



The Mediating Role of Job Satisfaction in the Relationship between Strategic Intelligence and Employee Performance in Five-Star Hotels in Alexandria

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ABSTRACT

This research aims to investigate the mediating role of job satisfaction in the relationship between strategic intelligence and employee performance. Therefore, the research methodology is analytical, and the research population includes the employees of the food and beverage department in five-star hotels in Alexandria, with a simple random sample (N= 492). A quantitative design was employed, and data were collected using a self-reported questionnaire to measure strategic intelligence, employee performance, and job satisfaction using the SPSS Macro Process (V.4.3) to test the proposed hypotheses. The findings confirmed a positive relationship between strategic intelligence and employee performance, and a positive relationship between strategic intelligence and job satisfaction. Similarly, a positive relationship between job satisfaction and employee performance was observed. Moreover, job satisfaction was found to significantly mediate the relationship between strategic intelligence and employee performance, reinforcing its role as a key mechanism in this interaction. The research underscores the importance of strategic intelligence and job satisfaction as predictors of employee performance in five-star hotels. Finally, the results highlight that enhancing strategic intelligence, particularly when integrated with job satisfaction initiatives, is a powerful strategy for improving employee performance in five-star hotels.

KEYWORDS

Strategic intelligence, employee performance, job satisfaction.

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الدور الوسيط للرضا الوظيفي في العلاقة بين الذكاء الاستراتيجي وأداء العاملين في فنادق الخمس نجوم بالإسكندرية

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الملخص

يهدف هذا البحث إلى دراسة الدور الوسيط للرضا الوظيفي في العلاقة بين الذكاء الاستراتيجي وأداء العاملين. ولتحقيق ذلك، اعتمد البحث المنهج التحليلي، واستهدف البحث العاملين في قسم الأغذية والمشروبات في فنادق الخمس نجوم بمدينة الإسكندرية. تم اختيار عينة عشوائية بسيطة بعدد 492 موظفًا. لقد استخدم التصميم الكمي لجمع البيانات من خلال استبانة لقياس الذكاء الاستراتيجي وأداء العاملين والرضا الوظيفي، وتم تحليل البيانات واختبار الفرضيات المقترحة باستخدام برنامج SPSS Macro Process (الإصدار 4.3). لقد أكدت النتائج وجود علاقة إيجابية بين الذكاء الاستراتيجي وأداء العاملين، وبين الذكاء الاستراتيجي والرضا الوظيفي، وبين الرضا الوظيفي وأداء العاملين. علاوة على ذلك، لقد تم التحقق من الدور الوسيط للرضا الوظيفي في العلاقة بين الذكاء الاستراتيجي وأداء العاملين. يؤكد هذا البحث على أهمية الذكاء الاستراتيجي والرضا الوظيفي كمتنبئين بأداء العاملين في فنادق الخمس نجوم. وأخيرًا، تشير النتائج إلى أن الإجراءات التي تهدف إلى تعزيز الذكاء الاستراتيجي تعتبر وسيلة فعالة لزيادة أداء العاملين، خاصة عند دمجها مع استراتيجيات تعزيز الرضا الوظيفي.

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الكلمات الدالة

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1. Introduction

Today, business organizations are witnessing many challenges as a result of rapid and continuous changes. Consequently, they must adopt new concepts to face these various threats and challenges in the business environment (Calof *et al.*, 2017). Strategic intelligence is an information-gathering tool that helps decision makers obtain knowledge to support decision-making (Adel, 2020); the power to forecast, plan and adjust to changes in the environment (Soub and Mkasasbeh, 2021); and an administrative method capable of facing these changes with wisdom, vitality, keep pace, and adapting to those changes (Alhabib and Alsultan, 2021; Azadi *et al.*, 2021). Many organizations adopted strategic intelligence in business management due to its role in achieving organizational goals (Alhabib and Alsultan, 2021; Soub and Mkasasbeh, 2021; Treverton, 2021; Alkharabsheh and Alsarayreh, 2022). In addition, implementing strategic intelligence for enhancing employee performance helps organizations achieve their desired strategic position and reputation. In the modern era, rapid technological progress presents many issues for service firms. So, the increasing operational needs of businesses are beyond the capabilities of traditional business operations management. Employees and corporate processes both benefit from an intelligent workplace created by strategic intelligence. It enhances job satisfaction and performance efficiency, and retains a competitive workforce (Binzafrah and Taleedi, 2022).

Employee performance (EP) in hotel sector has become more important than in any other, because the hotel business is a labor-intensive sector that mostly depends on its employees and human connection (Heck and Marcoulides, 1993). Customers will be happy and satisfied if staff performs effectively since they have direct contact with them (Rothwell and Hohne, 2007). Sales, market position, profitability, and hotel productivity are all impacted by employee performance. Consequently, the caliber of services rendered by hotel staff determines whether a hotel succeeds or fails (Alfandi, 2020). Recruiting and retaining skilled workers is a clear challenge. Consequently, job satisfaction is becoming more and more crucial for the labor market's long-term growth (Heimerl *et al.*, 2020). Employees are the most important element in the hospitality industry. So, hospitality organizations seek to achieve higher levels of performance and continuous development (Faraj *et al.*, 2021). In that circumstance, they should prioritize generating strategic intelligence and make attempts to improve ongoing performance (Berges *et al.*, 2021). Given that organizations are aiming for long-term growth in the hospitality industry, they require accurate and timely intelligence on opportunities and risks in the public business environment. Therefore, employees essentially serve guests in hotels. From the guest's perspective, employees are crucial to a service organization as they are often the initial point of contact during service interactions (Wibisono *et al.*, 2022).

Many researchers investigated strategic intelligence in different organizations. Alhabib and Alsultan (2021) recommended that employees should pay attention to the different dimensions of strategic intelligence so that they can make strategic decisions. They recommended that organizations consider restructuring their internal and external competitive strategies, through attention and application of strategic intelligence that can lead to superior performance for their employees. In addition,

Almajali and Alzu'bi (2021) stated that leaders believe in the importance of strategic intelligence and its impact on organizational performance; Alasmari (2022) recommended the necessity of creating preparations for the future in order to stand out better in the face of upcoming crises; Alkharabsheh and Alsarayreh (2022) suggested that future researches should investigate the impact of strategic intelligence in achieving outstanding performance; and Nzeki *et al.*, (2024) suggested to investigate the effect of strategic intelligence capability on firm performance in other sectors and regions. Drawing upon the literature review, this research aims to investigate the relationships among strategic intelligence, job satisfaction, and employee performance. Specifically, it investigates the mediating role of job satisfaction in the relationship between strategic intelligence and employee performance within five-star hotels in Alexandria, Egypt.

2. Literature Review

2.1. Strategic Intelligence (SI)

Strategic intelligence (SI) is the process of gathering, processing and presenting environmental data in a manner that enables decision-makers to make their decisions with enough efficiency and effectiveness (Esmaeili, 2014). It involves having a realistic and adequate grasp of the current situation and applying it to create strategies that are appropriate for adjusting to the changing environment and accomplishing organizational objectives (Fachinelli and Alberdi, 2014); The ability to predict and anticipate competitive behavior, as the higher the strategic intelligence, the more competitive behavior is perceived and the more likely it is to infer and predict its potential strategies (Levine *et al.*, (2017); and a tool to provide timely, comprehensive information on the external and even internal environment to decision-makers, to assist in the planning and strategic decision-making process (Almanzoa, 2020). In addition, it is a processing and presenting environmental data in a manner that enables decision-makers to make their decisions with sufficient efficiency and effectiveness (Shahraki *et al.*, 2020).

SI is access to the right information from the right people at the right time so that they can make decisions and establish plans for the organization (Falah and Anwar, 2021); the ability of the corporation that enables it to gather and analyze information about other organizations (Soub and Mkasasbeh, 2021); it evaluates how the competitive landscape of today has changed over time due to awareness, structural changes, competitors, new product alternatives, and inventiveness (Falah and Anwar, 2021); the ability of the corporation that enables it to gather and analyze information about other organizations as the process of gathering (Alkharabsheh and Alsarayreh, 2022); the capacity to adapt to those changes (Miri-Rami *et al.*, 2022); and a collection of abilities that enable an individual to handle or resolve issues according to a specific cultural, social, political, economic, etc. environment in order to attain a suitable result (Azevedo *et al.*, 2022).

The main value of strategic intelligence is to feed decision-making, enabling constructive steps to be taken to respond to changes in the environment in the early stages of movement (Shahraki *et al.*, 2020); as well as its role in diagnosing the threat and working to adapt to it in a way that helps the organization to minimize its effects,

in addition to its role in helping the organization to invest its resources in the best possible way (Kori *et al.*, 2021); it is one of the major elements optimizing managers' decisions (Alkharabsheh and Alsarayreh, 2022); the key element in the organization success and the achievement of its goals in light of the challenges which it faces (Alhabib and Alsultan, 2021; Alasmari, 2022; Alwan and Obaid, 2022); it forms the basis of information used in strategic management, it assists organizational officials in making more appropriate and effective decisions that will contribute to the achievement of organizational goals (Miri-Rami *et al.*, 2022); and it helps well-versed companies to value a business for its economic value, allowing managers to forecast the organization's future success (Miri-Rami *et al.*, 2022; Al-Ali & Ali, 2023).

