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Strategic Foresight and Organizational Ambidexterity: Insights from an Empirical Study of the Hospitality Industry

Monia Ben Ltaifa¹, Walid Chouari², Abdelkader Mohamed Sghaier Derbali³, Ahmed K Elnagar⁴

Abstract

Strategic Foresight (SF) enables hospitality firms to predict and plan for future trends, problems, and opportunities. This proactive approach enables them to stay ahead of the curve and make informed decisions that reflect changing consumer preferences and market realities. Organizational Ambidexterity (OA) emphasizes the importance of striking a delicate balance between exploration and exploitation - the ability to seek both innovation and efficiency. In the hospitality industry, this entails not only responding to current market demands, but also being able to investigate and implement creative tactics that address evolving customer needs. This research aims to examine the relationship between SF and OA at Saudi hotels. A total of 600 online questionnaires were analyzed from employees at Saudi hotels. Questionnaires are analyzed through correlation and regression-based analysis using SPSS, which supports all the research hypotheses. The findings showed only three dimensions of SF, including environmental scanning capabilities, strategic selection capabilities, and integrating capabilities, had a positive influence on OA. The research recommends managers be proficient in expense analysis and return consideration, encourage employees at all administrative levels to think proactively and creatively about the future by holding workshops, training sessions, and rewards for creative thinking, as well as foster a culture of future vision within the hotel.

Keywords: Strategic foresight, organizational ambidexterity, hotels, Saudi Arabia

1. Introduction

The twenty-first century's rapid progress and technological and cognitive revolution have led to challenges for organizations in making strategic decisions, especially in uncertain and unanalyzable external environments, requiring interpretations for survival (Alson and Oner, 2003; Derbali and Elnagar, 2020). Aspiring firms aim to achieve OA, which includes in its components strategic practices that determine the future directions of its activities. A company is considered ambidextrous in its environment when it possesses the pioneering characteristics of proactive measures, creative capabilities, taking risks associated with situations of uncertainty, and new business adventures leading to renewal. Strategic capabilities and activities enable these firms to possess core capabilities and resources (Elnagar and Derbali, 2020). Al-

¹ Department of Administrative and Financial Program, College of Community in Abqaiq, King Faisal University, P.O Box: 380, Al-Ahsa, 31982, Saudi Arabia., Email: mbltaifa@kfu.edu.sa, Orcid: <https://orcid.org/0000-0001-9202-2554>

² Social Studies Department, College of Arts, King Faisal University, P.O Box: 400, Al-Ahsa, 31982, Saudi Arabia., Email: wchouari@kfu.edu.sa
Orcid: <https://orcid.org/0000-0001-7038-8678>

³ Department of Administrative and Financial Sciences, Applied College, Taibah University, Medinah, 41411, Saudi Arabia
Corresponding author Email: aderbali@taibahu.edu.sa, Orcid: <https://orcid.org/0000-0003-4098-3120>

⁴ Department of Administrative and Financial Sciences, Applied College, Taibah University, Medinah, 41411, Saudi Arabia; Hotel Management, Faculty of Tourism & Hotel Management, Suez Canal University, Ismailia, 41522, Egypt., Email: aelnagar@taibahu.edu.sa
Orcid: <https://orcid.org/0000-0003-1787-8189>

Bashqali and Al-Daoud (2015) indicated that working skillfully will inevitably reduce the possibility of organizational collapse. On the contrary, not working skillfully will lead to low performance efficiency, the occurrence of organizational crises and disturbances, and then the organization's exit from the market gradually or suddenly.

SF is crucial for leadership practices, future vision development, strategy implementation, and change management. It enhances creativity, innovation, and organizational leadership by shaping the organization's vision, implementing strategic directions, and managing resources efficiently (Mahmoud and Harbi, 2019; Abotaleb and Elnagar, 2021). Organizations can benefit from SF's understanding of the future for decision-making and innovation processes (Demneh et al., 2023). SF, particularly in the case of Shell during the 1973 oil crisis, has been proven to enhance competitiveness and innovation, yet its institutional application remains limited (Rohrbeck and Schwarz, 2013). This raises the question of whether organizations really need SF or whether its contributions to performance are recognized. These questions can be linked to contextual factors of the organization, as well as organizational characteristics. Scholars have suggested that the need for future vision for organizations arises from contextual factors, such as environmental uncertainty, and organizational factors such as strategic orientations (Vecchiato, 2012; Jissink et al. 2014).

