

The impact of competitive intelligence on the strategic performance of hotel organizations (Exploratory research of a sample of excellent hotels in Baghdad)

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Abstract : The researchers aim through the current research to be able to show the effect of competitive intelligence on a sample of excellent-class hotels in the strategic performance of these hotels as well as clarify the relationship and impact between search variables by analyzing the opinions of the respondent community by (60) questionnaire distributed among them, The research relied mainly on (questionnaire) and a set of statistical measures and methods were used, represented by (weighted mean, standard deviation, relative importance, determination coefficient, simple correlation coefficient, Kolmogorov-Smirnov test, and spss v.23 program) The descriptive analytical approach was used in the research, and the importance of the research lies through the fact that the hotels researched are in dire need of data that can be contributed in providing them through this research and in a way that serves the future direction to reach high effectiveness and at the level of all the outputs of these hotels, the researchers reached a group among the most important conclusions have proven that competitive intelligence contributes greatly to raising the level of performance and improving it, and in a way that guarantees a high level of excellence for the researched hotels.

Keywords: Competitive Intelligence, Strategic Performance.

INTRODUCTION: The features of the human mind have become too large for a person to specialize only and that man has begun to influence in a new way in his environment by transferring his mental processes to that environment, so we find that hotel organizations have started thinking and knowing and want to end with intelligence, but any intelligence that is competitive intelligence, since it does not work alone in the environment, but because that environment has become crowded with smart people, the survival will be the smartest in the business market, therefore, these organizations seek to develop the capabilities of their leaders and subordinates in renewed thinking to achieve strategic performance, which is an essential starting point for organizations if they start to build a future for their survival and competition, as well as enhancing the efficiency and effectiveness of their activities, operations, and services that they provide to their clients, and based on what has been included, the research includes four investigations that are related to the first topic Including them in the presentation of the intellectual framework for competitive intelligence, while the second topic included the presentation of intellectual foundations for strategic performance, while the third topic concerned the practical aspect, as it included statistical analysis of the field aspect of the research in addition to the descriptive analysis of The research and testing of correlations and measuring the impact of the independent variable and its sub-axes in the approved variable. Finally, the fourth topic included a presentation of the most important conclusions and recommendations that can contribute to the development of the performance of the researched hotels.

Research procedural structure

First ... The research problem:

Despite the fact that the hotel organizations today direct all their capabilities and capabilities to satisfy their guests and seek to employ what they have at home to earn what is abroad, given the fact that the idea of waiting for the arrival and arrival of the guest is no longer a feasible idea, and publicity and advertising campaigns in general about hotel organizations are not sufficient as new ideas and modern philosophies have begun to appear in how to use these capabilities and capabilities to attract the guest, However, what makes a hotel organization capable of owning the (guest) resource is how to use those ideas, Competitive intelligence and strategic performance was never a philosophy

specific to anyone and was not a monopoly process by tourist or hotel organizations, but rather it is open to everyone, waiting for someone to knock on their door and take them. However, in the light of the researcher's briefing, it was noted that there was no orientation or sufficient knowledge to define the importance and role of competitive intelligence in developing strategic performance of hotels in Iraq in particular, and there is no doubt that the challenges faced by the performance processes in the researched hotels have generated many risks and negative factors that were reflected in the output of those hotels in various fields of their activities. Therefore, it was noted that the studies are limited (within the limits of the researcher's knowledge) that test the relationship between competitive intelligence and strategic performance in Iraqi hotels.

From this standpoint, the research problem can be crystallized by the following question: Which of these hotel organizations will address these variables and employ them in the hotel field? Therefore, it is our duty as researchers to provide these hotel organizations with a broad platform of intellectual foundations in order to enable them to know their capabilities and potentials that may be hidden from view by other names (competitive intelligence and strategic performance) and based on the foregoing we can define the problem in the framework of the following questions:

What is the level of application of competitive intelligence or strategic performance in the researched hotels?

What is the amount and nature of the relationship between the variables in the Iraqi Premium Hotels?

Second ... The importance of research:

It is represented by linking research variables (competitive intelligence and strategic performance) by shedding light on levels of excellent hotel management relying on competitive intelligence as well as identifying the role of competitive intelligence in the strategic performance of hotel organizations, as well as what the theoretical aspect includes a summary of the ideas and trends of many writers and researchers in the field of determining the relationship and impact between search variables.