SI has many dimensions such as strategic foresight, which mainly relates to the organization's strategic preparation and the identification of alternatives (Almanzoa, 2020; Mohammed and Sharaf, 2020). It refers to the ability to comprehend the unknown and indeterminate forces that form the future (Soub and Mkasasbeh, 2021); it creates a distinction between what a corporation can stop and what it can manage (Alasmari, 2022); assists decision-makers in overcoming cognitive limitations to develop long-term in a highly competitive environment (El-Latief *et al.*, 2023).

For future vision, the vision of an organization often involves defining a better future picture that the organization aspires to and exceeds its current circumstances and the tendency to follow targets that are entirely different from the current objectives (Qasim and Kanaan, 2018). A perception and contrast a picture of how the organization should be in the long term (Alsalmi and Alesmail, 2021; Qashqai and Nuri, 2021); a component of strategic intelligence for effective leaders is the key to success in the process of strategic change that enables leaders to face the challenges of the enterprise and to track the movements of rivals and to recognize their strategies (Alasmari, 2022).

Strategic partnership describes how organizations can create strategic relationships with other organizations (Maccoby, 2013), and system thinking enhances the organization's performance and helps achieve the organization's goals (Alwan and Obaid, 2022; Alkharabsheh and Alsarayreh, 2022). In addition, system thinking primarily rely on administrative leaders' capacity to elicit a thorough understanding of both organizational and environmental reality, after which they may pinpoint the different factors that will impact the organization's reality; recognizing the processes required to cope with this reality by comprehending the big picture and properly organizing its components; and structured thinking is crucial to this process (Vidjah and Qutieshat, 2023). Finally, strategic partnership has a significant role in strengthening and consolidating the position of the organization within the competition market and refining its competitive position at the local and international levels (Al-Ali and Ali, 2023; Radhi and Alshaibani, 2023; El-Latief *et al.*, 2023).

Strategic motivation, highly motivated workers will be effective at their jobs and work with complete initiative, accountability, and discipline; all tasks will be completed on time and to a high standard (Wuryani *et al.*, 2021). In contrast, if the leader has a weak leadership style, employees will be unable to conduct their obligations and will perform poorly (Amri and Ramdani, 2021). Motivation is one of the key components of strategic intelligence that organizational leaders need to encourage employees,

direct their talents towards achieving future visions and visions, and transform conceptual plans and strategies into operational procedures and methods (Al-Azzawi *et al.*, 2021). To do this, they must consider the factors that influence employee motivation, channel their emotions and feelings, and satisfy their needs (Alkharabsheh and Alsarayreh, 2022). Leaders must adopt acceptable leadership methods and give comfort to their employees for people to be motivated and perform well (El-Latief *et al.*, 2023).

Strategic innovation highlights the role of innovation in triggering the elements of strategic intelligence between individuals and organizations, and in training their brilliant minds to face challenges imaginatively (Shahraki *et al.*, 2020); it is the individual's capacity to think in an open field and the willingness of the company to do what is fresh adds value and delivers a superior product relative to rivals in the hospitality industry (Agistiawati *et al.*, 2020). Strategic innovation refers to the creation of new services or the improvement of existing services to suit changing client needs and to successfully adapt to a dynamic business climate (Tafida, 2022). Therefore, leaders must support cultural values focused on creativity and modernization and strive to provide value to all employees. Innovation is the best solution for challenges, and knowledge of flaws and holes, and the quest for alternative solutions (Alwan and Obaid, 2022). Finally, innovation involves implementing new ideas stemming from creativity, which can manifest as a new product, service, or process (Mulyati *et al.*, 2023).

The level of organizational performance is influenced by several factors. According to Moussa *et al.*, (2015), one of the key factors affecting an employee's performance in a hospitality setting is the speed of service. This is because the speed of service affects customer satisfaction, and the longer the wait time, the less satisfied the customer is (Abdelmawgoud *et al.*, 2016). The amount of this performance differential varies depending on several criteria, including the gender, nationality, and kind of hotel chain of the hotel management, and there is also a significant difference in performance indicators among Cairo's five-star hotels. Female directors, foreign chains, and Egyptian directors all fared highest (Abdelmawgoud and Abd-Elsalam, 2022). To maximize profit rates in hotels, managers must implement a set of managerial practices to enhance operational and financial performance metrics (Abdelmawgoud, 2022). The levels of employee performance are positively impacted by the dimensions of commitment, work amount, and work quality. Therefore, hotel management must make sure that the right conditions are set for improved work performance to survive and develop, particularly in a cutthroat worldwide market and in enhancing the hotel's productivity and work quality. The degree of performance should also be a consideration when choosing hotel leaders because it positively affects hotel and staff performance (Moftah *et al.*, 2023).

2.2. Employee Performance (EP)

EP is defined as a person's achievement at work, and it is a very crucial factor in organizations (Arjana and Dewi, 2016); the efficiency of individual work that indicates the degrees of completion of assignments under organizational expectations (Mohsen and Abd-Elmonem, 2017); the level of employee success in completing tasks as a result (Dolan and Bein, 2020); and it may be argued that performance is the result

of individual job done appropriately in accordance with the obligations assigned in a specific time frame (Setyowati and Sofingi, 2022). It is the degree of accomplishment in completing activities and the capacity to reach the established objectives (Putra *et al.*, 2022); the results of a person's work in terms of quantity, quality, and dedication to their work in doing their assigned tasks in accordance with established rules or regulations (Boubes and Kabalan, 2022; Vasić and Petrović, 2022). One of the most crucial factors that alter the accomplishment of organizational goals is the outcome of the employee's work in carrying out his responsibilities in line with his job duties, both in terms of quantity and quality. If the employee performs poorly, the opposite is true (Jamaludin and Subiyanto, 2023; Mubarok and Suparmi, 2023).

In the hospitality industry, the most important aspect of hotel management is managing employee performance, because it affects a hotel's productivity, profits, market position, and sales; as well as hotel's success or failure is largely dependent on the caliber of quality work and quantity work its employees deliver (Alfandi, 2020). Employees are one of the resources that most influence an organization's success or failure (Jumady *et al.*, 2021); and the most important element in the hospitality industry, as it seeks to achieve higher levels of performance and continuous development (Faraj *et al.*, 2021). In that circumstance, it should prioritize generating strategic intelligence and make attempts to improve ongoing performance (Berges *et al.*, 2021). For long-term growth, hospitality organizations require accurate and timely intelligence on opportunities and risks in the public business environment. From the customer's point of view, the employees are essential dimensions of a service organization because they are usually the first point of contact in the service encounter (Wibisono *et al.*, 2022). To encourage employee performance, organizations need human resources with unique skills and capabilities in accordance with the vision and mission of the organization (Herfiansyah, 2023); and to achieve excellent employee performance, work standards must serve as a benchmark when comparing completed work with expected outcomes (Sutaguna *et al.*, 2023).

An organization's performance is an important factor in both public and private organizations (Dolan and Bein, 2020). Based on the mentioned diversity of views on the precise determination of the main dimensions of employee performance (Djawa, 2021); employee performance includes two dimensions such as work quality and work quantity (e.g. Destianti *et al.*, 2021; Arwab *et al.*, 2022; Kristiadi *et al.*, 2022; Purwanto *et al.*, 2022). In addition, factors affecting employee performance include organizational climate, leadership, work quality, work capacity, initiative, motivation, endurance/reliability, work quantity, work discipline, and supervision (Wuryani *et al.*, 2021). The main dimensions of employee performance have the standards of actual performance (outputs) and the behavioral standards of employee performance (e.g. Destianti *et al.*, 2021; Arwab *et al.*, 2022; Farida *et al.*, 2022; Kristiadi *et al.*, 2022; Purwanto *et al.*, 2022). Employee performance is also influenced by leadership style, effective leaders who possess an effective leadership style will have a substantial impact on their subordinates; they lead in order to accomplish the primary goals of the organization (Muslih and Satya, 2022). The studies of Farida *et al.*, (2022), and Mubarok and Suparmi (2023) include both the standards of actual performance outputs and behavioral standards of employee performance represented in the work

quality, work amount, and job commitment. Moreover, a performance indicator must have the following requirements: it must be precise, measurable objectively, qualitatively, and quantitatively; it must address pertinent issues; it must be significant, practical, adaptable, responsive to implementation changes, and it must be effective and efficient (Mulyati *et al.*, 2023).

For the work quality dimension, quality expresses the performance level and it is connected to all organizational activities of the work provided by the employees (Alowna *et al.*, 2021). The quality of work achieved is mainly based on conformity and determined requirements such as accuracy, and skill (e.g. Djawa, 2021; Maria *et al.*, 2021; Sitepu *et al.*, 2021). It is determined by how well workers believe their work is done and how well tasks are executed in relation to their skills and abilities (Sirna *et al.*, 2022). Organizations strive to improve the quality of their services and provide value by utilizing their resources (Aljarrah, 2021). The quality of work includes the quality of precision and perfection, enjoying the artwork, the ability to organize and implement the factors, lack of errors while doing work (Alhabib and Alsultan, 2021). In addition to external ratings like customer satisfaction or an evaluation of the frequency of consumer reorders, quality typically includes internal metrics like shrinkage; number rejected, and defects per unit (Sitepu *et al.*, 2021; Purwanto *et al.*, 2022). Every employee in the company has to fulfill specific standards in accordance with the quality that organizations want. Work in accordance with inspection and manual operation. It highlights how well and efficiently workers do their tasks (Kristiadi *et al.*, 2022). Finally, service quality is a real driver of organizational performance (Rani *et al.*, 2021; Muslih and Satya, 2022).