Previous studies have explored the impact of SF on OA in various contexts, but there is limited empirical evidence on the relationship between SF and other firm performance variables (Paliokaitė et al., 2014). To author knowledge, empirical evidence on whether greater levels of SF strengthen or weakens OA is scant. To address this research gap, this paper aims at examining the relationship and potential impact of SF in achieving OA at Saudi hospitality industry.

To achieve the research objectives, the research the researcher organized as follows: First: an introduction to SF, second: reviewing the theoretical framework on SF and OA, with a discussion of the dimensions of SF and OA that were used in previous studies, third: discussing the relationship between SF, and OA. Finally, practical, and theoretical contributions, as well as conclusions and recommendations are given.

2. Theoretical Foundations and Hypotheses

2.1 Strategic Foresight (SF)

SF, dating back to the late 1940s, experienced a golden age in the 1950s thanks to La Prospective School and Gaston Berger's work for RAND Corporation, with numerous firms (Paticella, Cisco, Deutsche Bank, Deutsche Telekom, France Telekom, L'Oréal, Pepsi, Siemens) investing in SF units. (Berger et al. 2008; Hines and Gold, 2015). SF helps firms anticipate trends, understand their impact, determine the most effective course of action, and ultimately gain a competitive advantage (Vecchiato, 2015). (Vecchiato, 2015).

SF is an individual's ability to deal with unconscious influences and anticipate future developments. It helps officials make wise decisions, understand the present, and predict future events. It also aids in inductive goal setting, anticipating environmental changes, and coordinating mental capabilities. SF also contributes to successful planning for future events and educated guessing, forecasting, and multiple perceptions, which can prevent company failure (Quarmby, 2003). Rohrbeck et al. (2007) define SF as the process of identifying, evaluating, and using signals emanating from the political, social, cultural, competitive,

scientific, technological environments, opportunities, and threats to enhance their competitive position.

In the same context, Rohrbeck and Gemünden (2011) explained that it is a capability that includes any structural or cultural element that enables an organization to identify discontinuous changes at an early stage, interpret their effects on the organization, and develop effective responses to ensure the organization's long-term survival and success. While Finlayson and Quan (2011) indicated that it is an organized effort aimed at formulating predictions that include the situation of a particular society or group of societies during a certain period through a set of variables that can be changed or adapted through making and taking decisions.

SF techniques enhance future awareness, provide intelligent information, enhance reflective thinking, and expand vision in planning and modern SF studies, rationalizing planning and dealing with the future (Maccoby, 2001; Amniattalab and Ansari, 2016). These techniques are:

- Strategic monitoring is a proactive process that gathers and utilizes information about the external environment to anticipate potential future events that could impact the company.
- A future vision describes a company's aspiration for a better future, extending beyond current conditions and involving prediction, understanding, and perception beyond observing events within a specific context.
- Perceptions describe possible actions or events, their forces, and their logical order, highlighting the links between them and the underlying logical connections.

According to (Cook et al. 2014; Nemeth and Augier, 2018), the SF process involves six steps: defining the scope, collecting inputs, signal analysis, interpreting information, determining how to act, and implementing results. It involves defining the main problems, analyzing data, interpreting information, determining effective measures, and engaging relevant actors. The process helps identify trends, drivers, interdependencies, and the consequences of decisions, ultimately leading to the development of a strategic plan.

In a later study (Rohrbeck et al. 2015) added that SF allows the organization to lay the foundations for obtaining a future competitive advantage. The objectives of SF are diagnosis: thinking about the current system, exploration: building perceptions for possible developments of the system, strategic orientation: discussing possible strategies, option Making: opening and encouraging discussions to reach consensus, implementation and coordination: by translating findings into action (Da Costa et al. 2018). As Mahmoud and Harbi (2019) it is a science, art, and organized multidisciplinary approach that aims to study the future, understand it adequately through open paths, and organize the aspiration to bring it about for the purpose of clear definition.

James (2020) defines strategic planning (SF) as a systematic approach to enhance future visions, understand them, and make informed decisions in the present. Toulan et al. (2021) emphasize the importance of SF for planning, progress, and growth, enabling deeper understanding of future forces and ensuring organizational survival and success.

