاقة بين كل من الذكاء الإستراتيجي وإدارة الأزمات لمديرين ورؤساء أقسام الفنادق، وعليه فقد تم إعداد نموذج الدراسة يتضمن متغيرات البحث وأبعاده. فضلاً عن صياغة عدد من الفرضيات الرئيسية لمعرفة الأثر بين المتغيرات. إذ تم توزيع استمارة استبيان أون لاين وأيضاً وجهاً لوجه مع مديرين الفنادق، حيث تم توزيع عدد (200) استمارة استبيان على مديرين ورؤساء أقسام الفنادق في محافظتي الأقصر وأسوان، حيث تم استلام (178) استمارة صحيحة بمعدل استجابة (٨٩%). ووفقاً لنتائج البحث فقد تبين أن أبعاد الذكاء الإستراتيجي تتوافر بنسبة عالية لدى مديرين الفنادق، كما أنهم متمكنون من إدارة الأزمات وخاصة في ظل الأزمات الراهنة. وكما أسفرت النتائج عن وجود علاقة دالة بين الذكاء الإستراتيجي وإدارة الأزمات. وتبعاً لنتائج البحث أوصى الباحث بعض التوصيات كان أهمها هو التأكيد على اختيار القيادات الإدارية وفقاً لمعايير ترتبط بقدرات الذكاء الإستراتيجي. ونشر أبعاد الذكاء الإستراتيجي وتعميق ممارساته لدى الإداريين والعاملين.</p> |