For the work quantity dimension, it conveys the rate of performance or the numerical aspect of the energy used, and consequently the amount of work and quantity completed (Mumen *et al.*, 2020; Alhabib and Alsultan, 2021); the amount of work completed in a given period, such as meeting targets, completing tasks on time, and maintaining work discipline; it is done in a specified period, such as achieving targets, completing work on time, and working discipline (Sirna *et al.*, 2021); and it is evident from the outcomes of workers' labor when they use a specific amount of time and speed to do their tasks and obligations (Destianti *et al.*, 2021; Arwab *et al.*, 2022; Kristiadi *et al.*, 2022). Work expressed in terms such as the number of units produced, or the number of activity cycles completed; shows how many quantities, as a standard of work, a person or organization produces. Performance is evaluated based on the number of tasks finished and the output target (Purwanto *et al.*, 2022). Work productivity is crucial in determining the company's long-term continuity. Finally, employee productivity is defined as the ratio of employee participation per unit time, where an employee's labor output and the amount of time required to make things are related (Mulyati *et al.*, 2023).

Employee commitment dimension is a crucial issue since it can be used to predict performance and commitment. It can help increase productivity (Do *et al.*, 2020). Examining employee commitment is crucial because motivated people are less likely to hold back and more willing to try new things in order to perform above and beyond expectations. Organizations value employees' commitment because it is typically assumed that it reduces leave behavior (Nguyen and Ngo, 2020). In view of this,

employees with a high degree of commitment usually feel great content and satisfaction in their professions, in contrast to employees who become less dedicated to the organization and will shift their dedication in other directions (Do *et al.*, 2020). Employee commitment has a positive effect on position and psychological performance; it consists of three components commitment to the organization: a great desire to be a member of the organization, the desire to achieve the organization's goals, and willingness to do the best for the organization (Adekoya *et al.*, 2022). The level of each type of job commitment varies from one organization to the next depending on the nature, size, and working circumstances of the organization (Amehule, 2022). Finally, employees who are more committed to the company are seen as being more responsible, more productive, more empathetic, more devoted to their jobs, and more content with their work (Jumah and Nthiga, 2022).

2.3. Job Satisfaction (JS)

Job satisfaction (JS) is a complicated, multidimensional concept that describes a person's favorable attitude and sentiments regarding their work, as well as their appreciation of the working environment and related benefits (Locke, 1976). It is evident that businesses face multiple markets: the internal market is their workforce, and the external market is their customers. As a result, job happiness among employees is a reflection of external client satisfaction. Employees are therefore regarded as an organization's or economic entities most significant source of competitive advantage. Acquiring educated and intellectual human capital is a key issue of successful firms in order to transform the organization (Masihabadi *et al.*, 2015). JS is necessary for the organization as a whole and for a sustainable workplace (Hristov & Chirico, 2019; Strenitzerová and Achimský, 2019). In the hotel sector, finding and retaining skilled employees is a clear challenge. As a result, job satisfaction is becoming more and more crucial for the labor market's sustainable growth as well as for the future development of areas and destinations. It includes a wide range of factors, including working hours, pay, professional growth, management and leadership, the environment at work, the task itself, and infrastructure (Heimerl *et al.*, 2020). It also takes into account one of the organizational behavior phenomena that deals with how an individual feels about the influences of his work and the surroundings in which he works (Na-Nan *et al.*, 2021). Finally, job satisfaction includes productivity, job performance, organizational commitment, and work pressures (Radhi and Alshaibani, 2023).

2.4. Strategic Intelligence and Employee Performance

Many researchers investigated the relationship between strategic intelligence and employee performance in different organizations. They revealed that there is a positive correlation between strategic intelligence and employee performance, as implementing strategic intelligence can improve the level of employee performance (Abed and Abbas, 2019; Kori *et al.*, 2021). In addition, Fayiq and Eadhra (2018) suggested establishing a special unit for strategic intelligence within the organization, whose mission is to provide senior management with the required information. Azadi *et al.*, (2021) stated that managers and policymakers of attention to the dimensions of strategic intelligence at the organizational level provide the basis for improving the performance and career success of employees. Finally, strategic intelligence

contributes significantly to changing employee performance and this shows that strategic intelligence is a high determinant of the performance and strategic value of the organization.

Leadership, as pointed out, can have an impact on staff performance. A committed leader, in particular, who meets the wants and desires of the employee, will elicit employee engagement. Workers' motivation and performance may benefit from a high level of commitment. Similarly, prior research by Oh and Chua (2018), and Torlak and Kuzey (2019) mentioned a positive correlation between leadership and employee performance. Remark on the fact that the leading personality is acquainted with their subordinates. Furthermore, the dedication of leaders to boosting staff success is proven (Sopiah *et al.*, 2021). Various studies illustrated the effects of leadership styles on employee performance (Belrhiti *et al.*, 2020). Leaders who give their staff greater autonomy achieve better results in terms of productivity and performance, as well as people who are more driven and loyal to the firm (Khan and Saleem, 2021). Organizations with responsible human resources and effective leadership gain a competitive advantage (Alzougool *et al.*, 2021); this is because leadership is essential in inspiring and encouraging individuals (Torlak *et al.*, 2022).

Strategic leadership positively affects performance effectiveness (Azbari *et al.*, 2015); since employees are the most valuable resources that organizations have, managers can improve employee effectiveness and job performance by designing an appropriate work environment and an efficient incentive system with the help of the strategic leader's understanding and perception of employees' motivations in work areas and job satisfaction (Teixeira and Carvalho, 2018). In addition, entrepreneurial orientation and organizational success are significantly and positively impacted by strategic intelligence, while organizational success is significantly and positively impacted by entrepreneurial orientation. Additionally, the relationship between strategic intelligence and organizational success is fully mediated by entrepreneurial attitude (Al-Romeedy *et al.*, 2021). Corporate intelligence systems generate correct information, improve work accuracy, competency, and efficiency, and provide intelligence for corporate operations. These qualities aid businesses in keeping a talented workforce (Binzafrah and Taleedi, 2022).

Strategic intelligence has a significant effect on human resource management strategies (Al-Saqqal and Al-Taie, 2022). Using human capital as a mediating variable, it has a statistically significant effect on attaining organizational excellence (Alkharabsheh and Alsarayreh, 2022); and a significant positive effect on firm performance. In addition, organizational culture has a significant moderate effect on the relationship between strategic intelligence capability and firm performance. Therefore, managers and policymakers should focus on strengthening strategic intelligence capability to foster performance (Nzeki *et al.*, 2024). Cultural intelligence enhances the hotel's overall success (Ashraf and Sahni, 2024). Finally, successful strategic leadership has a significant effect on job performance effectiveness. This refers to that a strategic leader's qualities improve individuals' performance (Ezmigna *et al.*, 2024). Considering the arguments presented, the following hypothesis is proposed:

H1: Strategic intelligence has a significant impact on employee performance.

2.5. Strategic Intelligence and Job Satisfaction

A key factor in determining job satisfaction is intelligence. Job complexity mediates its indirect beneficial effect, and it has an interacting effect with job complexity in addition to its direct good effect on job satisfaction (Ganzach, 1998). Job satisfaction was significantly improved by the strategic leadership style and employee empowerment. Additionally, there is a strong correlation between strategic leadership and job happiness since a leader who fosters a culture of collaboration, support, and involvement in the workplace is more likely to have satisfied followers than a leader who does not (Azbari *et al.*, 2015). By involving everyone in decision-making, encouraging them to perform, and treating them all equally, strategic leadership aims to meet the requirements of each employee in the company and help them reach a high degree of job satisfaction. It gives them a positive work atmosphere so that strategic management can accomplish its objectives (Na-Nan *et al.*, 2021).

Since job satisfaction motivates workers to perform, continue, develop, and innovate in their roles, it is a crucial element of total happiness. Companies encourage employees to be creative and push themselves to work harder. Applications for business intelligence improve work correctness, competency, and efficiency, generate accurate information, and offer intelligence in business operations environments. These qualities influence how satisfied employees are with their jobs (Binzafrah and Taleedi, 2022). There is a positive connection between emotional intelligence and conflict management; and conflict management was verified as a mediator in the relationship between emotional intelligence and job satisfaction (Soriano-Vázquez *et al.*, 2023). Employee job satisfaction is significantly impacted by cultural intelligence. This suggests that employee satisfaction levels and the cultural quotient are directly correlated. These findings also demonstrate how important cultural competency is for increasing general job satisfaction and productivity in the hospitality sector (Ashraf and Sahni, 2024). Strategic leadership has a major impact on employee job satisfaction; this means that the attributes of a strategic leader raise employees' job satisfaction levels (Ezmigna *et al.*, 2024). Considering the arguments presented, the following hypothesis is proposed:

H2: Strategic intelligence has a significant impact on job satisfaction.