2.2 Strategic Foresight Dimensions

The study (Heavy and Mahimed, 2022) was based on the Unido model (2005), which includes four practices (strategic monitoring, perceptions, Delphi method, and brainstorming). The first and second techniques were explained in the section on SF techniques. As for the third, the Delphi method: It is one of the strategic methods that is concerned with drawing up policies,

anticipating the future, and appropriate alternatives. It also benefits from the experience of managers and experts, and it is considered one of the best techniques with the shortest time to reach future trends and draw visions. Its use began in the 1950s in the military fields through the RAND Corporation, after which it spread in various fields such as economics, commerce, education, scientific technological development, and strategic planning in organizations of all kinds (Grime and Wright, 2016). Fourth: Brainstorming: a method for solving a specific business or technical problem by generating ideas and exchanging knowledge, where participants are encouraged to think continuously without interruption. Brainstorming is a group activity in which everyone participates with the ideas that come to his mind, and at the conclusion of the session, classification and arrangement are done. Ideas to follow up on actions (Hunton and Gold, 2010).

Previous studies (Awad and Ghaziri, 2004, Mahmoud and Harbi, 2019) have used five dimensions to measure SF: attention, intuition, prediction, perception, and future vision. Attention is crucial for foresight, while intuition guides understanding of future events. Predictions are based on experience and can be built using data mining. Perception helps describe the future virtual reality and sets an outlook for alternative perceptions. Future vision visualizes and evaluates possibilities, helping companies achieve a sustainable competitive advantage.

2.3 Organizational Ambidexterity (OA)

OA has become an urgent necessity for organizations due to its efficiency and flexibility in improving performance. Ambidexterity is a Latin word meaning two right hands. According to the Oxford Dictionary and the Modern Dictionary, it means the ability to work with both hands with equal ease; it is exceptionally clever, deceptive, and two-faced. The idea of OA arose when Duncan, in 1976, designed dual structures that facilitate the application of the stages of innovation, and Duncan is therefore the first to use the concept of OA. March (1991) also pointed out that it is the organization's endeavor to exploit existing resources and explore new possibilities and how to reconcile them. Tushman and O'reilly (1996) crystallized this concept more clearly and indicated that an organization characterized by ambidexterity has its primary goal of superior performance. To achieve ambidexterity, the organization must determine the methods and structural mechanisms through which it can harmonize the processes of exploitation and exploration, and then this study was followed by many studies and research to clarify the concept of OA.

Also, Gibson and Birkinshaw (2004) explained that OA is the organization's ability to manage its complex elements, such as exploitation with exploration, alignment with adaptation, and reconciling these elements to achieve mastery and excellence. As pointed out by Raisch et al. (2009), it is the organization's ability to achieve alignment and balance between its departments to meet current business requirements and adapt to changes in the surrounding environment that makes the organization able to open new markets while maintaining existing markets. Li et al. (2013) added that it makes the organization capable of managing its resources and implementing strategies successfully through its skill in exploiting available competencies and exploring new opportunities, thus ensuring its survival in the long term.

In the same context, Rodriguez and Hechanova (2014) defined OA as the ability of both leaders and work teams to practice exploitation and exploration activities and behaviors and to find a state of balance between them in order to achieve outstanding performance. Kortmann (2014) identified three components that make up OA: (1) the level of ambidexterity; (2) basic

differentiation; and (3) empowerment mechanisms. As defined by Saurav et al. (2018) and Al-Mansi (2018), the organization's ability to continue striving at the same time towards integration and optimal use of exploration and exploitation processes, considering variables and environmental conditions.

OA is characterized by: (1) the organization's awareness of good opportunities and threats that require research and exploration to adapt to changes in the external environment; (2) exploring new opportunities, which cannot be achieved without awareness; and (3) restructuring assets and organizational structures according to changes in the market and the external environment. Restructuring also requires efficient and effective resources (Al-Bashqali and Al-Daoud, 2015; Shlomo et al., 2020).

To build OA, several factors must be present: (1) ensuring that every individual seeks to apply OA in the organization; (2) building understanding between all administrative levels and unifying the efforts of the organization's employees; (3) focusing on creating new ideas and opening new markets; (4) emphasizing that contextual ambidexterity and structural ambidexterity are the best solutions together across the organization; (5) encouraging and motivating employees and managers to adopt OA because of its major role in improving the organization's performance (Junni et al., 2015).