Third ... Research objectives:

1. Clarify the conceptual side of both competitive intelligence and strategic performance as modern concepts in the field of administrative, social and behavioral sciences.
2. Explain the importance of correlation and influence relationships between competitive intelligence and strategic performance in premium class hotels.
3. Providing stakeholders and those interested in excellent hotel management with scientific and theoretical information explaining the nature of research variables, their sources, and the extent of their impact on the research community.

Fourth ... Research hypotheses:

The first main hypothesis: There is a significant correlation between competitive intelligence (in general and its subsidiary processes) and strategic performance in the researched hotels. The following sub-hypotheses derive from it:

1. There is a significant correlation between planning and strategic performance in the researched hotels.
2. There is a significant correlation between the collection and strategic performance in the hotels surveyed.
3. There is a significant correlation between the analysis process and strategic performance in the hotels searched.
4. There is a significant correlation between the publication process and the strategic performance in the researched hotels.

The second main hypothesis: There is a significant effect of competitive intelligence (on the whole and in its subsidiary processes) on strategic performance in the researched hotels, and the following sub-hypotheses derive from them:

1. There is a significant significant relationship of influence to the planning process in the strategic performance of the researched hotels.
2. There is a significant significant relationship of influence of the collection process in the strategic performance of the researched hotels.
3. There is a significant significant relationship of influence of the analysis process in the strategic performance of the researched hotels.
4. There is a significant effect relationship of the publishing process on the strategic performance of the researched hotels.

Fifth ... Research methodology:

The researchers adopted the descriptive method, which is characterized by an accurate description of the information because it achieves data and information about the views of the research community and their directions, whether it is a written survey (questionnaire) or orally.

Sixth ... Research community:

The researchers chose a sample of the excellent class hotels for the city of Baghdad, which was represented by (Palestine Hotel, Ishtar Hotel, Al-Rashid Hotel, and Al-Mansour Melia Hotel) in order to apply the practical aspect of

the research, as the research community consisted of all managers with the rank of Commissioner Commissioner, Assistant Director, Division Director and Division Director, with a rate of (60) A questionnaire distributed to the surveyed community.

The first topic

Theoretical framework for competitive intelligence

First: The concept of competitive intelligence:

Some researchers attribute the intellectual origins of competitive intelligence to the economist at Harvard University, "Michelle Porter" when in 1980 I used competitive intelligence techniques to analyze industries and competition, and the concept of competitive intelligence addressed both (Rothberg & Erickson) in their book "From Knowledge to Intelligence: Competitive Advantage". In the next economy "by focusing on the old saying that" knowledge possesses value and intelligence possesses strength "and they pointed out that competitive intelligence provides what we need by using what we know (leibowitz, 2006, p: 26), So competitive intelligence is an essential tool for strategic management through which organizations' competitiveness can be strengthened (Toit, 2003: 23), and competitive intelligence has been defined by (Cheng & zeng, 2002, p: 22), as the process of monitoring an organization's external business environment, In order to identify information related to decision-making processes, while (Zangouenezhad & Moshabaki knew it, 2009, p: 262), as an art of collecting and processing information that is available to individuals in the organization to help protect the organization from current and future competitive threats, and in the same vein it was considered by both (Vuori & Väisänen, 2009, p: 2) The process aims to obtain, filter, and improve information to the appropriate format and to communicate it to users in the organization, as for (Strauss & Du Toit, 2010, p:94) , they defined competitive intelligence as a continuous assessment of the external environment, of opportunities, threats, and developments that have implications for the organization and decision-making process, Whereas (Santos & Correia, 2010, p: 11) defined it as converting data and information collected by the organization into smart information that supports decision-making processes, as for (Othenin - Girard & Guillemette, 2011, p: 22), it collects, analyzes and applies information about products, customers and competitors to meet the needs for short and long term planning.

It is clear from the above that the process of finding an agreed definition is difficult, but it is possible to identify the main elements of the concept, which lie in the fact that competitive intelligence is a process based on planning, collecting, analyzing, publishing and environmental surveying of the public and private environment.

Through what has been exposed and discussed, we can define competitive intelligence as "a systematic, legal and ethical process based on planning to collect information and analyze it on the competitive environment and competitors and publish it among administrative levels as needed in order to support strategic performance and decision-making to improve the performance of the hotel organization."