2.6. Job Satisfaction and Employee Performance

When compared to other industries, the hospitality sector has a comparatively high personnel turnover rate, which results in significant annual cost increases (Pranoto, 2011). This high turnover is attributed to low job satisfaction, which is thought to be brought on by stress and work overload as a result of the hospitality industry's explosive expansion (O'Neill and Davis, 2011). Customer relations, customer satisfaction, product and service quality, and business performance are all positively impacted by job satisfaction (McPhail *et al.*, 2015). For sustainable development at the company level, job satisfaction is especially crucial for long-term business development since it reduces employee attrition and fosters loyalty (Strenitzerová and Achimský, 2019). It is a helpful key performance indicator (KPI) to employ when putting sustainable initiatives into practice (Hristov and Chirico, 2019); since it promotes psychological and social compatibility, job performance, and other elements

of life, it is one of the most significant factors influencing employees' lives. One element impeding advancement is job dissatisfaction which results in the failure of intended work outputs (Binzafrah and Taleedi, 2022). Job dissatisfaction is perhaps the most significant of the negative phenomena that arise among employees when an organization fails to invest in creating positive motivations for work. The efficiency of the human element, its ability and desire to work, is linked to the effectiveness of any organization (Alghizzawi *et al.*, 2023). Considering the arguments presented, the following hypotheses are proposed:

H3: Job satisfaction has a significant impact on employee performance.

H4: Job satisfaction mediates the relationship between strategic intelligence and employee performance.

3. Methodology

3.1. Research Method

The main aim of this research is to investigate the main attributes of the hypothesized relationships among SI, JS and EP. Consequently, the research methodology is analytical.

3.2. Population and Sample

The population of this research includes the employees of the food and beverage department in five-star hotels in Alexandria, with a simple random sample. Alexandria, as a coastal tourist destination with a rich history and unique competitiveness in the luxury hotel sector, presents an important study environment for understanding performance dynamics that differ from other cities. This distinction offers an opportunity to analyze the impact of job satisfaction and strategic intelligence on employee performance within a context of distinct economic, social, and cultural characteristics. The food and beverage department was selected due to its high level of guest interaction and its significant contribution to the overall customer experience in five-star hotels, making employee satisfaction and strategic intelligence particularly critical for performance in this visible and demanding sector. Furthermore, the diverse and often fast-paced nature of F&B operations provides a rich context to observe the interplay between these variables and their impact on employee performance. For sample size, the population of the employees of five-star hotels in Alexandria is thought to be infinite as data on the total number of employees are not available. As a result, the sample size is determined using the statistical equation (Cochran, 1977) that follows.

$$n = \frac{Z^2 \times \hat{P} (1 - \hat{P})}{\varepsilon^2} = \frac{1.96^2 \times 0.5 (1 - 0.5)}{0.05^2} = 384.16 \approx 385$$

Where:

- \hat{P} = Probability of achieving the studied characteristic in the population (0.5)
- z = Confidence Level of 95 % (1.96)
- ε = Error Proportion (0.05)
- n = Sample Size (385)

This indicates that in order to have a 95% confidence level, 385 or more questionnaires must be completed. About 770 questionnaires have been distributed

because the predicted percentage of the population's response to the questionnaire is 50%. Additionally, the sample size's attributes include the following:

Table (1): The Characteristics of Research Sample Size

| No. | Characteristics | Items | Value |
|-----|-------------------------------|--|----------|
| 1 | Sample Size & Margin of Error | Confidence Level | 95 % |
| 2 | | Margin of Error | 5 % |
| 3 | | Population Proportion | 50 % |
| 4 | | Population Size | Infinite |
| 5 | | Sample Size | 385 |
| 6 | | Distributed Forms | 770 |
| 7 | | Valid Forms | 492 |
| 8 | | Margin of Error (based on valid forms) | 4.42% |

Source: Researcher based on <https://www.calculator.net/sample-size-calculator.html>

3.3. Research Design

This research depended on the literature review to develop scales to measure the research variables as follows: strategic intelligence (Maccoby and Scudder, 2011; Abed and Abbas, 2019; El-Latief *et al.*, 2023), employee performance (Engetou, 2017; Farida *et al.*, 2022), and job satisfaction (Heimerl *et al.*, 2020). Therefore, the research tool is a structured questionnaire was used to collect data, which was distributed among food and beverage department employees in five-star hotels in Alexandria. These employees respond to this questionnaire based on a five-point Likert scale starting from 1 (very low) to 5 (very high). Finally, researchers use SPSS Macro Process (V.4.3) software to test the research hypotheses. Based on the aim of this research, figure (1) below sets out the research conceptual model:

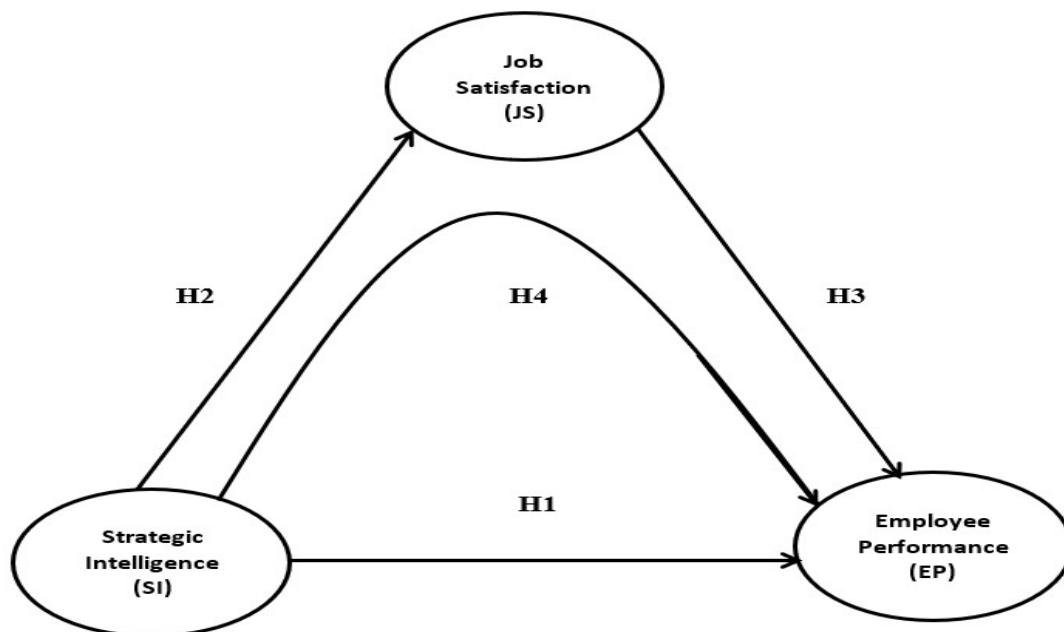


Figure (1): The Research Theoretical Model.

3.4. Validity and Reliability

3.4.1. Research Validity

Factor analysis is used to test the validity of research variables. The results are shown in table (2):

Table (2): The Validity of Research Variable Using Factor Analysis

| No | Variables | Items | Factor Loading | |
|----|------------------------|-------|----------------|------------|
| | | | Initial | Extraction |
| 1 | Strategic Intelligence | 45 | 1.000 | 0.782 |
| 2 | Employee Performance | 15 | 1.000 | 0.680 |
| 3 | Job Satisfaction | 30 | 1.000 | 0.740 |

Exploratory validity is achieved in this research by factor analysis, which is a useful step in improving the research's components (Beavers *et al.*, 2013). All variables, dimensions, items have extraction values that are stated to be higher than the suggested threshold of more than 0.40 (Matsunaga, 2010). This demonstrated the statistical validity of the latent variables obtained from the component analysis and their significant contribution to the comprehension of the research's constructs.

Table (3): KMO and Bartlett's Test of Research Variables

| Tests | | Variables | | |
|---|--------------------|------------------------|----------------------|------------------|
| | | Strategic Intelligence | Employee Performance | Job Satisfaction |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | 0.924 | 0.893 | 0.966 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 23073.683 | 4739.113 | 15798.983 |
| | Df | 990 | 105 | 435 |
| | Sig. | 0.000 | 0.000 | 0.000 |

The KMO test is used to assess data suitability for factor analysis by evaluating the model's sample size and sampling adequacy for every variable (Shrestha, 2021). Generally, the KMO value ranges from 0 to 1.0; the KMO values between 0.8 and 1.0 indicate the sampling is adequate; KMO values between 0.7 and 0.79 are middling; and values between 0.6 and 0.69 are mediocre (Pituch and Stevens, 2015). The results of the KMO measurement quality assurance test range from 0.893 to 0.966, which suggests that the variables in the research dataset share a substantial amount of common variance.

3.4.2. Research Reliability

To test the reliability of research variables, the Cronbach Alpha test can be used as shown in Table (4).

