(THE EFFECT OF THE DIMENSIONS OF STRATEGIC VIGILANCE ON ORGANIZATIONAL EXCELLENCE)
AN APPLIED STUDY OF PREMIUM CLASS HOTELS IN BAGHDAD

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Abstract:
The study aims to clarify and clarify the relationship between strategic vigilance, and their impact on organizational excellence in premium-class hotels in the city of Baghdad, as the researcher adopted through the current study the descriptive exploratory approach to reach the objectives of the study, which is to answer the main question of the study (were the premium-class hotels able through strategic vigilance, from reaching organizational excellence?), as the answer to this question is based on two hypotheses for the researcher to employ the statistical program (SPSS), as well as the use of statistical methods (arithmetic mean, standard deviation, average relative weight, size of the gap, order of importance, Variation coefficient, Pearson correlation coefficient, estimator simple linear regression model, renewal coefficient R2, confirmatory factor analysis, and other needs).
The study sample dealt with (93) respondents, represented by the leaders of the study community in premium-class hotels in Baghdad, represented in Grand Ishtar Hotel, Al-Mansour Hotel, Al-Rasheed Royal Tulip Hotel, Palestine International Hotel, and Baghdad Hotel, while the importance of the study focused on working on finding appropriate solutions. And closing the gaps within these hotels through the study variables and their dimensions and the relationships

between them, and the problem of the study crystallized by examining the environment of hotel organizations. Solutions and treatments reached by this study.

Introduction:
Tourism is today the most important sector after the oil sector, and the renewable and most vital field, as it can become the first source of national income, by perpetuating, renewing and preserving it through the exploitation of the resources and components that are specific to countries.

Hence, we find that strategic vigilance, its behaviors, types and tools are very important for sustainability in supporting strategic thinking that helps make decisions in tourism (hotel) organizations, which contribute to generating the smart environment within the organization and finding optimal solutions and differentiating between them in the tourism environment. The dimensions of strategic vigilance (environmental, competitive, commercial, and technological vigilance) to achieve excellence over its competitors.

As for organizational excellence, tourism (hotel) organizations seek to keep pace with the rapid developments in the environment in various ways so that services are provided in the best way, in order to meet the challenges represented in the multiplicity and growth of goals, the increasing and diversity of society's needs, the scarcity of resources and the highly competitive economic transformations in the field of the tourism and hotel sector This led to countries racing to attract capital and investments to achieve continuous improvements for excellence and respond to the supporting forces, as there are no distinct organizations, but there are organizations that seek to achieve excellence by improving performance and productivity towards modern requirements according to advanced methodologies, methods and techniques, as excellence It is a reflection of the management idea and its development. The study started through the problem represented by the existence of a weakness and a gap in organizational excellence among the surveyed organizations in which the researcher worked in this study in an attempt to close this gap.

The first axis

Research Methodology

First - the research problem:

The problem of the study becomes clear through the researcher's knowledge of the theoretical philosophy of the subject, which wants to research its variables and problems through the intellectual problem and the intellectual debate between researchers.
A- The problem of intellectual research:
Intellectual controversy often arises over the issue that many of the concepts that have moved to the field of administrative work have shifted from their traditional frameworks to others described as contemporary, in order to adapt to the new image of the business sector and its formulas that are developing very quickly. This necessitates the process of renewing ideas, products and markets, and all capabilities must be re-designed in order to enhance performance in its general image.
The problem of research is crystallized in its intellectual framework by diagnosing the importance of the strategic vigilance approach, as many researchers and specialists in hotel and tourism affairs believe that organizations operating in this sector as an open and rational entity, which means that there is an opportunity to benefit from the formation of data for these topics

and study them together simultaneously in This research is to generalize the interest to organizations and those interested in this field, and this intellectual dilemma that prompted the researcher in this research.

b- The field problem:

Often the origin of the problems of various scientific studies is based on the researcher's monitoring of the reality of field work practiced by the departments of organizations working in the different business environment.