Second ... the importance of competitive intelligence:

The basis of competitive intelligence operations is identifying competitors. The competitor is the philosophy of that administration that is called competitive intelligence, and it is a necessity for confrontation between organizations competing on market shares, which focuses on the main competitors in the industry in terms of (products, prices and customers). Therefore, competitive intelligence is used. In order to be cautious and wary of entering into conflicts and competition unless the organization is entrenched and at the forefront of all competing organizations (West, 2001, p: 26), he has confirmed that there is much evidence that competitive intelligence can It is important for the organization to avoid surprises and identify opportunities and distraction Deedat and the acquisition of competitive advantage in the organization, and in the same context explains (Sewlal, 2004, p: 5), that the importance of competitive intelligence for organizations lies in that it helps managers to evaluate competitors and know them accurately, and this in turn reduces competitiveness, and they can easily get to know all of their future steps.

Therefore, organizations are required to strive to maintain their success through their dependence on competitive intelligence in order to obtain resources and suppliers, maximize capital, and away or overcome potential competitors (Skerrett, 2009, p: 8). There are many organizations suffering from accelerating changes in the environment and competition that occurs at all levels. The departments of these organizations are always concerned about unexpected and sudden changes in the competitive technical, organizational and social environment (Haataja, 2011, p: 25).

Third ... Competitive Intelligence Processes:

1. Planning: The first stage of competitive intelligence operations is extremely important. Planning is the starting point for any task and for any process. It has been determined (Bernhardt, 2003, p: 31) that certain basic information is needed at this stage, represented by questions (What is the competitive intelligence of these processes ?, What is the need for intelligence ?, What are the tactical and strategic implications of it ?, What are the priorities of competitive

intelligence?), This stage defines the correct focus and will help to develop research strategies from the available sources, and will also help in the most mysterious aspects that cannot be overlooked (Odendaal, 2004, p: 19).

2. Plural: At this stage, information is gathered from its various sources (primary and secondary) using various technologies. Some of the primary sources include government agencies, employees, suppliers, customers, conferences, etc. Some secondary sources include magazines, television and radio, local reports and professional reports. The choice of a specific source for the required sources and information relates to factors such as ease of access, ease of processing, resource costs, abundance and the amount and quality of information that may affect selection. It is important to note the need for creativity and innovation in getting the information. (Viviere, et; al, 2005, p: 25)

3. The analysis: The use of competitive intelligence depends mainly on the organization's ability to study competitors and get to know them closely, in terms of its ability to process data that is collected through various sources, and that cannot be effective in the decision-making process, unless it is addressed and converted to smart information (Begg & Toit, 2007, p: 4).

4. Publishing: Publishing or communication, which is news or media, which is the final product of the competitive intelligence process, and in this process information is used, and the results of analyses are presented to decision makers in the form of reports, meetings, or explanatory meetings (Bose, 2008, p: 514), because the results of the process of competitive intelligence require its delivery to decision makers and those responsible for translating it or converting it into final results, and communication related to intelligence can also be done through (emails, presentations, competitors' files and special notes) (Fleisher, 2001, p: 3-18).

The second topic

The Intellectual underpinnings of strategic performance

First ... The concept of strategic performance:

Guessing the success or failure of the organization in achieving the strategic plans is based on its achieved strategic performance and it is established through the organization's ability to make optimal use of its resources and achieve its goals (Al-Mayali, 2011: 151). The strategic performance is one of the modern concepts and its appearance was based on the opinion of a number of researchers with the administration. The strategy by defining its components and improving the level of organization performance, and this reflects the organization's ability to achieve its strategic goals, which include growth, adaptation, and survival of the organization in light of increased competition (Rahal, 2015: 73).

So (Saeed, 2005: 15) considered the strategic performance as achieving a cumulative and comprehensive knowledge building that reflects the level of the organization's success and its ability to adapt to the environment, growth and continuity, while (Krause, et; al, 2007, p: 528) stressed that the distinction between the operational performance that assumes the achievement of gains in aspects (costs, quality, flexibility, time periods granted, consideration of orders, and delivery on time), and strategic performance that extends beyond those operational gains, which relates to long-term issues. (Jones & George, 2008, p:30), that strategic performance is the outcome of activities that seek to enable the organization to achieve those goals. Almtalobh.ama (Harem, 2010:22) was defined as representing the efficiency of the organization in achieving its strategic plans and making the necessary improvements, which represents the degree of which the achievement of these long-term goals of development and growth.

