The Effectiveness of Foresight and Systemic Thinking of Strategic Intelligence to Improving the Tourism Organization Superiority

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Abstract

The Foresight and systems thinking represent a systematic method to employ the development ideas of the tourism organization, as these two elements enable better preparation for the expected change in the business environment; This allows the organization to face challenges and invest in opportunities that enable it to make appropriate decisions to excel. The research aims to study the effectiveness of foresight and systems thinking in improving the superiority of the tourism organization.

Keywords: *effectiveness, foresight, systems thinking, strategic intelligence, excellence, tourism organization.*

Introduction

Tourism organizations seek to achieve distinction and excellence in the tourism business environment, and to invest strategic intelligence in achieving these goals. The Foresight and systems thinking are two important elements of strategic intelligence, and a systematic method to employ the development ideas of the tourism organization in order to achieve optimal and best preparation for the expected change in the tourism business environment. That permits the organization to confront challenges and invest in opportunities that enable it to make appropriate decisions to excel.

1. Research Methodology

1.1. The research problem: The Tourism organizations witnessed a remarkable change in their management. As a result of the change in the application of managerial skills and practices in the business environment, as well as interest in future foresight and systems thinking to achieve a leading organization in its business, with a competitive position worthy of attention. Accordingly, the research problem came by asking the following questions:

a. Can tourism organizations develop their performance by using strategic intelligence through foresight and systems thinking?

b. Is strategic intelligence a necessity for the tourism organization to improve the capabilities of excellence?

c. What are the requirements for the work environment of the tourism organization to achieve survival, growth and competitive position, and to avoid the stage of deterioration of the tourism organization?

d. Does the tourism organization have the ability to manage its strategy by investing its

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resources through the elements of foresight and systems thinking of strategic intelligence?

1.2. The Importance of Research: It comes from defining foresight and systems thinking as two elements of strategic intelligence and their effectiveness, as well as defining organizational excellence, and how to improve it in tourism organizations.

1.3. Research Objectives: The research aims to:

a. Highlighting the role of the effectiveness of foresight and systems thinking as two elements of strategic intelligence.
b. Standing on the role of foresight and systems thinking in tourism organizations in improving excellence.
c. Viewing interest of tourism organizations to extrapolating the future for maintain excellence and excellence.

1.4. The Research Hypothesis: Through the following following:

a. Tourism organizations can develop their performance with the elements of foresight and systems thinking of strategic intelligence, and adapt to the work environment according to the stages of the life cycle of the tourism organization.
b. Strategic intelligence should be invested as a necessity to improve the superiority of the tourism organization.
c. Take corrective action to quickly address change challenges; To keep the tourism organization on the right track.
d. The tourism organization needs to change and develop its policies, strategies and procedures through strategic intelligence, as well as determine the administrative policy that the administration follows at every stage of the tourism organization's life cycle.

1.5. Research Community Sample: We handed out a questionnaire to (80) persons, and the respondents were asked to respond to (14) questions by employees of tourism organizations (Travel agencies, Tourism companies, Passenger transport companies, and Tourist hotels).

1.6. The Methodology Used: The researcher used the methodologies[1]:

a. Self-understanding Method: Through a person's perspective on the world, how does that person arrange that perspective, and how does that person use it? Due to the fact that this method finds an adequate analysis technique to guide us toward models and away from perceptions that are not compatible with them. As a result, the validity criterion for the results is derived from their cultural reality.
b. Inductive Method: We notice the occurrence, then do a logical analysis, generalize, and arrive at the general rule.
c. Deductive Method: Because the premise of something is connected to the result, every result is dependent on its premise.

2. Theoretical Framework

2.1. The Effectiveness of Foresight and Systems Thinking:

a. **Effectiveness**: Effectiveness refers to doing the right things, which work to achieve the organization's goals, or the ability to achieve goals through the use of the organization's resources. It also represents the effectiveness of the relationship between the achieved goals and the planned goals, and therefore effectiveness is linked to leadership. Effectiveness represents the organization's willingness, and energy to make the best use of

the resources available to it, and it can be expressed in productivity, and evaluating the organization's operations control in both a technical and financial view[2].