The problem of field research is manifested by monitoring the reality of the Iraqi tourism and hotel sector, which is characterized by being highly sensitive and the direction of political, social and economic influences that raise the level of environmental uncertainty, which makes it difficult for the working administrations to work hard and obliges them to work diligently to follow the signals that are issued from that changing environment, which is Which can only be done through the adoption of the (strategic vigilance) approach that keeps the administration in a state of extreme alertness to what could affect the hotel performance level to achieve the most prominent goal of (organizational excellence).

Secondly, the importance of research

A - The intellectual (theoretical) importance: The importance of the research is represented in its intellectual and philosophical dimension, as it represents an attempt and a knowledge contribution to supplement the Iraqi academic library through which the accumulation of knowledge is presented and structured in order to clarify the nature of the relationship between the variables investigated, as the views, opinions and approaches that involve Under more than one field in administrative thought (strategic management, organizational behavior) and it will be reviewed to find out the relationship between the studied variables represented in strategic vigilance and organizational excellence in its hotel and tourism destination, in order to achieve an understanding and awareness of what those variables are and the theoretical opinions that have been developed regarding them which gives importance to this study The fact that these variables are among the most popular in management sciences, and the importance of the research is embodied in that it is a modern introduction in the fields of academic research in tourism and hotels, especially through direct linking between the current research variables in theory and application, and according to the researcher's estimates, this research will be one of the serious and proactive attempts Applied in the Iraqi hotel environment represented by a sample of hotels.

B - Field importance: The importance of research is embodied in its applied dimension through research and investigation of the mechanisms used in hotel strategic work and an attempt to analyze and diagnose the role of strategic vigilance with its dimensions and impact in achieving organizational excellence for Iraqi hotels. This research constitutes a modern intellectual and cognitive philosophy to chart the features of the future of hotel work. As the sector treated by the research is one of the most important global economic sectors, which constitutes the main economic nerve in many countries of the world and regional countries, but unfortunately it did not occupy the position it deserves in the Iraqi reality. In achieving the goal of organizational excellence, the results of the current research can contribute to urging researchers to conduct more research by introducing new variables that push the scientific and field hotel and tourism

movement in Iraq towards horizons and frameworks consistent with the advanced performance standards that international organizations have taken to adopt.

Third - Research Objectives:
The research aims to provide a scientific contribution in line with the concerns expressed by management thought in the role of strategic vigilance in achieving organizational excellence. The objectives of the research can be clarified in the following points:
1- Building a comprehensive theoretical framework that clarifies the intellectual and philosophical principles of the research variables, in which the most important theoretical approaches are presented.
2- Determining the nature and level of understanding and awareness of the hotel administrations, the research sample, of the reality of the research variables (strategic vigilance, organizational excellence).
3- Identifying the level of the Iraqi hotel management's application of the curricula and mechanisms related to the variables under discussion, clarifying the interrelationship between these variables, and evaluating the extent of the contribution of strategic vigilance as an effective variable in creating organizational excellence, which constitutes the approved variable for the study.
4- Deepening awareness and knowledge of the research community and its sample, and those interested in the field of hotel and tourism work in general, about the nature of the elements and mechanisms that can be adopted from the results and recommendations of the research and how to benefit from them.
5- An attempt to build a hypothetical model based on a scientific methodology with a dynamic structure and test it to reach an image based on a statement of influence and correlation relationships for research variables.
6- Giving priority and attention to the level of application of the dimensions of each of the research variables and the extent of interest in the premium class hotels in Baghdad.