In the same context, he (Al-Bana 2013: 24) stressed that it is a measure of how material and human resources are used by managers efficiently and effectively to satisfy customers and to achieve organizational goals. As for (Hamid, 2015: 33), he defined it as the act that leads to the completion of business as it should be accomplished, and it is the determinant of the success of the institution and a reflection of its ability to adapt to its environment or its failure to achieve the adaptation required to achieve its goals efficiently and effectively.

Through what has been presented and discussed we can put the definition of strategic performance as a translation of the strategic plan and how to implement it, as it can be considered a comprehensive future perspective with long-term trends for several stages of the strategic implementation process.

Second ... The importance of strategic performance:

The organization is characterized by stability and longevity in a situation where the performance of individuals is an outstanding performance, and this reason is what drives the organization's management and leadership to pay attention to the level of performance and which often exceeds even the interest of individuals in it (Al-Sharif, 2004: 82), and strategic performance has become a vital tool for evaluating the organization. The organization is concerned with an aspect of enhancing managers when making decisions, focusing on operations, and supporting the goals that the organization seeks to achieve, as well as creating and continuous improvement of performance, when facing the pressures of daily and repeated business in a comprehensive way in the organization (Molefe, 2007, p: 5), The strategic performance is a

final result that the whole organization seeks to achieve, and its importance emerges as a step that defines the immediate location and knowledge of moving away from the desired endings or knowing their conformity with them. Organizations for the purpose of assessing deviations and consequently working to increase the level of performance (Al-Sayyadi, 2008:19), The importance of strategic performance emerges from its concept as being more comprehensive in the effectiveness and efficiency of the organization, as it gives an inverted image to the ability to achieve strategic goals that include survival, growth and adaptation (Naif, 2007: 89), as well as the importance of strategic performance lies through Activation of strategic control, which can only be achieved by having a previous strategic performance, in addition to the organization's reliance on a specific method for backfiring that aims to reconsider, whether with specific strategies, policies or goals or in the methods and methods of implementation and control. (Al-Sayyadi, 2008: 20).

Third ... Measuring strategic performance:

Explain (Kaplan & Norton, 1996, p: 275), The management of the balanced scorecard is through a strategic perspective and giving it an important role in the field of strategic approved management, which will need more efforts and work to implement many programs of change for various management practices, The balanced scorecard includes three tracks of strategic performance (Hunger & Wheelen, 2000, p: 238), (Kotler & Armstrong, 1999, p: 546), (Al-Hussaini, 2000:239), (Bani Hamdan and Idris, 2009: 369-401), the following are:

A- The financial axis:

The financial dimension is the activities and operations of the returns, an increase in the market share, and the generation of cash flows, or includes improvement in managing the operating cost, and the financial metrics are important in playing two main and important roles: Diagnosing the financial achievement that is expected from the strategy, and this is the ultimate goal of the goals and measures of dimensions The remaining three, and as a result, it is necessary for the business organizations management to be aware that each of the three dimensions of the balanced scorecard must be linked to achieving a goal or within the financial dimension, as the financial goals represent a reverse image through the ability of the organization p Z to achieve satisfaction for shareholders in investments by achieving convincing revenue for them.

B- The Customer Satisfaction axis:

This axis is an indicator of performance measurement, which represents the degree of correspondence between both the perceived performance of the product and the performance expected by the customer. It is represented by the amount of increase resulting from dealing between customers and the organization, and it is one of the final results of the marketing efforts that the management of business organizations seeks to improve and thus improve the level of customer satisfaction by providing products / services that are effective, efficient and high quality, this dimension aims to evaluate the customers and markets sectors That the whole organization works to serve and compete with. Here it is necessary for managers to work to define the final measures by which to know the level of success of the outputs (products / services) that resulted from the use of the strategy that was developed.

C- The internal operations axis:

In this regard, managers must start by identifying the internal processes that are important and crucial for each organization, as these operations work to achieve the uniqueness of customers, in addition to achieving returns. According to the opinion of (Kaplan & Norton), this axis depends on three courses:

1- Creativity course: which includes: -

A- Defining the market: determining the market, its size, customer preferences and the prices of new targeted products / services. Orientation to current and prospective markets, current and prospective customers, current and prospective products / services.

B - Product / Service Development: The organization must know the reasons why customers are willing to shop and buy from their products / services (quality, price). As well as working to define the shape of the product that would satisfy the unsatisfied needs of customers and then design the shape of the product.

2- The cycle of operations, which includes:

A- Building products / services: It is based on the innovation cycle. The organization produces products that satisfy the current and expected needs of customers.