The current research has relied on these two dimensions to measure OA:

- Exploitation is linked to efficiency, development, and increased control and can be described by the organization's improvement of the efficiency of current products or implementing minor modifications to them, expanding the services provided to existing customers, reducing the cost of the organization's internal operations, and increasing economies of scale in existing markets (Jansen et al., 2008; Saber et al., 2018). Bodwell (2011) also indicated that exploitation is the organization's ability to exploit existing capabilities, satisfy the needs and desires of existing customers, and improve products and processes to excel in the current market by learning from existing practices and scientific research and using available knowledge without any additional learning.
- Exploration is related to the search for new possibilities and opportunities. The experience that results from the application of decentralization, entering new markets through radical change based on new products, can be described through inventing new products and trying them in the local market, the organization taking advantage of new opportunities in new markets, using new distribution channels, and searching for new customers (March, 1991; Jansen et al., 2008; Saber et al., 2018; Shlomo et al., 2020).

2.4 Strategic Foresight and Organizational Ambidexterity

SF can yield various ramifications for the overarching process of innovation. Verdenhofa et al. (2018) contend that for strategic foresight to prosper, it must be assimilated into organizational procedures, such as strategy and innovation, and become more conspicuous. As per Warnke and Heimeriks (2008), foresight can bolster innovativeness through four means: by furnishing a systemic apparatus that enhances the capability for innovation, by bringing societal needs into focus as a process that establishes the agenda, and by providing forward-looking intelligence for decision-making. Gracht et al. (2010) posit that SF can furnish insights into the external environment of the corporation, specifically contributing to product development as a component of the innovation process.

According to Gracht et al. (2010), to transition from a conventional industry-based economy

to a knowledge-based economy, firms would need to harness novel concepts and methodologies to sustain competitiveness. The significance of SF and innovation management is of utmost importance in this scenario. As stated by Roveda and Vecchiato (2010), interactive workshops and expert panels are effective means of encouraging gradual advancements, whereas "vision-oriented" approaches such as scenario-based methodologies are more suitable when revolutionary advancements are required. Middelbeek (2011) showed a positive relationship between SF and both explorative and exploitative innovations, with environmental scanning being particularly related to explorative innovation; foresight plays a dual role in generating new ideas and evaluating existing ones and can contribute to OA. Paliokaite and Pacesa (2014) confirmed the importance of SF in triggering both explorative and exploitative innovations, highlighting its role in achieving OA. Moreover, Amniattalab and Ansari (2016) found that SF (environmental scanning capabilities) (ESC), strategic selection capabilities (SSC), and integrating capabilities (IC) have a direct positive effect on OA (explorative innovation and exploitative innovation), which in turn contributes to competitive advantage. Flaih and Chalab (2022) found that organizational inventiveness and strategic foresight have a statistically significant link. It has a somewhat strong direct relationship. The findings also revealed a correlation between organizational Ambidexterity dimensions and strategic foresight.

Based on these explanations, the following hypothesis was developed:

H1 *SF is positively correlating the OA at Saudi Hotels.*

H2 *SF is positively influencing the OA at Saudi Hotels. This hypothesis includes several sub-hypotheses:*