Table (4): Data Reliability of Research Variables Using Cronbach Alpha Test

| No | Variables | Items | Cronbach Alpha Value | Validity Coefficient* |
|--------------|------------------------|-----------|----------------------|-----------------------|
| 1 | Strategic Intelligence | 45 | 0.976 | 0.987 |
| 2 | Employee Performance | 15 | 0.932 | 0.965 |
| 3 | Job Satisfaction | 30 | 0.980 | 0.981 |
| Total | | 90 | 0.963 | 0.978 |

* Validity Coefficient = $\sqrt{\text{Reliability Coefficient}}$

According to Table (4), a reliability test employing Cronbach Alpha score is an essential research step. The limit of the Cronbach Alpha reliability test is higher than 0.7 (Hair *et al.*, 2019). The results of the Cronbach alpha values ranged from 0.932 to 0.980, indicating that the scale has acceptable internal reliability. Moreover, the validity coefficient, also known as commonalities or squared multiple correlations, is a crucial factor in assessing the reliability of the research. According to Bandalos and Finney (2018); a validity coefficient that is close to 1 indicates that the common factors obtained through factor analysis contribute to a significant amount of variance in each variable. The results revealed that the common factors account for approximately 96.3 % of the variance in each variable with validity coefficients of 0.978 for all components.

4. Data Analysis and Results Discussion

Data was collected using a self-reported questionnaire to measure strategic intelligence, employee performance, and job satisfaction using the Andrew F. Hayes test by SPSS Macro Process (V.4.3) to test the proposed hypotheses. A total of 462 employees participated in this research. As a result, 66% of participants responded.

4.1. Descriptive Statistics

By analyzing the research data, the results came as follows; table (5) displays the frequency of respondents' demographic data.

Table (5): The Frequency of Respondents Demographic Data.

| No | Factors | Items | Frequency | Percent |
|----|---------------------|----------------------|-----------|---------|
| 1 | Gender | Male | 309 | 66.9 |
| | | Female | 153 | 33.1 |
| 2 | Qualification | Diploma or Secondary | 99 | 21.4 |
| | | University | 276 | 59.7 |
| | | Postgraduate | 57 | 12.3 |
| | | Other | 30 | 6.5 |
| | | | | |
| 3 | Age | 20 or Less | 24 | 5.2 |
| | | 21-29 | 219 | 47.4 |
| | | 30-40 | 135 | 29.2 |
| | | 41-64 | 81 | 17.5 |
| | | 65 and Over | 3 | 0.6 |
| 4 | Years of Experience | Less Than One Year | 78 | 16.9 |
| | | 1-5 | 159 | 34.4 |
| | | 6-10 | 96 | 20.8 |
| | | 11-15 | 78 | 16.9 |
| | | 16-20 | 27 | 5.8 |
| | | More Than 20 | 24 | 5.2 |

The frequency of the research participants' demographic information is displayed in table (5). It turns out that the majorities of responders are male (66.9 %), have a university degree (59.7 %), their age is ranged from 21 to 29 years (47.4 %), and they have one to five years as an experience (34.4 %).

Table (6): The Descriptive Statistics of the Research Variables.

| No. | Descriptive Statistics | | Variables | | |
|-----|------------------------|------------|------------------------|----------------------|------------------|
| | | | Strategic Intelligence | Employee Performance | Job Satisfaction |
| 1 | Mean | Mean | 3.45 | 3.831 | 3.507 |
| | | Std. Error | 0.040 | 0.036 | 0.047 |
| | | Level | High | High | High |
| 2 | Standard Deviation | | 0.852 | 0.769 | 1.018 |

Table (6) showed that the level of strategic intelligence (3.45), employee performance (3.831), and job satisfaction (3.507) is high. For strategic intelligence, this indicates that the managers of the five-star hotels apply strategic intelligence in their managerial functions and decisions. This result is consistent with the study of (e.g. Abed and Abbas, 2019; Alkharabsheh and Alsarayreh, 2022). For employee performance level, employees have an interest in complying with the requirements of the job assigned to them and the quality and quantity of work as well. This result is consistent with the studies of Destianti *et al.*, (2021), Alhabib and Alsultan (2021) and Farida *et al.*, (2022). In addition, Wibisono *et al.*, (2022) stated that the performance of hotel workers needs to be improved and management should take this into account. For job satisfaction level, this result is consistent with Sutradhar and Dutta (2018), and it is not consistent with Heimerl *et al.*, (2020) and Dorta-Afonso *et al.*, (2025) which stated that the job satisfaction level is moderate. The following tables display the descriptive statistics of strategic intelligence variable based on its dimensions:

Table (7): Descriptive Statistics of Strategic Foresight Dimension

| No. | Statements | Mean | | SD | Level |
|-----|---|-------|-------|-------|----------|
| | | Stat. | SE | | |
| 1 | The hotel management takes the initiative to continuously analyze the future and predict events to develop the hotel's long-term strategies. | 3.73 | 0.054 | 1.154 | High |
| 2 | Hotel management can benefit from personal experience and self-potential in dealing with future events and crises. | 3.42 | 0.052 | 1.128 | High |
| 3 | Hotel management can discover and use opportunities in a way that enables me to invest in them to achieve the organizational objectives of the hotel. | 3.30 | 0.061 | 1.311 | Moderate |
| 4 | The hotel management follows the occurrence of rapid changes and events and then rethinks their reflections on the decision-making process. | 3.23 | 0.059 | 1.269 | Moderate |
| 5 | Management anticipates the timing of changes in the strategic course. | 3.17 | 0.061 | 1.320 | Moderate |
| 6 | Hotel management has the Will and ability to take the initiative in the light of new perceptions. | 3.17 | 0.059 | 1.259 | Moderate |
| 7 | I believe that decisions made at the hotel are based on careful analytical extrapolation of the future and the changes and complexities it | 3.21 | 0.058 | 1.238 | Moderate |

| | | | | | |
|-------------|---|--------------|--------------|--------------|-----------------|
| | contains. | | | | |
| 8 | Management believes in the importance of predicting the future in achieving excellence and leadership in the long term. | 3.17 | 0.061 | 1.305 | Moderate |
| Mean | | 3.299 | 0.048 | 1.023 | Moderate |

Table (7) shows the descriptive statistics of the strategic foresight dimension. The mean of strategic foresight is 3.299 out of 5, which indicates a moderate level, with a 1.023 standard deviation. This result is inconsistent with the studies of Abed and Abbas (2019) and Alkharabsheh and Alsarayreh (2022) which stated that the mean is high; and the study of Alhabib and Alsultan (2021) which stated that the mean is very high.

Table (8): Descriptive Statistics of Strategic Vision Dimension

| No. | Statements | Mean | | SD | Level |
|-------------|--|--------------|--------------|--------------|-----------------|
| | | Stat. | SE | | |
| 1 | The hotel management has a vision with holistic dimensions through which I determine the direction of business and decisions. | 3.54 | 0.054 | 1.166 | High |
| 2 | The hotel management can define the vision of the organization efficiently and effectively in line with future changes, events, and crises. | 3.44 | 0.053 | 1.137 | High |
| 3 | The hotel management relies on its vision to make the right decisions. | 3.36 | 0.056 | 1.214 | Moderate |
| 4 | The hotel management can turn the vision into reality in harmony with the hotel's mission and objectives. | 3.36 | 0.057 | 1.230 | Moderate |
| 5 | The management of the hotel works to persuade and motivate the staff of the hotel to believe in its strategic vision. | 3.30 | 0.057 | 1.227 | Moderate |
| 6 | The hotel management focuses its vision on the good investment of the resources available to it. | 3.24 | 0.058 | 1.248 | Moderate |
| 7 | The hotel management can determine the strategic direction that serves the hotel's suitable competitive position. | 3.33 | 0.061 | 1.303 | Moderate |
| 8 | The hotel staff members are involved in setting the vision of the management and working to unite their efforts towards achieving the objectives of the hotel. | 3.35 | 0.060 | 1.300 | Moderate |
| Mean | | 3.366 | 0.047 | 1.011 | Moderate |

Table (8) shows the descriptive statistics of strategic vision dimension. The mean of strategic vision is 3.366 out of 5, which indicates a high level, with a 1.011 standard deviation. This result is consistent with the studies of Abed and Abbas (2019) and Alkharabsheh and Alsarayreh (2022). It matches the study of Alhabib and Alsultan (2021) who found that the level of strategic vision is very high.

Table (9): Descriptive Statistics of System Thinking Dimension

| No. | Statements | Mean | | SD | Level |
|-------------|--|--------------|--------------|--------------|-------------|
| | | Stat. | SE | | |
| 1 | The hotel management is working on studying new ideas and their suitability for current and future situations long-term value. | 3.69 | 0.051 | 1.099 | High |
| 2 | The hotel management usually focuses on identifying the causes of a crisis as a priority to avoid it. | 3.58 | 0.051 | 1.094 | High |
| 3 | The hotel management looks at crises from different viewpoints rather than as separate parts. | 3.47 | 0.056 | 1.204 | High |
| 4 | Hotel staff members are encouraged to learn and acquire knowledge on an ongoing basis to invest in the strategic perceptions of the hotel. | 3.40 | 0.059 | 1.268 | High |
| 5 | The hotel management has the perception that all the hotel departments are interconnected and harmonious | 3.45 | 0.059 | 1.266 | High |
| 6 | Hotel management can view over issues from different points of view. | 3.30 | 0.059 | 1.277 | Moderate |
| 7 | Hotel management can design and create smart ideas and solutions to face crises. | 3.37 | 0.059 | 1.262 | Moderate |
| Mean | | 3.467 | 0.047 | 1.007 | High |

Table (9) shows the mean of system thinking is a high level (3.467). This result is consistent with Abed and Abbas (2019), and Alkharabsheh and Alsarayreh (2022).