B- Delivery of products / services: After defining the target markets for the current and new products by the organization, and after producing these products, the organization must work on implementing the delivery system for the products during a fixed and specific time (On Time Delivery) in order to deliver to the markets.

3- After sales services course which includes:

As for this course, it works to know and receive complaints and then solve them and provide remedies to them, including handling defects and returns, management of sales operations (such as selling on account).

The third topic: Tests and analysis of results

The current topic aims to examine and test the research measurement tool, which is the first step to conducting any applied study as it represents the vital component of the health and accuracy of the results that will be obtained, as well as extract the correlations between the variables discussed in the study, and measure the impact relationships of the independent variable and its sub-dimensions in the variable Approved.

First... The validity of the research measurement tool: This aspect includes two important axes, apparent honesty and constructive honesty and as follows:

1- Factor of honesty and consistency:

The researchers relied on a number of measures used in previous studies, as the same variables were studied separately within the management literature, so these standards had a role in building the research questionnaire, as researchers designed metrics for research based on the Likert pentation scale and according to Table (1) that shows the consistency and consistency of the research scale Through the Alpha Cronbach scale, whose coefficient ranged between (0.9450 and 0.904), at the dimension level, and with a total stability coefficient (0.970), at the level of all paragraphs of the questionnaire and amounting to (49) paragraphs, the share of emotional intelligence as an independent variable (25) paragraph, and the dependent variable Organizational commitment (24) paragraphs, with a validity factor (0.985), at the level The total questionnaire, as these transactions are statistically acceptable in administrative and behavioral studies, given that their establishment is greater than (70%).

Cronbac h s Alpha	Variable symbol	Number of items	Variables and their Dimension	
0.945	x1	5	planning	Competitive intelligence X
	x2	5	Collection	
	x3	5	Analysis	
	x4	5	Publishing	
0.904	y1	8	Financial Axis	Strategic Performance y
	y2	8	Customer Satisfaction Axis	
	y3	8	Internal operations Axis	
0.970	60		General Questionnaire	
0.985			Questionnaire Validity	

Table (1) Coefficient of validity and reliability of the study resolution (N = 182)

Competitive intelligence X	Planning	5	X1	0.945
	Plural	5	X2	
	The analysis	5	X3	
	Publishing	5	X4	
Strategic performance y	The financial	8	Y1	0.904
	Customer satisfaction	8	Y2	
	Internal operations	8	Y3	
The questionnaire in general		60		0.970
				0.985

source: prepared by the researchers, based on the results of the statistical analysis

2- Exploratory Factor Analysis: The researchers conducted a KMO test to find out the adequacy of a population's size for conducting exploratory factor analysis. If it was greater than (50%), then the size of a population would be sufficient to conduct the Exploratory Factor Analysis (Shiraz 2015: 185), so the value of the test (KMO = 0.931), while the Bartlett's test values were (1706.273), freedom (78), and at a significant level (0.00). As shown in Table (2), the questionnaire data became valid for conducting exploratory factor analysis.

Table (2) KMO community adequacy test for exploratory factor analysis

Sig	Df	Bartlett's - Test	KMO- TEST
0.000	78	1706.273	0.931

source: prepared by the researchers, based on the results of the statistical analysis

This indicates the correlation between the main research variables (competitive intelligence, strategic performance) with statistical and moral significance, and this in turn proves that the correlation matrix and its coefficients are not equal to zero, which gives an impression among researchers to achieve the first criterion of measurement criteria subject to the tests of sincerity of exploratory construction (Hair et al., 2010: 104). As the researchers resorted to determining the factors that are sufficient and more accurate in determining the correlation between the research variables, and the mechanism of correlation of each observing factor through the variability of the components (Components Variance)), and measuring the ratio of the explanatory variance (Total Variance Explained) that includes the underlying roots to measure the size of the contrast for comparison, and the value of The underlying root (Eigen Value) is statistically acceptable when it is greater than (1.000), and it is rejected if its value is less than (1.000), (Barace et al. 2006; 320). The third condition that researchers resorted to as a condition of exploratory factor analysis of the cumulative percentage of the varied explanation of the accepted factors according to the second condition is (greater or equal to 60%), to demonstrate the extent to which the questionnaire paragraphs represent the content of dimensions tested in the research and its variables and their ability to represent them statistically, as well as The geometric rotation matrix is intended to make large saturation smaller notches than they were before rotation. Table (3) explains the proportions of the explained variance of the dimensions and included 44) paragraph, that its establishment has obtained a latent root value (1.000) integer, and with a contrast ratio (67.978%) of the questionnaire in its general form, which is greater than (60%) to give an indication of being two axes , Which excluded the other values due to the model's arrival to the level of cumulative saturation explained and that the latent root values are less than (1,000), which meets the condition of the second and third criteria, while the contrast ratio for the first planning process was (59.152%), and the latent root value of the first component of the total questionnaire (7.690), which explains (59.152%) of the total variance, while the value of the underlying root of the second component was the addition (1.147) which explains (8.828%) of the total variance, while the third component of the analysis has obtained a potential root of (0.784), which explains what is its value (6.034%) of the total variance, The fourth published component was the value of its underlying root (0.574) as it explains (4.417%), while the value of the underlying root of the financial axis, the customer satisfaction axis, the internal operations axis), its latent roots (0.219, 0.181, 0.170), respectively And with an interpretation rate of (1.686%, 1.395%, 1.308%) from the overall interpretation of the model, and according to the foregoing that all the results of exploratory factor analysis confirm the validity of the exploratory structure, which confirms that the conceptual (theoretical) structure of the study dimensions and measurements came identical to the results of exploratory factor analysis.