H2a *SSC has a positive effect on OA at Saudi hotels.*

H2b *IC has a positive effect on OA at Saudi hotels.*

H2c *ESC has a positive effect on OA at Saudi hotels.*

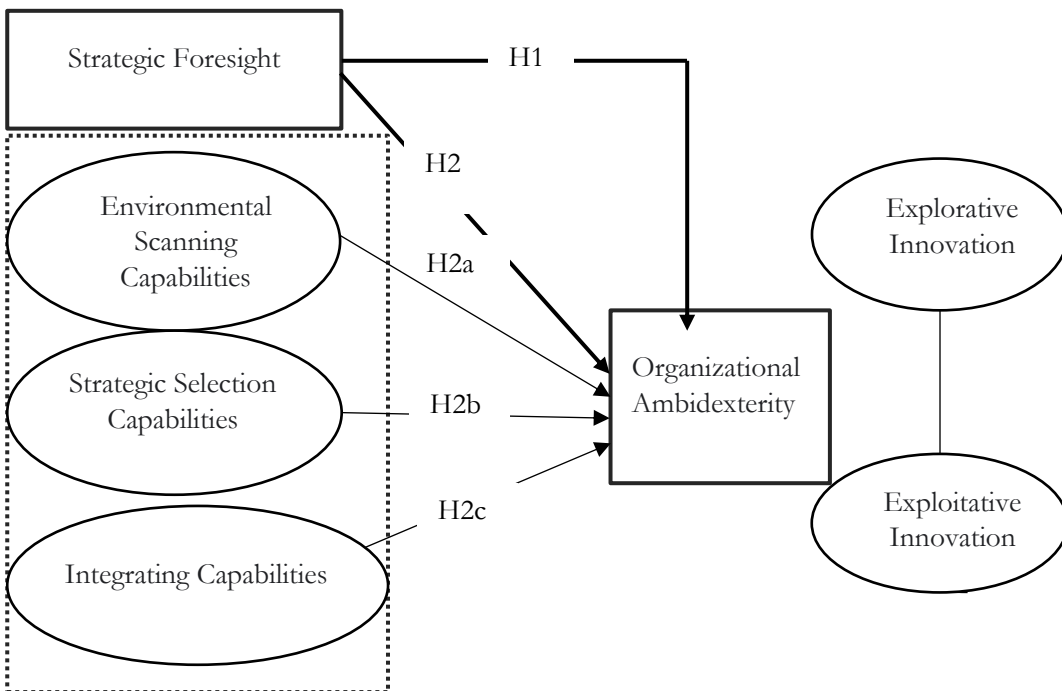


Fig. 1: Theoretical Framework and Research Hypotheses.

3. Research Methods

3.1 The Sample and Data Collection

We collected data through the utilization of a survey instrument with the aim of assessing the study hypotheses. The distribution of the survey took place on LinkedIn and was then completed using Google Forms. LinkedIn is a widely recognized professional social networking platform, attracting individuals from the hospitality sector as mentioned by Basak and Calisir (2014). According to Dusek et al. (2015), the use of social media platforms such as LinkedIn can assist researchers in acquiring data from study participants who are challenging to reach due to their dispersion across vast geographical regions, such as Medina and AlUla in the present investigation. Furthermore, it can aid in the efficient dissemination of questionnaires to the targeted sample.

A fundamental random sample of 600 individuals employed in 28 upscale hotels in Saudi Arabia encompassing Three, four, and five-star establishments was administered the survey during the month of October in the year 2023. The employees of these hotels were provided with questionnaires that were designed based on their responses. A total of 417 responses were collected, resulting in a response rate of 69.5%; out of these, 371 were deemed suitable for statistical examination, whereas 46 were determined to be invalid. The study conducted by Manfreda et al. (2008) revealed that online surveys exhibited a response rate that was 11% lower than that of traditional methods. Nonetheless, this disparity is not believed to pose any significant concerns. Hence, the response rate observed in this study can be deemed appropriate.

3.2 Measurements of Variables

The final questionnaire for this study was developed using the following methodologies: Initially, scales from previous research studies (Jansen et al., 2008; Paliokaite and Pacesa, 2014; Amniattalab and Ansari, 2016) were employed to generate SF and OA. Subsequently, the measurement scales were adjusted based on input from participants and subsequently reviewed by a panel of five scholars and seven hotel managers.

There are two components to the questionnaire: the initial segment inquiries about the demographic information of the participants, while the subsequent segment is divided into five parts. The first part assesses ESC and consists of six items, the second part encompasses eight items, the third part comprises six items that measure IC, the fourth part encompasses six items that measure explorative innovation, and the fifth part consists of three items that measure exploitative innovation. A five-point Likert scale was utilized to evaluate each of these attributes, with a rating of 1 indicating strong disagreement and a rating of 5 indicating strong agreement. The initial three parts depict the independent variable (SF), while the fourth and fifth parts illustrate the dependent variable (OA).

4. Results

4.1 Demographic Characteristics of the Research Sample

Table 1 illustrates the manner in which the research sample was allocated in accordance with the demographic factors of age, gender, education, and work experience.

Table 1: Demographic Profile of Sample.