There is a relationship between the concepts of efficiency and effectiveness, they are accompanies. However, they are not interchangeable. Even though an organization is inefficient, it may nevertheless be productive and succeed in its objectives, but at high costs, and negatively affecting the effectiveness of the organization. Efficiency is doing the job right, while effectiveness is doing the right job.

b. **Foresight**: It is the degree of analysis of current conditions, their movement through time, the degree of analysis of the state of the desired future in relation to the conditions under control, and the ability to analyze future activities to reach the desired future. The importance of foresight appears in employing the strategic intelligence of the leaders of organizations in various fields. By combining core knowledge, watching the corporate environment, and deciphering global trends and novel patterns, leaders can develop foresight [3].

Foresight can be practiced on a personal level; This is done by defining personal and professional goals, and planning work in line with future aspirations. as well as at the organizational level; By carrying out the work of tomorrow and the future in general, in a better way than it is now. As well as other levels such as the social level. Foresight is based on four elements: learning, learning, anticipation, innovation, and strategy (Hubbard, 2023).

c. **Systems Thinking:** Thinking and knowledge are interrelated subjects. It's the process that leads to knowledge. Thinking includes many activities mental that require additional time. Thinking is the process used to find a solution to strategic problems[4]. The concept of the system; It is the pivotal concept in systems thinking, as the system concept refers to a total unit consisting of a supportive group of elements, and variables tend by their nature to internal balance, so that the system can restore its balance in case it is exposed to factors that affect this balance - from inside or outside -, it is It performs the functions of adaptation and goal achievement[5].

Organized thinking refers to the ability to integrate and analyze different elements, and to understand how they interact; To form a clear picture of the things that are dealt with [6]. While the concept of strategic thinking emerges from plans that secure the future for a specific project by formulating a successful strategy that emphasizes seizing opportunities[7].

Systems thinking works on defining the system, defining the objectives accurately, and identify the connections between the system's components as well as its primary active elements, which can be achieved by observing interdependent relationships between the internal components of the system and some of them, and between these components and the external environment surrounding the system, which are relationships overlapping and intertwined[8].

d. **Superiority**: Refers to the obvious ability to perform or accomplish required activities and to achieve high performance. Competitive advantage refers to the organization having a higher capacity than competitors, or superior managerial performance[9].

2.2. Strategic Intelligence

2.2.1.   The concept of Strategic Intelligence: Intelligence is defined as the ability to find the solution of problems, understanding the axioms, the production of reflective thought, and the ability to learn[10]. It is the ability to perceive, understand and learn new conditions, that is to say; The basic elements of human intelligence are perception, learning, and understanding[11].

Scientists share a general view of intelligence as a human characteristic; The brain, and its only offspring (cognition), embody any intelligent or unintelligent behavior[12]. Strategic intelligence processing information to create knowledge is another definition of strategic intelligence. With the intention of assisting quick decision-making for a specific user and under a specific set of conditions. This means; The intelligence; The application of knowledge to integrate, analyze and evaluate information about a specific event, whether it be a threat or an opportunity. Intelligence becomes the guide for organizations to interact with knowledge about the business environment[13]. The process of collecting information about competitors and the competitive environment for the purpose of decision-making, planning with the aim of correcting deviations and evaluating performance[14].

Data, information, and intelligence are the basis for strategic intelligence, as fundamental descriptions of things, events, activities, and transactions that are recorded, classified, and maintained are referred to as data, and information is likewise referred to as data. The information generates inferences and has implications since it is consistent with the data, which gives it significance and value going forward [15]. Then; the Strategic intelligence is a revolution in the thinking, and modern adaptation practiced by organizations; To ensure the acquisition of opportunities for survival, growth, and development of performance levels, as it is the most important concept that deals with responding to the anticipated strategic change to every situation that can achieve sustainability for the organization[16].