Fourth - the hypothesis of the research

The research scheme simulates a set of logical relationships that govern a perception about the nature of the relationships that link the variables and what results from these relationships and what is reflected in them, and to the existence of a link and impact relationship for strategic vigilance, which is represented in:

1- The independent variable: the strategic vigilance represented by its dimensions (environmental vigilance, commercial vigilance, competitive vigilance, and technological vigilance).
2- Dependent variable: organizational excellence represented by its dimensions (leadership excellence, strategic excellence, organizational culture excellence, human resources excellence, and hotel services excellence) as shown in Figure (1):
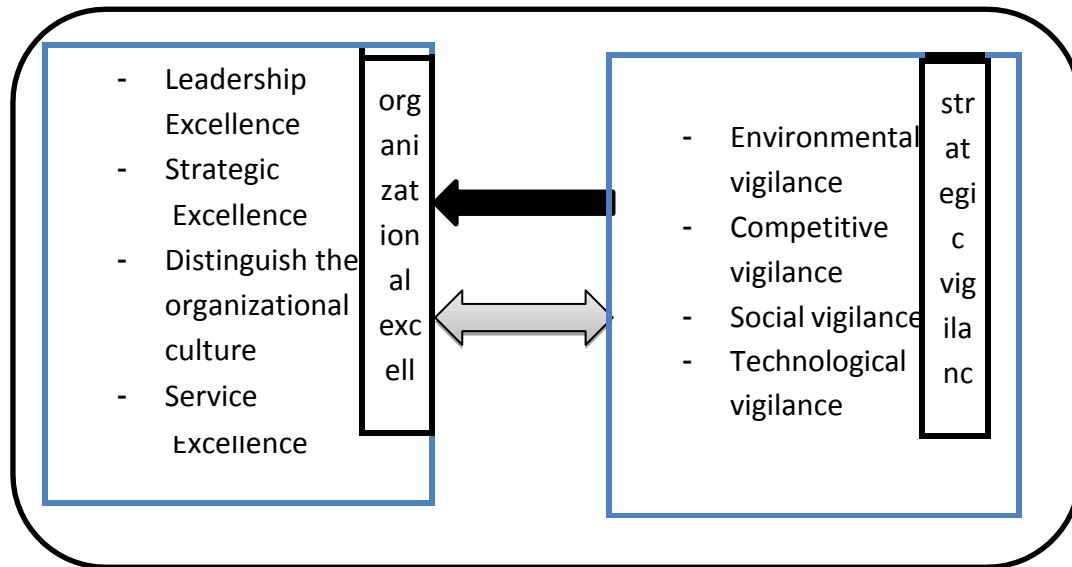
Figure (1): leadership excellence, strategic excellence, organizational culture excellence, human resources excellence, and hotel services excellence

Source: The researcher based on the research hypotheses

Fifthly, research hypotheses
While the hypothetical scheme shows the paths that link the research variables, the hypotheses explain the nature of the relationship and the influence between these variables. To achieve this goal, the research hypotheses were divided as follows:
1- The first main hypothesis:
(There is a significant correlation between strategic vigilance and organizational excellence) from which the third main hypothesis is branched:

(There is a significant effect of strategic vigilance in organizational excellence)

Sixth: Research limits
1- The spatial boundaries of the research were represented by the hotel sector, which falls within the classification of the excellent class in Baghdad, represented by (Ishtar Hotel, Palestine International Hotel, Al-Mansour Hotel, Al-Rasheed Royal Tulip Hotel, and Baghdad Hotel).
2- Human limits: represented in a survey of the opinions of a sample of managers working in the organizations and hotels referred to above.
3- Temporal limits: from 2/2/2021 to 31/3/2021.

Seventh- Research Methodology
Specialists in scientific research (the method) are a set of important pillars and foundations that clarify the path of the researcher to achieve the goals he aspires to, which is the method that describes the set of means and procedural steps that the researcher actually practices, and adapts them from one stage to another during his study. Thus, the current study relied on achieving its methodological, intellectual and field objectives on the descriptive approach, as this approach is

a broad and flexible umbrella for multiple curricula and sub-methods such as social surveys, developmental and field studies and others, as the descriptive analytical approach depends on identifying and describing the characteristics of the phenomenon. its qualitative and quantitative nature, determining the quality of the relationship between its variables, causes, trends, etc. In diagnosing a specific problem or phenomenon and knowing its reality on the ground, and in this context, many researchers argue that the descriptive approach includes all other approaches (particularly the survey method, the case study method, the content analysis method, except for the historical and experimental approaches, and because the process of describing and analyzing the studied phenomena is common). Almost and it is present in most types of scientific research, this approach depends on interpreting the existing situation and determining the relationships between the variables, and it goes beyond just collecting descriptive data about the phenomenon to analyzing, interpreting, classifying, measuring and drawing conclusions from it. The most prominent tools of this approach are identified as follows:

A- What was written about the studied phenomenon, scientific references, and the various periodicals that they dealt with.

B - Theoretical descriptions in foreign sources and what is published on the Internet.

C - In the field, the questionnaire, interview and observation are the tools that are used to collect data from the members of the studied sample through questionnaire, interview and observation.

Eighth - the research community
Premium class hotels in Baghdad represented by (Ashtar Hotel, Palestine International Hotel, Al Mansour Hotel, Al Rashid Royal Tulip Hotel, and Baghdad Hotel).

Ninth: Research sample
The research sample included premium-class hotels for the city of Baghdad exclusively, so the sample was intentional from the study community, as the distribution was limited to the leaders of these hotels, which numbered (103), as the researcher wanted to practice and provide strategic vigilance, and organizational excellence, as well as the relationships between these variables because they are the closest to Knowing it through their awareness of the nature of these practices away from bias, the researcher retrieved (95) questionnaires, after differentiation and found that two of them were invalid, as the sample became (93) forms and thus the proportion of the sample surveyed in the total community constituted more than 90%, and this percentage is considered Appropriate to represent small communities whose number of members is up to (100) individuals because it exceeds half the number of members of the community, as confirmed by some specialists in the field of research and measurement, including Borg & Gall, Noumaly and Gay. (Return, 1992: 167-168)

second axis

Theoretical framework for research

First: strategic vigilance

1- The concept of strategic vigilance:

(Durra, 2014: 221) explains strategic vigilance as "a set of activities that are based on observation and analysis of the environment to take appropriate and appropriate decisions related to the long-term future of the organization that has a strategic character." He emphasized (Lamieh, 2015: 63) that it is "a continuous process through which the organization aims to guard its environment in order to collect, process and disseminate information that enables it to make effective decisions in exploiting opportunities and reducing threats." And he defined it (Old Abed, 2016: 3) as "a strategic process that provides the organization with information that qualifies it to better face competition based on scientific foundations and standards, as it is the main key to competition."

As for (Al-Sayegh et al., 2017: 84), they defined it as "an awakening that imposes the need to develop a new model in the management of information related to the concept of quality and not to the concept of quantity, whether in the product or service." (Khadija, 2018: 102) referred to strategic vigilance as "a formal organization formed by the organization on purpose and full awareness and that uses certain tools and methodology. It includes searching for information, collecting, processing, broadcasting and exploiting it in order to keep the organization in a state of caution and continuous monitoring of the environment in which it operates."

Through what has been reviewed, we conclude that researchers, practitioners, and writers in this field did not agree on defining a concept of strategic vigilance. Each of them defined it according to his interests and goals, and there are those who saw it as a (process) and there are those who defined it as (activity) while others saw it as (a process of organization). Others saw it as (awakening) and some of them explained it as (environment monitoring) and other researchers defined it as (function) through which organizations can monitor their markets and competitors in particular and their surroundings in general, and there are those who combine two approaches in strategic vigilance, as they mix the orientation that He considered it a formal organization with another approach, which he described as a normal condition. Another current saw that it was the organization's query on everything surrounding its internal and external environment.

Based on the foregoing, the researcher believes that strategic vigilance is (proactive strategic thinking, organized work, and a formal, systematic and structured process that organizations deliberately adopt with full awareness to monitor and monitor the continuous changes that occur in the environment in general to avoid and address weaknesses and strengthen and support their strengths, i.e. seize opportunities and reduce threats faced by organizations tourism).