Table (3) variance of components of the main variables of the research

Component	Initial eigenvalues			Extraction of quantities from square loading.		
	total	% Contrast	% Cumulative percentage	total	% Contrast	Cumulative percentage%
x1	7.690	59.152	59.152	7.690	59.152	59.152
x2	1.147	8.826	67.978	1.147	8.826	67.978
x3	0.784	6.034	74.012			
x4	0.574	4.417	78.429			
x5	0.542	4.170	82.599			
y1	0.219	1.686	97.297			
y2	0.181	1.395	98.692			
y3	0.170	1.308	100.000			

source: prepared by the researchers, based on the results of the statistical analysis

Thus, the exploratory factor analysis has fulfilled the conditions of credibility (Shiraz, 2015: 195) (represented by the size of the population subject to the research sufficient when the value of (KMO) is greater than (0.50) with the significance of the test (Bartlett), and the cumulative interpretation rate exceeded (0.60), the root value The potential for each axis is (1.00) or more, and the saturation value for each axis is higher than (0.50).

Second ... Presenting, analyzing and interpreting the results of the statistical analysis of the correlations between the research variables:

In order to ascertain the correctness of the main hypotheses, and the sub-hypotheses emanating from each major hypothesis, and in order to accept or reject any of the hypotheses, the researchers resorted to calculating the simple correlation coefficient (Spearman) between any variable and the dimensions of the main variables of the research. As the concept of correlation is associated with the state of the presence of two or more variables that are associated with each other with specific linear relationships, the correlation is calculated by its parameter (the degree or value of the relationships between two or more variables with each other), as well as being a measure of the linear relationships between two quantitative variables, and this parameter describes The linear relationship between two variables one is

independent and the other is dependent, as it is characterized by stability and its standard errors are small, as symbolized by (r), and its values range between $(-1 \leq r \leq +1)$, if it is positive then the relationship is exponential, and if it is negative then the relationship is inverse (Al-Maani et al., 2012: 176). The relationship levels between the search variables were divided according to Table (4) according to the strength and intensity of the relationship between the variables, as follows:

Table (4) strength and intensity of correlations

Relationship level	Correlation coefficient	Type of relationship
Weak-strength relationship	0-25+/-	Directly proportional, Inversely proportional
Medium-strength relationship	0.26 – 0.50 +/-	
Good-strength relationship	0.51 – 0.75 +/-	
High-strength relationship	0.75 +/- more	

source: prepared by the researchers, based on the results of the statistical analysis

Table (5) showed acceptance of the first main hypothesis which states (there is a significant correlation relationship between competitive intelligence (in general and its subsidiary processes) and strategic performance) as the planning achieved a positive correlation with the variable strategic performance (0.627 **) is good, and at a level Significance (0.000), and calculated value (t) (36.527).

Among Table (5) acceptance of the first secondary hypothesis which states (There is a significant correlation between planning and strategic performance in the researched hotels). As it achieved a correlation relationship with the variable, the strategic performance was positive (0.514 **), and at the significance level (0.000), and the calculated value (t) (31.212).

Table (5) accepts the second secondary hypothesis, which states that there is a significant correlation between the collection process and strategic performance in the researched hotels). After the addition, it achieved a correlation relationship with the variable strategic performance, positive (0.430 **) medium, and at the level of significance (0.000), and the calculated value (t) (29.574).