Table (10): Descriptive Statistics of Strategic Motivation Dimension

| No. | Statements | Mean | | SD | Level |
|-------------|--|--------------|--------------|--------------|-------------|
| | | Stat. | SE | | |
| 1 | The hotel management can encourage employees to implement the vision and perceptions of the hotel that have been developed | 3.63 | 0.057 | 1.221 | High |
| 2 | The hotel management Competition among employees should be encouraged to attain more achievements. | 3.43 | 0.057 | 1.235 | High |
| 3 | The management of the hotel has a good incentive system that improves performance.as a result of their work and achievements | 3.51 | 0.056 | 1.205 | High |
| 4 | The hotel management adopts the creative ideas presented by the hotel staff | 3.47 | 0.058 | 1.236 | High |
| 5 | The hotel management should develop the work in the spirit of one integrated team among employees to accomplish tasks. | 3.49 | 0.057 | 1.226 | High |
| 6 | The hotel management can encourage employees to take responsibility and participate in making decisions. | 3.37 | 0.057 | 1.224 | Moderate |
| 7 | The management of the hotel attaches great importance to reducing the sense of functional alienation of the hotel's employees. | 3.47 | 0.057 | 1.218 | High |
| Mean | | 3.481 | 0.047 | 1.005 | High |

Table (10) shows the descriptive statistics of the strategic motivation dimension. The mean of strategic motivation is 3.481 out of 5, which indicates a high level. This result is consistent with the study of Alkharabsheh and Alsarayreh (2022).

Table (11): Descriptive Statistics of Strategic Partnership Dimension

| No. | Statements | Mean | | SD | Level |
|-------------|--|--------------|-------------|--------------|-------------|
| | | Stat. | SE | | |
| 1 | The hotel management sees in the partnership of people and institutional stakeholders a method that benefits the hotel in implementing its vision, achieving its goals, and making the right decisions. | 3.77 | 0.05 | 1.170 | High |
| 2 | The hotel management always seeks to establish partnerships with other hotels and institutions to benefit from its material or non-material resources and benefit from its experience and expertise in work. | 3.66 | 0.05 | 1.091 | High |
| 3 | The hotel management seeks to establish a strategic partnership with the corresponding hotels locally and internationally. | 3.53 | 0.05 | 1.120 | High |
| 4 | The hotel management always seeks to rely on the formulation of the strategies and vision of the hotel on the experiences and expertise of others at the local and international levels. | 3.54 | 0.05 | 1.143 | High |
| 5 | The hotel management believes that partnership provides cooperation and interdependence with the surrounding environment. | 3.59 | 0.05 | 1.114 | High |
| 6 | For the hotel management, partnership with hotels and other institutions is considered a good solution to get out of the crises that the hotel can face. | 3.56 | 0.05 | 1.089 | High |
| 7 | The hotel management believes that the partnership contributes to the development of the performance of the hotel staff. | 3.50 | 0.05 | 1.170 | High |
| Mean | | 3.594 | 0.04 | 0.942 | High |

Table (11) shows the descriptive statistics of the strategic partnership dimension. The mean of strategic partnership is 3.594 out of 5, which indicates a high level. This result is consistent with the study of Alkharabsheh and Alsarayreh (2022).

Table (12): Descriptive Statistics of Strategic Innovation Dimension

| No. | Statements | Mean | | SD | Level |
|-----|--|-------|-------|-------|-------|
| | | Stat. | SE | | |
| 1 | Hotel management encourages employees to try new ideas without fear of failing to realize them. | 3.64 | 0.054 | 1.156 | High |
| 2 | The hotel management seeks to identify shortcomings and weaknesses in its work. | 3.64 | 0.055 | 1.178 | High |
| 3 | The hotel management adopts creative ideas and suggestions from the staff even if these ideas are financially expensive. | 3.60 | 0.055 | 1.181 | High |
| 4 | The rules, regulations and procedures of the hotel are simple, clear. | 3.49 | 0.057 | 1.224 | High |
| 5 | Hotel management rewards creative ideas and proposals. | 3.55 | 0.058 | 1.238 | High |

| | | | | | |
|-------------|---|--------------|--------------|--------------|-------------|
| 6 | Hotel management tends to change their positions when they are convinced that they are incorrect. | 3.36 | 0.061 | 1.314 | Moderate |
| 7 | Hotel Management accepts criticism from others with an open mind. | 3.36 | 0.062 | 1.334 | Moderate |
| 8 | The management of the hotel works to solve the problems experienced by the employees. | 3.31 | 0.062 | 1.337 | Moderate |
| Mean | | 3.493 | 0.047 | 1.001 | High |

Table (12) shows the descriptive statistics of the strategic innovation dimension. The mean of strategic innovation is 3.493 out of 5, which indicates a high level. This result is consistent with the study of Abed and Abbas (2019). The following tables display the descriptive statistics of the employee performance variable based on its dimensions, work quality, job commitment, and work quantity.

Table (13): Descriptive Statistics of Work Quality Dimension

| No. | Statements | Mean | | SD | Level |
|-------------|--|--------------|--------------|-------------|-------------|
| | | Stat. | SE | | |
| 1 | The hotel focuses on the quality of the Outputs from the operational procedures to evaluate the quality of the work by hotel employee's performance. | 3.90 | 0.047 | 1.01 | High |
| 2 | The hotel copes up with a with updates development in the of quality services offered to clients. | 3.71 | 0.049 | 1.05 | High |
| 3 | The hotel makes standard comparisons between the employees' performance levels and their capabilities. | 3.79 | 0.049 | 1.05 | High |
| 4 | The hotel management contributes to providing the necessary technical possibilities suitable for the completion of the work. | 3.73 | 0.049 | 1.06 | High |
| 5 | The hotel has flexibility to face of unexpected changes in the quality of the work done in high competitive environments. | 3.77 | 0.056 | 1.19 | High |
| Mean | | 3.781 | 0.040 | 0.86 | High |

Table (13) shows the descriptive statistics of the work quality dimension. The mean of work quality is a high level (3.781). This result is consistent with the studies of Destianti (2021), and Farida (2022).

Table (14): Descriptive Statistics of Job Commitment Dimension

| No. | Statements | Mean | | SD | Level |
|-------------|--|--------------|-------------|--------------|-------------|
| | | Stat. | SE | | |
| 1 | The hotel is keen to inform its employees and inform them about the approved work regulations. | 4.01 | 0.04 | 0.920 | High |
| 2 | The hotel creates among employees constructive behavioral standards that have an impact on their level of dedication to their jobs | 3.81 | 0.04 | 1.044 | High |
| 3 | The hotel aims to foster an environment of high confidence for its personnel because this has a beneficial impact on their dedication to their work. | 3.93 | 0.05 | 1.186 | High |
| 4 | The hotel seeks to constantly renew business values. | 3.73 | 0.05 | 1.251 | High |
| 5 | The hotel provides a suitable internal atmosphere that encourages employees to take part in decision-making. | 3.69 | 0.05 | 1.257 | High |
| Mean | | 3.832 | 0.04 | 0.933 | High |

Table (14) shows the descriptive statistics of the job commitment dimension. The mean of job commitment is 3.832 out of 5, which indicates a high level. According to Farida (2022), the employees have an interest in complying with the requirements of the job assigned to them and the quality and quantity of work as well.

Table (15): Descriptive Statistics of Work Quantity Dimension

| No. | Statements | Mean | | SD | Level |
|-------------|--|--------------|--------------|--------------|-------------|
| | | Stat. | SE | | |
| 1 | The hotel determines the dynamics of operational productivity according to market conditions and the atmosphere of competition. | 4.21 | 0.041 | 0.881 | Very High |
| 2 | The hotel sets specific schedules and timings for the tasks assigned to the employees. | 3.86 | 0.044 | 0.948 | High |
| 3 | The higher management at the hotel is interested in reviewing the amount of work output performed continuously. | 3.78 | 0.047 | 1.009 | High |
| 4 | The hotel creates an internal setting that enables employees' performance to provide the necessary quantitative results from their task. | 3.77 | 0.046 | 0.991 | High |
| 5 | The hotel uses the performance scale to provide employees with feedback on the amount of work performed. | 3.78 | 0.054 | 1.170 | High |
| Mean | | 3.880 | 0.038 | 0.824 | High |

Table (15) shows the descriptive statistics of the work quantity dimension. The mean of work quantity is 3.880 out of 5, which indicates a high level. This result is consistent with the studies of Destianti (2021), and Farida (2022). The following tables display the descriptive statistics of the job satisfaction variable.