2- The importance of strategic vigilance

Strategic vigilance has become an inevitable and inevitable necessity, as it has acquired an important core position that brings great benefit to organizations in general and the tourism organization in particular, and from this standpoint, individuals in the tourism organization must know the importance and benefit of strategic vigilance as mentioned by each of (Hamo, 2014: 77).) (Kargali, 2014: 54) (Bold, 2017: 5) (Najm, 2018: 33) and as follows:

      a- The organization gains a position of strength in order to put its innovative goods and services on the market.

      b- Strategic vigilance is a tool for reorienting the organization's strategy in a way that matches the requirements of setting the strategy, as well as supporting awareness in decision-making.

      c- Financial vigilance allows achieving an abundance of information that can be made capable of improving the technical characteristics and quality of the product or service

and verifying its cost, i.e., the optimal utilization and utilization of the organization's resources.

d- It warns and predicts the obstacles that the organization will face in the future.

e - It allows a good passage of information through the various organizational levels in the organization and allows it to continuously monitor its environment.

f- Vigilance allows for anticipation and superiority over competitors through the development of a number of competitive advantages, as it enables continuous improvement in goods and services, and then improves its relationship with its customers and suppliers.

g- Vigilance can change the organization's strategy and competition in the market through its importance in identifying strengths and weaknesses in the organization.

h- It allows the organization to adapt to its environment by obtaining a resource and another knowledge and experience about the organization and its surroundings.

3- Dimensions of strategic vigilance

Many writers and researchers have disagreed about the dimensions of strategic vigilance, but Laval University presented a classification agreed upon by many researchers that contains four secondary components, including commercial (marketing) vigilance, technological vigilance, competitive vigilance, and environmental vigilance, and these systems are combined together in the competitive forces model. by Michael Porter (Visitors, 2012: 90).

The following is an explanation of the dimensions of strategic vigilance.

A- Environmental vigilance:

This dimension of vigilance is concerned with the components of the environment and is also called comprehensive vigilance because it is concerned with monitoring political, legal, social, economic, demographic and cultural developments, which greatly affect the work of tourism organizations, that is, external factors that are not directly related to the mission of the organization that the organization must know to adapt to.

  Social vigilance manifests many transformations such as demographic changes, urban developments, conflicts, and rifts that occur in society, which would pose a danger or create tension for the organization. Through social vigilance, the organization can observe and discover its social and cultural environment in order to be fully and permanently aware of the most important developments taking place in that environment, including customs and traditions, religious and ethnic conflicts, the cultural and moral structure and the structure of the family and families, as well as many behaviors that must be known with great impact. In the organization's activity, especially in the case of receiving tourists from Arab and foreign countries, there are many customs and traditions that can hinder the organization's activity in the external market. This dimension aims to limit and reduce the negative effects between workers and tourists, especially with regard to the existing relations between the organization and its employees in order to be able to From creating a good social climate that helps in promoting transactions and exchanges between members of the organization (Kogel, 2012: 34).

  While legislative, political and legal vigilance includes the nature of the political system prevailing in the state, political conflicts, the space of freedom and the prevailing demographics, the extent of political stability enjoyed by the state, and the degree of change of laws and legislations according to the nature of the state, its philosophy and political trends. As for the

demographic environment, it includes the distribution of individuals in society in terms of age, gender and status. Social, income and personal characteristics, and understanding this information helps the tourism organization to understand the tastes of tourists about tourism products and services and determine the number of potential tourists for these services (products) (Hussain, 2015: 29), while cultural vigilance is concerned with trends, cultural values, beliefs and behavior of individuals, their trends and culture In every society, the culture of the society differs from one country to another, guiding the members of the society to the acceptable and unacceptable customs of the society, and understanding the cultural context of the members of the society and their customs is important in evaluating the ability and success of the organization, and the failure to understand changes in the culture of the people greatly affects the ability and success of the organization. Community culture is essential to the success of a tourism organization (Barney, 2 .).