Table (5) also showed acceptance of the third secondary hypothesis, which states (There is a significant correlation relationship between the process of analysis and strategic performance in the researched hotels). After the analysis, a positive, positive correlation with the variable of strategic performance (0.475 **) was achieved medium Significance level (0.000) and calculated value (t) (34.209).

Table (5) showed acceptance of the fourth secondary hypothesis, which states (There is a significant correlation relationship between the publishing process and the strategic performance in the researched hotels). Significance (0.000), and calculated value (t) (46.453).

Table (5) Matrix of Correlation after Competitive Intelligence with Strategic Performance

Strategic Performance	Internal Processes Perspective	Customer Perspective	Financial Perspective	
.514**	.441**	.476**	.466**	Planning
.000	.000	.000	.000	
31.212	30.275	28.652	34.709	
.430**	.357**	.387**	.409**	Collection
.000	.000	.000	.000	
29.574	27.776	26.454	34.490	
.475**	.436**	.429**	.413**	Analysis
.000	.000	.000	.000	
34.209	35.510	30.658	36.461	
.584**	.499**	.567**	.510**	Publication
.000	.000	.000	.000	
46.453	44.874	44.738	49.747	
.627**	.545**	.590**	.552**	Strategic Performance
.000	.000	.000	.000	
36.527	35.948	34.154	39.479	

****correlation is significant at the 0.01 level (2-tailed) (t=1.97)**

source: prepared by the researchers, based on the results of the statistical analysis

Third ... Testing and analyzing hypotheses of influence among research variables:

This paragraph includes verification and testing of the hypotheses of impact for the main research variables and their sub-dimensions, using statistical methods represented by (Simple Regression Analysis) Independent in the dependent variable (strategic performance).

The second main hypothesis: There is a significant effect of competitive intelligence (on the whole and in its subsidiary processes) on strategic performance in the researched hotels, and the following sub-hypotheses derive from them:

1. There is a significant relationship of influence to the planning process in the strategic performance of the researched hotels.
2. There is a significant relationship of influence of the collection process in the strategic performance of the researched hotels.
3. There is a significant relationship of influence of the analysis process in the strategic performance of the researched hotels.
4. There is a significant effect relationship of the publishing process on the strategic performance of the researched hotels.

Table (6) person accepting the second main hypothesis which states (There is a significant effect of competitive intelligence (in general and in its subsidiary processes) in the strategic performance of the researched hotels) The calculated value of (F) was (116.301), which is of course its value is greater than the tabular value (3.841) and at a significant level (0.000), with a calculated (T) value (10.784) and its value is greater than the tabular value (1.97) and at the degree of freedom level (1, 180, 181), as the alternative hypothesis is accepted and the null hypothesis of the model rejects the direct effect between the independent and dependent variables Because there is a significant effect at (0.000) level, As the value (R^2) of the total emotional intelligence reached (0.393), as the independent variable explains the competitive intelligence of (39.3%) of the changes that occur in the dependent variable, strategic performance, while the remaining percentage of the impact is attributed to other factors not included in the impact model. While the value of the marginal slope coefficient (β) of (0.859), i.e. when increasing the attention of premium hotels in Baghdad to competitive intelligence by one unit, will necessarily lead to an increase in interest in strategic performance by (85.9%) which is a high impact.

Table (6) showed acceptance of the first secondary hypothesis which states (there is an effect of significant significance for the planning process in the strategic performance of the researched hotels), as an effect model for the independent dimension shows the process of collection in the approved variable (strategic performance) and at the level of significance (0.000), With a calculated value of (F) (64,678) which is greater than the tabular value, at the degree of freedom (1, 180, 181) and with a calculated value (t) (8.042) which is greater than its tabular value, while the value of the determination coefficient $R^2 = 0.264$)).

Table (6) indicated acceptance of the second secondary hypothesis that states (there is an effect relationship of significant significance to the collection process in the strategic performance of the researched hotels), and at the level of significance (0.000), and with a value of the calculated value (F) (40.807) shows an effect model for the independent dimension process The sum in the dependent variable (strategic performance), at the level of significance (0.000), and with a value of the calculated value of (F) (40.807) which is greater than its tabular value at the same level of significance, with a degree of freedom (1, 180, 181) and the calculated value (t) (6.388) it is greater than its tabular value and the value of the determination coefficient $R^2 = 0.185$)).