Table (16): Descriptive Statistics of Job Satisfaction Items

| No. | Statements | Mean | | SD | Level |
|------------------------------|---|-------|-------|-------|----------|
| | | Stat. | SE | | |
| 1 | Breaks provided for by law are observed. | 3.61 | 0.062 | 1.338 | High |
| 2 | I am satisfied with the duty roster and working time regulations. | 3.18 | 0.059 | 1.266 | Moderate |
| 3 | My workload is appropriate. | 3.43 | 0.058 | 1.242 | High |
| 4 | My company has sufficient staff. | 3.47 | 0.063 | 1.351 | High |
| 5 | I can really relax during my time off work. | 3.25 | 0.055 | 1.184 | Moderate |
| Working Hours | | 3.39 | 0.050 | 1.066 | Moderate |
| 6 | Women and men are paid equally and fairly. | 3.53 | 0.064 | 1.375 | High |
| 7 | I am satisfied with my remuneration. | 3.32 | 0.060 | 1.296 | Moderate |
| Employee Salary | | 3.42 | 0.057 | 1.232 | High |
| 8 | I would like to continue my education. | 3.62 | 0.056 | 1.212 | High |
| 9 | I have good opportunities for advancement within the company. | 3.65 | 0.065 | 1.403 | High |
| 10 | My company offers further training opportunities for my job. | 3.43 | 0.064 | 1.375 | High |
| 11 | Further training is compatible with my work. | 3.58 | 0.063 | 1.351 | High |
| Personnel Development | | 3.569 | 0.053 | 1.129 | High |

| | | | | | |
|------------------------------------|--|--------------|--------------|--------------|-------------|
| 12 | Women and men are equally accepted. | 3.70 | 0.060 | 1.280 | High |
| 13 | I enjoy working together with my colleagues. | 3.69 | 0.060 | 1.297 | High |
| 14 | I can identify with the company culture. | 3.63 | 0.053 | 1.144 | High |
| 15 | There is a pleasant working atmosphere in the company. | 3.58 | 0.057 | 1.224 | High |
| Working Atmosphere | | 3.650 | 0.054 | 1.164 | High |
| 16 | My relationship with my superiors is good. | 3.63 | 0.062 | 1.336 | High |
| 17 | My superiors deal with questions and concerns fairly. | 3.48 | 0.058 | 1.237 | High |
| 18 | My superiors make clear and comprehensible decisions. | 3.46 | 0.057 | 1.217 | High |
| 19 | My superiors leave me room to make my own decisions. | 3.56 | 0.057 | 1.223 | High |
| 20 | I also receive praise from my superiors for good work. | 3.59 | 0.060 | 1.284 | High |
| 21 | My superiors allow criticism. | 3.22 | 0.057 | 1.227 | Moderate |
| 22 | My superiors make decisions in consultation with the team. | 3.29 | 0.058 | 1.240 | Moderate |
| 23 | My superiors provide regular personal feedback. | 3.30 | 0.056 | 1.205 | Moderate |
| Leadership & Management | | 3.442 | 0.047 | 1.019 | High |
| 24 | My job is meaningful and interesting. | 3.80 | 0.060 | 1.287 | High |
| 25 | My tasks in the company are clearly defined. | 3.35 | 0.056 | 1.206 | Moderate |
| 26 | My job is varied. | 3.58 | 0.057 | 1.226 | High |
| Working Activity | | 3.577 | 0.051 | 1.094 | High |
| 27 | My staff accommodation is clean and hygienic. | 3.58 | 0.061 | 1.314 | High |
| 28 | I am satisfied with the parking facilities for employees. | 3.60 | 0.059 | 1.268 | High |
| 29 | I am satisfied with the equipment in my staff accommodation. | 3.47 | 0.051 | 1.099 | High |
| 30 | I am satisfied with the catering for employees in the company. | 3.35 | 0.057 | 1.231 | Moderate |
| Work Infrastructure | | 3.502 | 0.050 | 1.074 | High |
| Mean | | 3.507 | 0.047 | 1.018 | High |

Table (16) reflects the descriptive statistics of the job satisfaction level and its dimensions. The mean of job satisfaction level is 3.507 out of 5, which indicates a high level. For job satisfaction dimensions: working atmosphere (3.650), working activity (3.577), personnel development (3.569), work infrastructure (3.502), leadership/management (3.442), employee salary (3.42), and working hours (3.390). This research is consistent with the study of Heimerl *et al.*, (2020) in terms of working atmosphere, and it is not consistent in terms of employee salary, personnel development, working activities, working infrastructure, working hours and leadership/management.

4.2. Correlation and Regression Analysis

Table (17) revealed that strategic intelligence is positively correlated with job satisfaction and employee performance. In addition, job satisfaction is positively correlated with employee performance.

Table (17): Correlation and Regression Analysis between Research Variables

| Variables | | Statistics | | | | | | |
|-------------|-----------|------------|----------------|-------------------------|---------|-------|-------|-------|
| Independent | Dependent | R | R ² | Adjusted R ² | β | a | b | Sig. |
| SI | EP | 0.729** | 0.531 | 0.530 | 0.729 | 1.559 | 0.659 | 0.000 |
| SI | JS | 0.144** | 0.021 | 0.019 | 0.144 | 2.914 | 0.172 | 0.002 |
| JS | EP | 0.185** | 0.034 | 0.032 | 0.185 | 3.339 | 0.140 | 0.000 |

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

4.3. Research Variables Modeling:

For the mediation analysis, the bootstrapping method was applied with 5,000 iterations and a 95% confidence interval. The results are shown in table 18.

Table (18): Effects Analysis of Research Variables

| Model | | Coeff. | Standardized Coefficients β | SE | T | P | CI%95 | |
|-------|----------|--------|-----------------------------------|--------|---------|--------|--------|--------|
| Dep. | Indep. | | | | | | LLCI | ULCI |
| JS | Constant | 2.9138 | 0.1440 | 0.1958 | 14.8831 | 0.0000 | 2.5291 | 3.2986 |
| | SI | 0.1720 | | 0.0551 | 3.1215 | 0.0019 | 0.0637 | 0.2803 |
| EP | Constant | 1.5590 | 0.7289 | 0.1025 | 15.2144 | 0.0000 | 1.3576 | 1.7603 |
| | SI | 0.6585 | | 0.0288 | 22.8379 | 0.0000 | 0.6019 | 0.7152 |
| EP | Constant | 1.3778 | - | 0.1240 | 11.1139 | 0.0000 | 1.1342 | 1.6214 |
| | SI | 0.6478 | 0.7171 | 0.0290 | 22.3670 | 0.0000 | 0.5909 | 0.7048 |
| | JS | 0.0622 | 0.0822 | 0.0243 | 2.5630 | 0.0107 | 0.0145 | 0.1098 |

Table (19): Total and Direct Effects of Strategic Intelligence on Employee Performance

| Effect Type | Path in the Model | Effect Estimate | P | T | SE | %95CI | | C_CS |
|-------------|-----------------------------------|-----------------|--------|---------|--------|--------|--------|--------|
| | | | | | | LLCI | ULCI | |
| Total | Total effect of SI on EP | 0.6585 | 0.0288 | 22.8379 | 0.0000 | 0.6019 | 0.7152 | 0.7289 |
| Direct | Direct effect of SI on EP with JS | 0.6478 | 0.0290 | 22.3670 | 0.0000 | 0.5909 | 0.7048 | 0.7171 |

-Level of confidence for all confidence intervals in output: 95.0000

-Number of bootstrap samples for percentile bootstraps confidence intervals: 5000

Table (20): Indirect Effect of Strategic Intelligence on Employee Performance

| Effect Type | Model Paths | Effect Estimate | BootSE | %95CI | |
|----------------------------------|---|-----------------|--------|----------|----------|
| | | | | BootLLCI | BootULCI |
| Indirect | Indirect Effect of SI on EP with JS | 0.0107 | 0.0062 | 0.0010 | 0.0252 |
| Completely Standardized Indirect | Completely standardized indirect effect of SI on EP with JS | 0.0118 | 0.0068 | 0.0012 | 0.0275 |

-Level of confidence for all confidence intervals in output: 95.0000

-Number of bootstrap samples for percentile bootstraps confidence intervals: 5000

Tables 18, 19, and 20 show the effects analysis (total, direct and indirect) for research variables; strategic intelligence, employee performance, and job satisfaction. The findings confirmed a positive effect for strategic intelligence on employee performance ($B = 0.6585$, $p = 0.000$), and job satisfaction ($B = 0.1720$, $p = 0.001$).