As for the economic vigilance, it appears in the economic and financial field, which is related to the developments and changes taking place in the economic environment of the organization. The aim is to discover accurate answers about competition and markets from an economic and financial point of view, reduce the risk of commercial uncertainty, know the prominent markets and new products, and measure the trends of developments in development plans in the medium and long term. The organization tracks the activities of banks and what is related to them, the general economic situation in terms of interest rates, inflation rate, level of income and wages, and developments in consumption and production prices. (Khadija, 2017: 189)

Based on the foregoing, the researcher believes that environmental vigilance, although its application is very difficult, the tourism organization must not neglect this dimension of vigilance and deal with it with a kind of intelligence when collecting, processing and using information related to environmental vigilance because it relates to a very large aspect of the organization's environment Tourism and its impact significantly on the organization's current and future activity because it gathers a large number of awakenings that serve the ability and success of the tourism organization because it must have complete and integrated knowledge of the comprehensive environmental vigil to know the behaviors and trends of tourists.

b- Competitive vigilance

Competitive vigilance refers to that process that collects, analyzes, and evaluates in a systematic and organized manner information related to prospective competitors in order to provide an end product that is in the form of useful information for managers in order to achieve a competitive advantage for the organization. Scope Michel Porter identifies the information that an organization needs to collect about competitors that are essential to understanding their behavior and include competitors' current competencies, competitor strategies, new goals for competitors, competitor capabilities, assumptions and decisions that competitors can resort to (Hamo, 2014: 79). Therefore, competitive vigilance has been defined as "the activity through which the organization identifies its current and potential competitors, their ideas, strategies, plans and future actions in order to anticipate any emergency decision or matter that might hinder the organization's activity and the loss of many opportunities from it" (Tamboura, 2008: 60). Since competitive vigilance aims to know and understand everything related to the competing organization, it was necessary to know the following:

    1) The products of the competing organization and the complete assortment of the products of the competing organizations and their market shares.

2) Partners and the relationship with other organizations, suppliers and contractors.

3) Sales and distribution technology: it includes applicable prices, distribution plan, distribution networks.

4) Production, which includes everything related to the cost of production, the production system, the resources and skills used.

5) Research and development: It includes registered patents, used technologies and everything related to modern and new in the market (Ibrahim, 2017: 52).

6) Knowing competitors' strengths and weaknesses in order to prepare to confront them or focus on those weaknesses. This can be identified through monitoring and tracking products, financial capabilities, administrative capabilities, organization, selling and overall costs of competitors. Many organizations that conduct competitive vigilance depend on forming special files for the most important competitors that contain On the annual reports and summaries that the organization purifies from exhibitions, commercial events, advertisements in magazines, newspaper articles...etc.

Effective competitive vigilance is concerned with providing the organization with a set of tools and approaches that enable it to analyze competition and thus be able to know and select information about competitors' strategies, objectives, prices, sales contracts, their performance, product development, their sources of supply, distribution channels, technology they have, beliefs and competitor culture, the main success factors that allow to bypass competitors and the strategic directions followed by competitors and strategic alliances between competitors. There are many informational sources that fuel competitive vigilance, for example, newspaper and magazine articles, interviews with distributors and suppliers, reportages, annual reports, previous frameworks for competing organizations (Khadija, 2017: 190-196).