Strategic intelligence is the ability that ignites the operations of the organization's mind (management), quick understanding, high capacity to store knowledge and information, keep it current, and reuse it in order to deal with situations, find solutions to issues, make judgments to suit the environment, and accomplish goals[17]. Then; It is a methodical and ongoing procedure of effectively producing intelligence in order to make it easier to make long-term decisions, including improving the performance of workers involved in decision-making[19]. It encourages the person to adopt a suitable perspective in order for him to successfully complete the task given to him, in addition influencing a person's feelings and aspirations to persuade him to take a specific activity[20]. Also, individuals involved in strategic decision-making from Customers of strategic intelligence[21].

2.2.2. The Importance of Strategic Intelligence

a. The basis on which the organization downloads data and converts it into information; To process and develop its operations, and then add ideal value to the organization, and come out with the highest profits[22].
b. The expansion of the organization's viewpoint, and providing an integrated picture of it, so that it can be used to make clear decisions through predictive ability[23].
c. It helps the organization to anticipate and manage change, due to the quick changes that make the future of the organization blurry; Thus, it threatens its strategy, so the need for strategic intelligence is a response to the organization's present and future, and the ability to shape the future and see results; Because it provides managers with an understanding and insight into what is going on in the organization's work environment, as well as the availability of potential means for changing strategies[24].
d. Provides valuable knowledge and information for making strategic organizational decisions. creates and transforms knowledge or information that can be applied to making important decisions. The focus is on the organization's positioning to deal with upcoming problems and opportunities and optimize success [25].

2.2.3. **Types of Strategic Intelligence**: The theory of multiple intelligences identified (8) types of intelligence, which are[26]: Linguistic intelligence, spatial intelligence, musical intelligence, subjective intelligence, mathematical intelligence (logical), physical intelligence (kinesthetic), social intelligence, natural intelligence. While these theories excluded strategic intelligence, which was proven by some other researchers, who identified (19) types of intelligence in the field of business administration, including spiritual intelligence, after the increased interest in spirituality in business, which are[27]: (philosophical intelligence, spiritual intelligence, emotional intelligence, social intelligence, analytical intelligence (scientific, creativity), social and political intelligence, cognitive, social and emotional intelligence, cultural intelligence, competitive intelligence, moral intelligence, multiple intelligence, business intelligence, electronic business intelligence, intelligence Executive, Corporate Intelligence Lab (CIQ), Environmental Business Intelligence).

2.2.4. **Stages of Strategic Intelligence**: Strategic intelligence passes through six stages, as shown in the following figure (1):

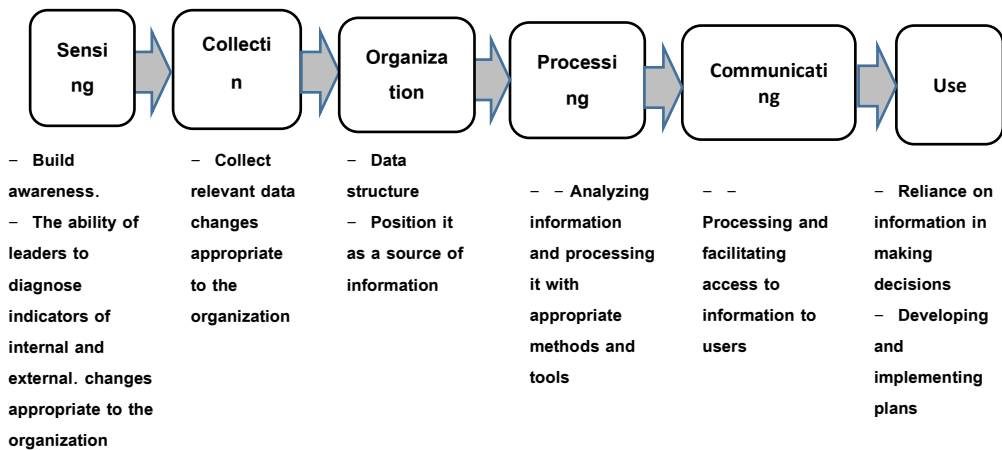| Sensing	Collection	Organization	Processing	Communicating	Use
− **Build awareness**. − **The ability of leaders to diagnose indicators of internal and external. changes appropriate to the organization**	− **Collect relevant data changes appropriate to the organization**	− **Data structure** − **Position it as a source of information**	− − **Analyzing information and processing it with appropriate methods and tools**	− − **Processing and facilitating access to information to users**	− **Reliance on information in making decisions** − **Developing and implementing plans**