Similarly, a positive effect for job satisfaction on employee performance ($B = 0.0622$, $p = .0107$). Moreover, job satisfaction was validated as a mediator in the relationship between strategic intelligence and employee performance ($B = 0.0107$, $p = 0.000$). This research emphasizes how crucial job satisfaction and strategic intelligence are in predicting employee performance in five-star hotels. The findings imply that strategic intelligence-boosting treatments may be a useful way to boost employee performance, particularly when combined with job satisfaction tactics. Consequently, the structural model of this research is as follows in Figure (2):

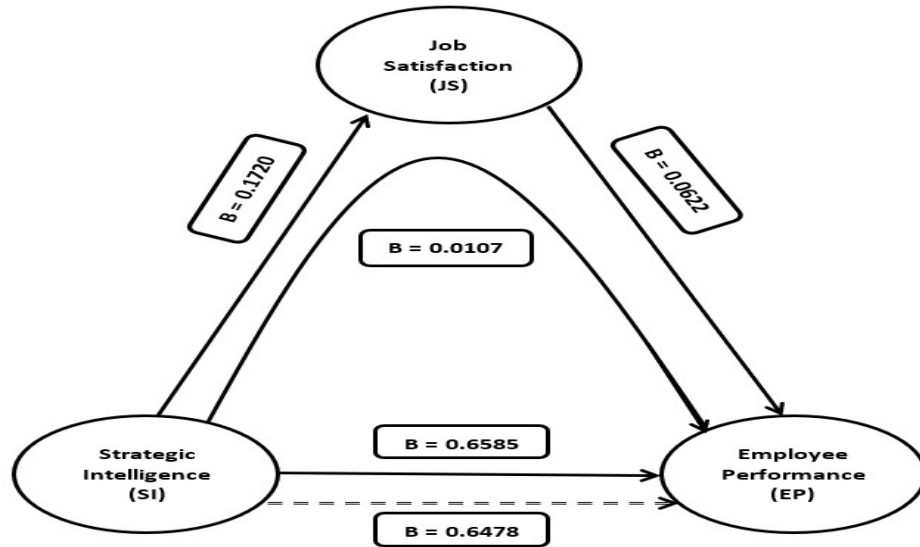


Figure (2): The Structural Model of Research

4.4. Research Hypotheses Assessment

Table 21 displays the research hypotheses assessment. According to the statistical analysis of research data, the results confirmed the research hypotheses that are proposed based on the literature review.

Table (21): Research Hypotheses Assessment

| No. | Hypotheses | Results |
|-----|--|-----------|
| H1 | There is a significant effect of SI on EP. | Supported |
| H2 | There is a significant effect of SI on JS. | Supported |
| H3 | There is a significant effect of JS on EP. | Supported |
| H4 | Job satisfaction (JS) mediates the relationship between SI and EP. | Supported |

5. Discussion and Implications

5.1. Results Discussion

Strategic intelligence is information-gathering tool that helps decision-makers obtain knowledge that supports decision-making. This research aims to assess the mediating role of job satisfaction in the relationship between strategic intelligence and employee performance among employees using the Andrew F. Hayes test by using SPSS Macro Process (V.4.3) to test the proposed hypotheses. The research's findings supported hypothesis one by concentrating on the connections suggested by the research model. This showed that employee performance and strategic intelligence were positively correlated ($B = 0.6585$, $p = 0.000$). This result is in line with earlier studies that

showed these two constructs to be positively correlated (e.g., Esmaeili, 2014; Fayiq and Eadhra, 2018; Abed and Abbas, 2019; Kori, 2021).

Consequently, implementing strategic intelligence can improve the level of employee performance. In particular, Teixeira and Carvalho (2018) display that the strategic leader understands and perception of employees' motivations in work areas and their job satisfaction helps managers design an appropriate work environment and an effective incentive system, to increase employees' effectiveness and job performance as they are the most important resources that work organizations possess. In addition, Fayiq and Eadhra (2018) suggested establishing a special unit for strategic intelligence within the organization, whose mission is to provide senior management with the required information. Azadi and Ghaemi (2021) stated that employee performance and career success can be improved by managers and policymakers that pay attention to the organizational level aspects of strategic intelligence. Finally, strategic intelligence contributes significantly to changing employee performance and this shows that strategic intelligence is a high determinant of the performance and strategic value of the organization. Moreover, Al-Romeedy *et al.*, (2021) revealed that there is a significant positive impact of strategic intelligence on organizational success. Finally, managers and policy makers should focus on strengthening strategic intelligence capability to foster performance (Nzeki *et al.*, 2024).

Furthermore, the second hypothesis was validated, demonstrating a positive correlation between job satisfaction and strategic intelligence ($B = 0.1720$, $p = 0.001$). Prior research that found a similar relationship (e.g., Azbari *et al.*, 2015; Na-Nan *et al.*, 2021; Binzafrah and Taleedi, 2022; Ezmigna *et al.*, 2024) supports this. This indicates that a strategic leader's attributes raise workers' job satisfaction levels. The reason for this is that strategic intelligence aims to meet the needs of each employee in the company so that they can have a high degree of job satisfaction by involving them in decision-making, inspiring them to perform, and treating everyone equally. Additionally, the third hypothesis that job happiness improves employee performance, was validated ($B = 0.0622$, $p = 0.0107$). A similar correlation was found in earlier research (McPhail *et al.*, 2015; Hristov and Chirico, 2019; Strenitzerová and Achimský, 2019; Binzafrah and Taleedi, 2022), which supports this.

Consequently, job satisfaction is a useful key performance indicator (KPI) when implementing sustainable strategies. It enhances job performance. In addition, Alghizzawi *et al.*, (2023) stated that job dissatisfaction is perhaps the most significant of the negative phenomena that arise among employees as a result of the organization's lack of interest in creating positive motivations for work. The efficiency of the human element, its ability and desire to work, is linked to the effectiveness of any organization. The fourth hypothesis, according to which employee performance and strategic intelligence are mediated by job satisfaction, was validated ($B = 0.0107$, $p = 0.000$). Lastly, the study emphasizes how crucial job satisfaction and strategic intelligence are in predicting employee performance at five-star hotels. The findings imply that strategic intelligence-boosting treatments may be a useful way to boost worker performance, particularly when combined with job satisfaction tactics.

5.2. Research Implications

As highlighted by this research, the managers of five-star hotels underscore the significant interconnection between strategic intelligence, job satisfaction, and employee performance. Within this context, it has been revealed that strategic intelligence not only plays a pivotal role on its own but also directly influences job satisfaction, which in turn acts as a mediating factor toward employee performance. A more peaceful workplace is created by the efficient use of strategic intelligence, particularly in crucial areas like employee performance management. By implementing strategic intelligence through developing the procedures that are related to the dimensions of strategic intelligence such as foresight, vision, system thinking, motivation, partnership, and innovation; external and internal environmental factors are managed; this enhances the work conditions of employees such as working hours, employee salary, personnel development, working atmosphere, leadership & management, working activity, and work infrastructure. Thus, employee satisfaction will improve. This helps employees perform their tasks more effectively.

These findings are significant from an academic standpoint, but they also have broad practical and strategic implications. Given the significance of these capabilities, five-star hotels ought to support training initiatives aimed at improving strategic intelligence abilities. By doing this, businesses are immediately enhancing the caliber of services offered to customers in addition to investing in increasing employee job satisfaction. It is especially necessary for the employees of food and beverage management to work effectively and efficiently. They have an additional duty as a result of their positions to set an example and promote a leadership style that promotes a cooperative and upbeat work atmosphere. In addition to helping these leaders in their managerial positions, training in these areas has a positive impact on all of the employees they oversee. Five-star hotels should think about implementing these findings into company policies more generally, particularly those pertaining to employee wellbeing and retention. By doing this, they are guaranteeing excellent foodservice for patrons in addition to promoting the welfare of the staff. By illuminating the mediating function of job satisfaction between strategic intelligence and employee performance, this research makes a priceless contribution to the body of existing literature. Future studies might benefit from examining how the results of this research can be used to better human resource practices and strategies or to enhancing organizational performance by implementing strategic intelligence insights.

6. Research Conclusions

The purpose of this research is to explore the mediating function of job satisfaction in the link between employee performance and strategic intelligence among staff members working in the food and beverage department of five-star hotels in Alexandria. The results demonstrated a positive correlation between job satisfaction and employee performance, a positive correlation between job satisfaction and strategic intelligence, and a positive correlation between strategic intelligence and employee performance. Moreover, job satisfaction was found to significantly mediate the relationship between strategic intelligence and employee performance, reinforcing its role as a key mechanism in this interaction. The research underscores the importance of strategic intelligence and job satisfaction as predictors of employee

performance in five-star hotels. Finally, the results highlight that enhancing strategic intelligence, particularly when integrated with job satisfaction initiatives, is a powerful strategy for improving employee performance in five-star hotels.

7. Research Recommendations

Based on the results of this research, five-star hotels should adopt the following recommendations:

1. Adopting procedures that improve the level of employee satisfaction.
2. Using strategic intelligence applications to improve employee satisfaction and performance in five-star hotels.
3. Using strategic intelligence as a predictor of employee satisfaction level in five-star hotels.
4. Adopting procedures that will maximize the aspects of strategic intelligence represented in foresight, vision, system thinking, motivation, partnership, and innovation.
5. Adopting procedures that will maximize the aspects of employee satisfaction represented in working hours, employee salary, personnel development, working atmosphere, leadership & management, working activity, and work infrastructure.
6. Putting strategic intelligence plans into practice by using work satisfaction as a helpful key performance indicator (KPI).
7. Implementing strategic intelligence interventions could be a good way to improve worker performance, particularly when combined with job satisfaction tactics.

8. Limitations and Future Research

It is important to recognize the limitations of this research. For instance, the study only included five-star hotels in Alexandria and used a small sample of 462 employees. The results' generalizability to other contexts may be limited by the sample of food and beverage workers' lack of representation in the larger hotel staff population. Future studies should take into account more varied samples of hotel departments, such as human resources, housekeeping, and front office, with different hospitality companies and hotel classifications in order to overcome this constraint. Replicating the study in various organizational and cultural contexts will also confirm the results and increase their generalizability.

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