Demographics	Items	Frequency	Percentage
		F	%
Gender	Male	309	83.2
	Female	62	16.8
Age	35 and less	131	35.4
	36-45 year	150	40.3
	46-55 year	56	15.2
	More than 55 years	34	9.1
Education	Bachelor	250	67.3
	Diploma	65	17.5
	Master	42	11.4
	PhD	14	3.8
Work experience	5 years and less	32	8.6
	5-10 years	94	25.4
	11-15 years	75	20.3
	15 years and more	170	45.7

Table 1 presents a marked disparity in the quantity of male staff members, totaling 309 individuals (83.2%), in comparison to the number of female staff members, which stands at 62 individuals (16.8%). When contemplating the distribution of age, the majority of employees fall into the youthful age bracket, encompassing 150 individuals (40.3%) between the ages of 36 and 45, and 131 individuals (35.4%) below the age of 35. In terms of educational background, the predominant proportion of workers possess a bachelor's degree (67.3%), while diplomas (17.5%) constitute the second largest category. Moreover, the data reveals that 170 individuals (45.7%) from the sample have amassed over 15 years of experience. This factor contributes to the augmentation of the precision of the responses. The categorization of employers in Saudi hotels is predicated upon their demographic attributes.

4.2 Reliability and Validity Test of Research Scale

This section provides a thorough analysis of the findings from empirical research in relation to the robustness and reliability, in conjunction with the investigation of the projected framework through hypothesis testing. Table 2 serves as an illustration of how the assessment of the reliability and validity of the SF dimensions and OA was conducted using the Cronbach's correlation coefficient test.

Table 2: Reliability and Validity of Research Scale.

Constructs	Cronbach's α	Validity
Environmental scanning capabilities (ESC)	.860	.927
Strategic selection capabilities (SSC)	.895	.945
integrating capabilities (IC)	.873	.934
Explorative innovation	.858	.926
Exploitative innovation	.865	.930

Table 2 illustrates that the values of the validity factor also attained 0.926 and 0.945, while the indices of ESC, SSC, IC, explorative innovation, and exploitative innovation were all marked by a considerable degree of reliability, reaching 0.860 and 0.895. Moreover, the validity value of the model was 0.957 and the reliability value was 0.915. The assessment of the model's

reliability and validity was undertaken through the utilization of Cronbach's alpha, with values exceeding 0.7 being considered satisfactory and values equal to or greater than 0.6 being deemed acceptable (Sekaran and Bougie, 2013). Given that they surpass this threshold, all the coefficients pertaining to the scale's validity and reliability are deemed to be of high quality.

4.3 Hypotheses Testing

All variables were estimated for descriptive analysis before studying hypotheses. The strategic foresight dimensions had mean values ranging from 3.60 to 3.98. A significant percentage of hotel staff members agree that SF is a key driver of OA. The most significant factor influencing OA from SF was SSC. The range of standard deviation values is 0.633 to 0.987. The data are distributed normally and slightly depart from the mean. All skewness values are positive and almost zero, indicating normal distribution. All kurtosis values are positive, close to zero, and range from 0.205 to 0.604.

Table 3: Descriptive Analysis for SF.

Variables	Dimensions	Items	Mean	Std. Deviation	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Strategic foresight (SF)			3.73	.903	.683	.127	.391	.253
	Environmental scanning capabilities (ESC)	6	3.62	.846	.443	.127	.205	.253
	Strategic selection capabilities (SSC)	8	3.98	.987	.824	.127	.234	.253
	Integrating capabilities (IC)	6	3.60	.633	.476	.127	.604	.253

The descriptive analysis of research variables, as shown in Table 4, indicates that the mean values of the two organizational ambidexterity (OA) dimensions—explorative and exploitative innovation—fall between 3.79 and 3.83. This suggests that a significant proportion of hotel staff members agreed with OA (Overall $\mu = 3.81$). The main factor contributing to OA was exploitative innovation ($\mu = 3.83$). The range of standard deviation values for all variables is 0.382 to 0.535. This indicates that the data are normally distributed and slightly deviate from the mean. The skewness values for all variables range from 0.261 to 0.429 and are positive and close to zero. Therefore, the data follow a normal distribution. Additionally, all kurtosis values for all variables are positive, close to zero, and range from 0.782 to 0.911.

Table 4: Descriptive Analysis for OA.

Variables	Dimensions	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
Organizational ambidexterity (OA)		3.81	.382	.261	.127	.850	.253
	Explorative innovation	3.79	.535	.429	.127	.782	.253
	Exploitative innovation	3.83	.486	.283	.127	.911	.253

The Pearson correlation coefficient "r" was used to assess the hypotheses. All dimensions of SF and OA showed a significant positive correlation. The strength and importance of this association varied depending on the dimension. Table (5) confirmed a significant positive correlation (76.8%, $P < 0.01$) between SF and OA, supporting the main hypothesis (H1).