From the foregoing, the researcher concludes that competitive vigilance is necessary to achieve sustainable excellence for the tourism organization, fame, reputation and strength in the market, and to achieve a market share. This is done through continuous monitoring and follow-up of competitors and access to their information, production methods and technology used by them, and when knowing information about competitors, tourism organizations provide the best to achieve excellence and outperform their competitors in the market.

c- Commercial vigilance

The organization is interested in developing its commercial vigilance with regard to the marketing field, that is, everything related to relations, commercial activities and marketing methods that focus its attention on its front and back markets (customers and suppliers) and seeks to know the factors affecting the behavior of consumers, their needs and desires in the long run, and ways to satisfy them. In addition to that, it focuses on the techniques of how to achieve customer loyalty towards the organization by looking at the complaints that constitute a new entrance for vigilance and concern the distributors and the sales interest. There is another field in which attention has begun, which is the field of human resources by searching for qualified people in order to employ them and improve the level of cadres in the organization (Mohat, 2014). : 25). Commercial vigilance focuses in particular on customers and suppliers in order to develop products, services and information, that is, it meets and intersects with competitive vigilance information that is concerned with competitors, while commercial vigilance is concerned with customers (tourists) is the main focus of the organization's strategy, as identifying current and potential customers and studying their needs and desires and achieving them with quality high and gain their satisfaction. And to predict the capabilities and actions of

competitors and respond to market pressures such as changing consumer tastes and the development of their needs, and knowledge of the characteristics and advantages of suppliers.

It is worth noting that commercial vigilance ensures continuous monitoring of the development of customers' needs and the organization's ability to meet them, as well as the status of the organization's suppliers and their ability to provide the raw material. Therefore, the organization must be fully aware and knowledgeable about the market and its conditions through marketing information (Najm, 2018: 44). .

Based on the foregoing, the researcher believes that commercial vigilance through which the organization can study the relationship between suppliers and customers (tourists) and the new skills that appear in the market and its growth rate, through which it can know its strengths and weaknesses in its dealings with the market in order to improve its performance, is centered on two important elements The customers and suppliers are as follows:

1) Customers: Organizations are very interested in their customers as they represent an important part of their business and the recipient of their products, as their interest is focused on knowing their needs and desires, measuring the extent of their satisfaction, and the extent of customers' ability to pay for the purchases that the organization produces or the services it provides, and studying the relationship between customers and distributors because this relationship plays an important role in determining the success of the organization and delivering its reputation and fame to customers and developing the relationship with distributors as they bear an important part of the responsibility of delivering goods to the final customer.

2) Suppliers: Suppliers take a large share of the organization's concerns because of their major role in determining their fate. They also have a significant weight in the final work of the organization as the financier and provider of production requirements, and they have a great weight with regard to the total cost and timing of supply, so the organization is vigilant Active around suppliers to know their ability to finance them at the lowest costs, their financial capabilities, the services they provide, methods of motivating them, and following the permanent relations between them, because of the suppliers' negotiating power that affects the activity of the organization, as well as it enhances the possibility of resorting to the organization's vertical integration because they can abandon the organization and go to other organizations, It is the responsibility of the organization to work on building cooperative relations rather than competitive ones that allow the publication of transparent information that helps its circulation, and then the organization determines its strategies according to this information. Suppliers are one of the most important sources for obtaining information related to competitors, technology and the development of prices for primary resources (Monsef, 2018: 191 -194).

Based on the foregoing, the researcher believes that commercial vigilance, as it can be called (marketing vigilance) and (suppliers vigilance), monitors and follows up the tastes, behavior and trends of tourists to achieve their desires and needs at the lowest costs and highest quality to gain their satisfaction and the organizations in general and the tourism organization in particular and build good relations with suppliers Because they are an important resource in obtaining important information about competitors and their ability to select products or services produced by the organization at the lowest cost, which leads to ensuring a permanent competitive advantage.

d- Technological vigilance

Technology has become an important matter for the permanent growth of organizations and requires them to control and continuously monitor the technical and technological developments that occur in their environment. Technological vigilance is based on the development of new approaches and methods for converting resources into products and services and technology applied in the use of machines and in the transformation of primary resources, in the development of production and the provision of services. Technological vigilance means "the activity through which the organization monitors and monitors the scientific and technological environment associated with it, meaning the effort and intensification of efforts by the organization and the use of means for the purpose of knowing technological developments and everything that is modern in the field of the organization's activity now or in the future" (Martine, 1991:11).