Figure (1) - Stages of Strategic Intelligence.
Source: Prepared by the researcher based on: Abbasi, Suhaila, The Impact of Strategic Intelligence on the Decision-Making Process, Master's Thesis in Economic Sciences, Economics and Institutional Management / Faculty of Economic, Commercial and Management Sciences, Martyr Hama Lakhdar University - Al-Wadi, Algeria, 2018, p.6.

2.2.5. **Challenges of Strategic Intelligence**: There are four challenges facing the participation and use of strategic intelligence to shape the future, which are basic challenges for high management for developing a mentality regarding the present and the future to anticipate situations and directions most appropriate course of action. They are[28]:

a. Excessive flow of private information in the vicinity of the organization.
b. The communication process needed by strategic intelligence is complicated as a result of the increase in the amount of information that has led to the complexity of communication networks. This resulted in a delay in the timely arrival of information to decision makers.
c. It is challenging for the organization to foresee how the environment will change and evolve.
d. Controlling environmental changes requires strategies that accelerate the organization's

response, not relying on a single strategy, and not responding to environmental variables in the same manner.

2.3. Strategic Intelligence in the Management of Tourism Organizations

Tourism organizations refer to organizations working in the tourism sector, The international and service organizations that sponsor the tourism sector and contribute to the support and development of tourism. as well as tourism companies, transportation companies, hotels and restaurants. The importance of strategic intelligence in business organizations is as follows:

a. Analyzing the future goals of competitors, and knowing their current strategies.
b. Building a strategic center for business organizations, especially the leading ones.
c. Supporting the negotiating and creative decisions of global, international and local business organizations.
d. Diagnosing strategic opportunities and the associated risks and threats in the electronic business environment, and strengthening strategic capabilities[29].

Researchers added[30]:

e. Assisting the organization in carrying out its operations with the required efficiency and effectiveness; With the aim of ensuring the achievement of strategic success.
f. Leadership empowerment through preparing and forming leaders, enhancing their qualities, and refining their abilities to lead the organization; In order to stay current with developments and changes in the environment.
g. Determine the aspects of competition that the organization may adopt in its activities.
h. It represents one of the main tools that help management to make decisions, and qualifies organizations to be able to be creative and formulate innovative change strategies.

3. The Applied Side (The Results)

We studied travel agencies, tourism companies, passenger transport companies (tourist transportation), as well as tourist hotels in the distribution of the questionnaire. Due to the large size and diversity of tourism organizations, as well as their business tasks.

3.1. The Research Sample

We distributed (80) questionnaires to workers in travel agencies, tourism companies, passenger transport companies (tourist transportation), as well as tourist hotels, as shown in Table No. (1). Over the course of October, the survey was conducted 2022.

Table (1) - Number of Respondents According to Tourism Organizations.

Total	tourist hotels	passenger transport companies	Tourism companies	Tourism organizations
80	28	7	45	Frequency
%100	35 %	8.75 %	56.25 %	Percentage

Source: The researcher's formulation.

3.2. Analysis of the Results

3.2.1.   Sex: The sample included both sexes; the number of males was (63) and by (78.75%),

Females are (17) and (21.25.

3.2.2. **Age**: The age range looked like this:

Table (2) - The Age.

Total	60 & more	50 - 59	40 - 49	30 - 39	20 - 29	Age group
80	0	18	43	11	8	Frequency
%100	0%	22.5 %	53.75 %	13.75 %	10 %	Percentage

Source: The researcher's formulation.

The noted in the table; The highest percentage of workers in the surveyed tourism organizations; From the age group (40-49) years, as their percentage reached (53.75%), and this gives a perception of maturity and knowledge in decision-making. Then the age group (50-59) years, with a percentage of (22.5%). The proportion then reached (13.75%) for the age group (30-39) years, and the age range (20 - 29) reached its (10%).