Table 5: Correlation Matrix among Research Variables.

	1	2	3	4	5	6	7
Strategic foresight (SF)	1						
Environmental scanning capabilities (ESC)	.783	1					
Strategic selection capabilities (SSC)	.897	.672	1				
Integrating capabilities (IC)	.748	.639	.768	1			
Explorative innovation	.615	.731	.725	.752	1		
Exploitative innovation	.683	.802	.649	.660	.714	1	
Organizational ambidexterity (OA)	.768	.752	.807	.695	.772	.840	1

All Correlations are significant at the 0.01 level.

The data presented in Table (5) additionally demonstrates that a positive association ($r>0$, $P<0.01$) exists between all aspects of SF and OA. Consequently, each of the supporting hypotheses has been corroborated. The dimension most closely linked to OA is SSC ($P<0.01$, with a correlation coefficient of 80.7%), followed by ESC as the subsequent menu item ($P<0.01$, with a correlation coefficient of 75.2%), and finally, IC ($P<0.01$, with a correlation coefficient of 69.5%).

The variables exhibit a favorable correlation, as demonstrated by the findings of Table 5, signifying that SF and OA possess a constructive connection. The outcomes of the path analysis reveal the identification of a propitious correlation.

Table 6: The Impact of SF Dimensions on OA.

	Organizational ambidexterity (OA)				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	2.96	.225		13.19	.378
Environmental scanning capabilities (ESC)	.279	.050	.327	5.60	.000
Strategic selection capabilities (SSC)	.638	.084	.568	7.63	.000
Integrating capabilities (IC)	.565	.065	.548	8.71	.000
F= 30.31	Sig. = .000	R= .446	R ² = .199		

According to the findings presented in Table 6, the statistical analysis confirms the model's significance with a p-value of less than 0.01 and a model's R value of 44.6%. Additionally, the F value of 30.31 further supports the validity of the model. The dimensions of SF are shown to have favorable implications for OA. As a result, it is widely acknowledged that the SF factor has a positive impact on OA in the context of Saudi hotels.

Also, Table 6 demonstrates that SF dimensions (ESC, SSC, and IC) exhibit a favorable regression on OA. The subsequent analysis presents the sequence of dimensions based on the regression value:

- With a regression value of ($\beta=.638$, $T= 7.63$, $P<0.001$). SSC manifests a positive influence on OA. This dimension is perceived as the most beneficial SF dimension on OA. Consequently, the acceptance of H2a.
- With a regression value of ($\beta=.565$, $T= 8.71$, $P<0.001$). IC demonstrates a positive effect on OA. This dimension is regarded as the second most influential SF dimension on OA. Thus, the acceptance of H2b.
- With a regression value of ($\beta=.279$, $T=5.60$, $P<0.001$). ESC exerts a positive influence on OA. This dimension is considered the third most effective SF dimension on GI. Consequently, the acceptance of H2c.

5. Conclusion and Implications

The goal of this research is to examine the link between SF and OA at Saudi hotels. The findings validated the suggested model and demonstrated the positive correlation between OA dimensions and SF dimensions (ESC, SSC, and IC). This outcome is consistent with earlier research by Jissink et al. (2014), Paliokaite and Pacesa (2014), and Amniattalab and Ansari (2016).

Additionally, the results proved the importance of SF in hotels, and this result is consistent with Paliokaite and Pacesa (2014), which demonstrate how crucial foresight is and how it positively relates to both exploitative and exploratory breakthroughs. Since exploration and exploitation are two different forms of invention, so is their relationship to various organizational capacities for foresight. When it comes to encouraging exploratory creativity, environmental scanning capabilities take the lead, followed by integrating capabilities and strategic selection capabilities. The relationship between exploitative innovations and foresight is mostly driven by integrating capacities.

Also, Paliokaite and Pacesa recommend that to improve explorative innovation outcomes, companies should invest in regular external environment scanning, visioning, a solid internal knowledge base, strong internal coordination capabilities, and forecasting and modeling techniques. They should also maintain strong connections with suppliers, consumers, trade shows, and professional associations to improve business efficiency and exploitative innovation results, especially visioning is crucial for exploitative innovations, involving systematic processes, long-term strategic thinking, and rigorous measurement of outcomes to track the organization's vision's implementation over time. Amniattalab and Ansari (2016) provides empirical evidence for the beneficial effects of SF on both competitive advantage and OA. Thus, it would be advantageous for managers of the company to begin integrating foresight procedures into their workplace. According to the research, innovation competencies improve with increasing SF investments. Furthermore, the higher the performance in terms of innovation.