Table (6) shows acceptance of the third secondary hypothesis which states (there is an effect relationship of significant significance to the analysis process in the strategic performance of the researched hotels). With a calculated value of (F) (52.456) which is greater than the tabular value, at the degree of freedom (1, 180, 181) and with a calculated value (t) (7.243) which is greater than its tabular value, while the value of the determination coefficient $R^2 = 0.226$)).

While Table (6) showed acceptance of the fourth secondary hypothesis which states (there is an effect relationship of significant significance to the publishing process in the strategic performance of the researched hotels), as it shows that the model of the independent dimension effect of the publishing process in the approved variable (strategic performance), and at the level of significance (0.000), with a calculated value of (F) (93.299) which is greater than its tabular value at the same level of significance, with a degree of freedom (1, 180, 181) and a calculated value (t) (9.659) which is greater than its tabular value as the value of the coefficient Selection $R^2 = 0.341$)).

Table (6) results of the model of the impact of competitive intelligence and its dimensions on strategic performance

Strategic Performance							Independent Variables
order	α	β	T	F	Sig	R^2	
first	1.514	.677	8.042	64.678	.000	.264	Planning
fourth	1.980	.500	6.388	40.807	.000	.185	Collection
third	1.951	.527	7.243	52.456	.000	.226	Analysis
second	1.634	.587	9.659	93.299	.000	.341	Publication
.563	.859	10.784	116.301	.000	.393		Competitive Intelligence

source: prepared by the researchers, based on the results of the statistical analysis

The fourth topic ... conclusions and recommendations:

First ... Conclusions:

- 1- Show through exploratory factor analysis of the paragraphs of competitive intelligence exploring four processes of competitive intelligence from the twenty paragraphs and what the results of the analysis showed that these four operations and its twenty paragraphs represent the first independent variable is the best representation and form important components from the statistical point of view of the first variable (competitive intelligence) Which supports exploratory constructive honesty, and exploratory factor analysis ranks the processes of the competitive intelligence variable from the most important to the least, as the planning process got the highest percentage, as follows (planning, collecting, analyzing, and publishing), respectively, according to the ratios. Contrast Expositor for each axis.
- 2- It became clear through the results of the exploratory factor analysis of the paragraphs of strategic performance, exploring three axes that contribute to enhancing the strategic performance of the twenty-four paragraphs and what the results of the analysis showed, that these three axes and its twenty-four paragraphs represent the dependent variable (organizational commitment), the best representation, which supports honesty Structural exploratory This analysis arranged the axes of the variable of strategic performance from the most important to the least important, where the financial axis got the highest percentage of the axes as follows (the financial axis, the customer satisfaction axis, the internal operations axis), respectively J is according to the explained percentage of variance for each axis.
- 3- It appeared that all the answers for the variable of competitive intelligence through the sub-processes that reached four operations were of a good level, which reflected the interest of the research sample in these operations and their adoption as a clear indicator for measuring competitive intelligence in excellent class hotels in Baghdad.
- 4- According to the answers of the research sample, most society members agreed on the axes of the strategic performance variable, which confirms the remarkable adoption of premium class hotels in enhancing strategic performance.

Second ... Recommendations:

- 1- An integrated strategy for the competitive intelligence activity should be developed, and a group of working individuals should be qualified to familiarize themselves with the tasks of this activity and provide the necessary support from the researched hotel departments.
- 2- The necessity of establishing a unit for competitive intelligence within the organizational structure of hotels, which is subordinate to the higher management, in order to provide it with accurate data and information in order to help decision-makers to achieve their goals according to sound scientific and information bases.
- 3- Emphasizing the need to prepare an integrated team in the competitive intelligence unit consisting of a group of individuals who have high skills in analyzing and processing data as well as their ability to provide future ideas and visions that enhance the capabilities of hotels in dealing with environmental changes and contribute to possessing new competitive advantages.
- 4- Working to improve the positive feelings of individuals of excellent class hotels by strengthening their directions and ideas, as well as their commitment to the interests of their institutions, and making their goals transcend their personal goals and work to reduce negative feelings through resources, discussion and awareness of what the decision is during their resource participation when issued.
- 5- Hotel management should adopt the concept of strategic performance in the correct scientific form and its actual application, and rely on its scientific measures adopted in the performance evaluation process to identify strengths and weaknesses, so that hotel management can work to address weaknesses and support strengths, in order to face threats and take advantage of environmental opportunities whenever possible.

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