3.2.3. **School level**: The Table (3) illustrate the educational attainment of the research sample:

Table (3) – School Level.

Total	Ph.D	Master's	Bachelor Degree	Diploma	Secondary School	Academic Level
102	0	3	68	6	3	Repetition
100%	0 %	3.75%	85 %	7.5%	3.75%	percentage

Source: The researcher's formulation.

Observe that (85%) of the sample has a bachelor's degree, and that imply; That academic learning has a significant part in the pursuit of organizational excellence, and its importance in extrapolating the future in the business environment. In addition to work regulations and laws that require education and experience as two elements for work in the tourism sector, especially in tourism companies and tourist transportation companies. Those who received diplomas with a percentage of (7.5%) were the next.

3.2.4. **The job in the tourism organization**: The research sample included the jobs referred to in Table No. (4):

Table (4) - The Job in the Tourism Organization.

Total	Tourist hotel employee	Tourism company employee	Hotel manager	Transport company manager	Managing Director	The job
80	9	8	19	7	37	Frequency
%100	11.25 %	10 %	23.75 %	8.75 %	46.25%	Percentage

Source: The researcher's formulation.

It is clear from the table; The highest percentage of the sample surveyed are those working as authorized managers of tourism companies, with a percentage of (46.25%), then hotel managers with a percentage of (23.75%), then employees in tourist hotels (11.25%), then employees of tourism companies (10%), and companies transportation (8.75%).

3.2.5. Questionnaire axes: The results of the two questionnaire axes were in agreement with the following table:

Table (5) - The Results of the Questionnaire Answers.

Paragraphs	Iteration					Weighted arithmetic metic	Standard deviation	The severity of the answer	Variation coeff.	Relative importance
	1	2	3	4	5					
X1	0	0	13	33	34	4.2625	0.7247	85.25%	0.17	0.8525
X2	0	0	0	29	51	4.6375	0.4838	92.75%	0.1043	0.9275
X3	0	10	25	29	16	3.6375	0.9446	72.75%	0.2597	0.7275
X4	0	0	31	39	10	3.7375	0.6702	74.75%	0.1793	0.7475
X5	9	1	33	26	11	3.3625	1.1052	67.25%	0.3287	0.6725
X6	11	0	21	39	9	3.4375	1.1456	68.75%	0.3333	0.6875
X7	19	41	17	1	2	2.075	0.8535	41.50%	0.4113	0.415
X8	14	11	33	15	7	2.875	1.1733	57.50%	0.4081	0.575
X9	9	13	17	36	5	3.1875	1.1373	63.75%	0.3568	0.6375
X10	2	1	4	32	41	4.3625	0.8456	87.25%	0.1938	0.8725
X11	14	13	9	29	15	3.225	1.396	64.50%	0.4329	0.645
X12	3	1	8	42	26	4.0875	0.9028	81.75%	0.2209	0.8175
X13	23	7	24	20	6	2.7375	1.3192	54.75%	0.4819	0.5475
X14	0	0	3	58	19	4.2	0.4878	84.00%	0.1161	0.84

The results related to the first axis of (X1 - X7) (The effectiveness of strategic intelligence improving the superiority of the tourism organization) are noted in the table. Their findings followed the relative importance, starting with the highest proportion and descending:

1. (X2): (Foresight works to develop the organization's strategies and achieve excellence); The highest value of relative importance was achieved, as it reached (0.9275), and the percentage of response intensity was (92.75%), and the deviation was (0.4838), while the mean was (4.6375), and the variance was (0.234). This indicates that the research sample is interested in anticipating the development of organized business in the direction of achieving organizational superiority.
2. (X1): (Foresight helps me to face the challenges of the organization and make decisions); Its relative importance was (0.8525), the percentage of response strength was (85.25%), and the deviation was (0.7247), while the mean was (4.2625), and the variance was (0.5252). And the meaning of that; Foresight is an important element in the strategic analysis to face the external threats and challenges of the organization, in a way that qualifies its management to take decisions that lead to its superiority in the business environment.
3. (X4): (I always strive to develop my skills in predicting the future for the development of the organization); Its relative importance was (0.7475), the percentage of response strength was (74.75%), and the deviation was (0.6702), while the mean was (3.7375) and the variance was (0.4492). It indicates the endeavor of managers to acquire the skill to develop their capabilities, especially the capabilities that qualify them to look into the future, and this is reflected in the development of the organization's performance and superiority. This factor is consistent with (X1) in developing the organization's strategies and achieving excellence.
4. (X3): (I invest in opportunities in the business environment by extrapolating the future to maintain superiority); Its relative importance was (0.7275), the percentage of response strength was (72.75%), and the deviation was (0.9446), while the mean was (3.6375), and the variance was (0.8922). This variable indicates that the management of tourism

organizations seeks to invest opportunities in the external environment of the organization, and analyzes the data of extrapolating the future; In order to maintain its superiority in the tourism business environment.

5. (X6): (We are looking for unique ideas or unusual opportunities in the field of competition and superiority); Its relative importance was (0.6875), the percentage of response strength was (68.75%), and the deviation was (1.1456), while the mean was (3.4375), and the variance was (1.3125). This variable confirms its close connection with the variable (X3) through the interest of tourism organizations in finding and investing in opportunities, as well as investing in distinguished ideas that are extraordinary opportunities for competition and superiority.

6. (X5): (We have the comprehensive vision to develop strategies and policies to achieve superiority); Its relative importance was (0.6725), the percentage of response strength was (67.25%), and the deviation was (1.1052), while the mean was (3.3625), and the variance was (1.2214). This variable is consistent with the variable (X2) that came first, and confirms that tourism organizations have the qualifications to extrapolate the future to develop strategies that achieve their superiority.

7. (X7): (we use studies and research in developing strategic plans for the organization); Its relative importance was (0.415). The percentage of the response intensity was (41.50%), and the deviation was (0.8535), while the mean was (0.8535), and the variance was (0.7285). Strategies for Excellence However, its interest in studies and research in developing strategic plans for the organization, and using them; It was weak in relative importance, being the last in the first axis of the questionnaire.

In the aspect of the second axis of (X8 - X14) (the effectiveness of systems thinking of strategic intelligence in improving the superiority of the tourism organization), Their findings followed the relative importance, starting with the highest proportion and descending:

1. (X10): (I work to develop the organization's capabilities to enable it to achieve its goals of superiority, survival, success, growth, and creativity); It achieved the highest value of relative importance, as it reached (0.8725), and the percentage of response intensity was (87.25%), and the deviation was (0.8456), while the mean was (4.3625), and the variance was (0.715). Tourism organizations seek to develop their administrative and organizational capabilities that contribute to achieving their goals of excellence, survival, success, growth and creativity, as well as training workers and developing their capabilities and skills to achieve these goals.

2. (X14): (We work according to an interconnected system of parts, with interaction, coordination and integration between departments); Its relative importance was (0.84), and the percentage of response strength was (84.00%), and the deviation was (0.4878), while the mean was (4.2), and the variance was (0.238). Coordination and integration between departments in tourism organizations effectively, and according to an interconnected system of parts; It qualifies her to excel. This variable is consistent with the variable (X12) in achieving outstanding performance and quality of tourism services.

3. (X12): (We have the ability to identify deviations and correct them by reviewing performance in the organization); Its relative importance was (0.8175), the percentage of response strength was (81.75%), and the deviation was (0.2209), while the mean was (4.0875), and the variance was (0.815). It is inferred from that; The tourism organization takes into account the quality of the services it provides to its audience, as well as its interest in the workflow, and performance evaluation to maintain its superiority.

4. (X11): (we study ideas from multiple sources, which would develop the organization's work); Its relative importance was (0.645), and the percentage of response strength was

(64.50%), and the deviation was (1.396), while the mean was (3.225), and the variance was (1.9487). The sources of ideas on which tourism organizations rely; There are many sources, whether the workers in these organizations, or the tourists themselves, and by investing and employing developments in the environment of the foreign tourism organization, and in all fields, in a way that contributes to the development of the work of the organization to be distinguished and superior in its services and tasks.