According to (Ghanem, 2017) highlights the benefits of SF, including creating an intellectual framework for analyzing an organization's interconnectedness, emphasizing future trends, harnessing human resources' capabilities, enhancing cooperation, and empowering companies to engage stakeholders in a common vision. It emphasizes the importance of focusing on strategic goals and aligning efforts with other organizations and civil society. Tolan et al.'s (2021) mention that SF is crucial for an organization's competitive advantage by reducing uncertainty, initiating internal work like R&D and new business development, influencing others, and providing secondary benefits like organizational learning. It enhances decision-making, provides insights into the future, redirects top management focus, and integrates knowledge, significantly influencing decision-making in dynamic environments.

SSC has a significant and positive effect on OA at Saudi hotels, which means that ESC greatly enhances OA. This result is consistent with previous studies (Paliokaite and Pacesa, 2014; Amniattalab and Ansari, 2016). According to (De Geus, 1997; Boston, 2005) SSC enables the ability to recognize and shape prospects for innovation by guiding decisions about what must be done internally and what can be obtained from other sources. Many businesses do excellent research about the direction their industries are going, but often struggle to translate those findings into investments and calculated actions. Outcomes must be linked to the business's strategic objective and value-creation strategy for foresight to be successful. This makes it

possible for managers to interact with the findings and start using them right away to make decisions. Baxter (2009) confirmed that SSC improves the recognition of new opportunities that align with the business's strategy. As a result, the more and better the business scans the outside world and chooses relevant prospects, the more access to fresh knowledge it will have, which will help generate new concepts for exploitative and exploratory innovations.

Moreover, the results revealed that ESC is significant and positively affects OA at Saudi hotels. The result agreed with (Paliokaite and Pacesa, 2014; Amniattalab and Ansari, 2016) that ESC has a positive effect on OA. Also, De Bondt (1996), ESC can assist in obtaining such access by utilizing external scanning procedures that are methodical. Organizations now face a problem identifying and utilizing relevant innovative information rather than continually producing new information due to the increased flow of information made possible by technological advancements. The number of innovative ideas that arise can be increased by scanning the environment, but very few of these ideas are put into practice (Baxter, 2009; Paliokaite and Pacesa, 2014).

Finally, the results illustrated that IC influence significantly and positively OA at Saudi hotels. This result agreed with (Rohrbeck and Gemünden, 2011; Paliokaite and Pacesa, 2014; Amniattalab and Ansari, 2016) mentioned that IC is crucial for diffused, replicable, and maintained knowledge within an organization. Effective incorporation of external resources requires integrating them into the firm's culture, with wide engagement and effective leadership. Coordination processes, including role assignment and task implementation, enhance the speed and efficiency of resource transfer.

This research investigated significant findings and contributed theoretically and practically to the relevance of SF (ESC, SSC, and IC) and their favorable impact on OA. These results were applied to the hospitality industry in Egypt. Accordingly, the study recommends managers be proficient in expense analysis and return consideration. Managers can understand the value of foresight by weighing the consequences of missing out on new product possibilities or early indications of impending risks. Therefore, it would be preferable to include an extra expense for foresight projects in the R&D budget. The study also recommends hotels encourage employees at all administrative levels to think proactively and creatively about the future by holding workshops, training sessions, and rewards for creative thinking, as well as fostering a culture of future vision within the hotel.

Limitations and Further Research

The researchers encountered the limitations of this study, similar to those encountered in other studies. The most apparent weakness of the field study is its reliance on surveys answered by hotel staff. The construction of this hotel, due to its extensive geographical spread across Saudi Arabia, necessitated a significant investment of time, money, and labor. To circumvent this constraint, researchers employed LinkedIn to administer an online questionnaire to Saudi hotel workers, thereby saving both time and money. In the future, it may be worth exploring how the application of SF varies within the hotel industry and its impact on promoting open access. Furthermore, researchers will have the opportunity to examine the influence of SF on open access by analyzing the market orientation of hospitality small and medium-sized enterprises.

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