5. (X9): (We face the challenges of the external work environment that restricts the activities and events adopted by the organization according to the requirements of change); Its relative importance was (0.6375), the percentage of response strength was (63.75%), and the deviation was (1.1373), while the mean was (3.1875), and the variance was (1.2935). Since the constant in the tourism business environment is the continuous change in the internal and external environments of the organization, so facing the threats resulting from change in creating opportunities for creativity and excellence is the ideal for achieving excellence for the organization.

6. (X8): (I adapt to all environment variables to improve my organization's competitive position); Its relative importance was (0.575), the percentage of response strength was (57.50%), and the deviation was (1.1733), while the mean was (2.875), and the variance was (1.3766). This variable is consistent with the variable that preceded it (X9), as the management of the tourism organization works to adapt to the variables of the internal and external environments, and works to improve its competitive position and excel in the tourism work environment.

7. (X13): (Management develops clear strategies and supports work units in the organization, as it works to make good use of financial, human, material, and information resources); Its relative importance was (0.5475), the percentage of response strength was (54.75%), and the deviation was (1.3192), while the mean was (2.7375), and the variance was (1.7403). The result of this variable was weak in its relative importance towards the other variables in the second axis of the questionnaire questionnaire, despite the importance of tourism administrations developing clear strategies to achieve their goals of competition and excellence, and their optimal utilization of their financial, human and informational resources.

4. Conclusions and Recommendations

4.1. Conclusions

a. Tourism legislation and laws do not allow working in the management of tourism organizations, especially as director managers of tourism companies, unless he obtains a diploma or bachelor's degree or higher, in addition to experience and practice.

b. In the effectiveness of strategic intelligence in improving the superiority of the tourism organization; Foresight works to develop the organization's strategies and achieve excellence, and achieved the highest value of relative importance, which amounted to (0.9275), the percentage of response intensity (92.75%), and deviation (0.4838).

c. The foresight helps to face the challenges of the organization and decision-making. Its relative importance was (0.8525), the percentage of response strength was (85.25%), and the deviation was (0.7247). Hence, the departments of tourism organizations are always striving to develop their skills in foreseeing the future in order to develop the organization and improve its superiority. We find the systems' efficacy thinking of strategic intelligence in improving the superiority of the tourism organization. Workers in tourism organizations work to develop the organization's capabilities to enable it to achieve its goals of excellence,

survival, success, growth, and creativity, because it attained the highest relative significance score, reaching (0.8725), and the percentage of response intensity was (87.25%), and deviation was (0.8456).

d. Tourism organizations work according to a system of interconnected parts, with interaction, coordination and integration between departments. Its relative importance was (0.84), the percentage of response intensity was (84.00%), and the deviation was (0.4878). Therefore, tourism organizations have the ability to identify deviations and correct them by reviewing the performance in the organization. The relative importance was (0.8175), the percentage of the response intensity was (81.75%), and the deviation was (0.2209).

4.2. Recommendations

a. Developing legislation and laws that oblige workers in the management of tourism organizations, provided that the educational attainment is not less than a bachelor's degree, and the matter is not limited to tourism companies only.

b. Paying attention to the oversight role of government institutions in following up the application of instructions and legislation related to academic achievement for workers in the management of tourism organizations.

c. Involving staffs in tourism organizations in the development and development courses of administrative work, and in particular in the effectiveness of foresight and systemic thinking of strategic intelligence because of its great role in improving the superiority of the tourism organization.

d. Developing the organization's capabilities to enable it to achieve its goals of excellence, survival, success, growth and creativity through the tourism organizations' use of academic studies and research in developing the organization's strategic plans.

e. Searching for distinct ideas, or unusual opportunities in the field of competition and excellence, and studying those ideas from multiple sources, which would develop the work of the tourism organization.

f. Encourage researchers to continue providing studies and research that will work on developing tourism organizations.

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