The activity of technological awakening relates to information related to research and development, permits and transfers, and to achieve a precedent in the field of technological innovations and innovations, and its interest is focused on technological and technical developments, scientific discoveries, technological innovation, improvement of industry steps, research, reports and patents (Kogel, 2012: 42). As well as minimizing surprises related to technological developments and the behavior of competitors in that field, technological vigilance depends on several elements, including:

> 1) Continuous analysis of patents related to the organization's field of work and study of technological markets to know the entrants and exits of those markets.
> 2) Searching for technological opportunities provided by the external environment to try to seize them, and to what extent the organization can protect itself from imitation of competitors and industrial espionage (Durra 2014: 221).

In general, technological vigilance is concerned with researching and gathering information related to standards and the environment, especially in the highest performing industry. Many technologies, especially polluting ones, are threatened with extinction, so a path must be opened towards discovering future technologies with technological advantages and opportunities that help them reduce potential risks and threats in the environment and allow them to acquire technological knowledge that they employ in developing and extending technological solutions (Dalila, M, 2012:11)) .

Visible and tangible technological change is a double-edged sword, as it generates opportunities and opens horizons for some organizations active in the field of business administration and creates anxiety and threat to some organizations that are oblivious to this change or fixed on a particular technology, and in order to excel, succeed and stay in the market, organizations must keep pace with technological change In order to adapt to it, now and in the future, to avoid its negative effects as much as possible (Barney, 2006:35).

Based on the foregoing, the researcher believes that technological vigilance has a significant and important impact in achieving success and excellence through good organization of technological vigilance carried out by organizations, monitoring their technological environment and discovering distinctive technological methods and means in the production of goods or services to customers, in addition to that they play an active role in reducing the element of Surprise related to technological developments or bypassing them if they occur and knowing the behavior of competitors in this field. Through the optimal use of advanced technologies, that is, it transforms raw materials in the fastest time and at the lowest cost, and here the importance of technological vigilance and its development over its competitors emerges.

Second: Organizational Excellence:

1- The concept of organizational excellence:
(Michael, 2018: 18) shows organizational excellence as "achieving superior and sustainable performance that meets the highest possible expectations of stakeholders." As for (Al-Shourouqi, 2018: 17), he defined organizational excellence as "a state of creativity and administrative and organizational excellence and the achievement of extraordinary high levels of performance, resulting in results and achievements that surpass those achieved by competing organizations, and are satisfied by customers and all stakeholders in the organization." . (Fonseca L., 2017, 37) asserts that organizational excellence is "a comprehensive way of working that leads to achieving a state of balanced satisfaction for all those who deal with the organization (employees and society), which increases the possibility of long-term success in work." As for (Goetsch, D. and Davis, S., 2018, 42), he defined it as "organizational excellence refers to continuous efforts to establish an internal framework of standards and processes that aim to engage and motivate employees to provide products and services that meet customer requirements within business expectations." And Alhefiti, et.al., 2019:749) defined it as "helping organizations to reform organizational performance applications and results, facilitates communication and information sharing in organizations, and can be used as performance management tools and perceptions and guides organizations in strategic planning and learning opportunities."
Based on the foregoing, the researcher believes that organizational excellence is (upgrading services or products to a level that matches the best of similar organizations within an administrative orientation and its continuity in all areas of the organization). Hotel and tourism, which focuses mainly on empowering and strengthening the hotel organization's members, improving their capabilities and making them more skilled to manage service work in the hotel organization. Developing the capabilities of internal operations, continuous support and development of human resources in order to achieve harmony with the general work in the hotel and tourism work environment)
The researcher also believes that the procedural definition of organizational excellence: (that it is to raise services or products to a level that matches the best of similar organizations within a distinct administrative orientation that is able to raise the level of competition and achieve excellence and its continuity in all areas of the organization).

2- Characteristics of Organizational Excellence:
Organizations that seek to achieve organizational excellence in performance have a set of characteristics that provide them with effectiveness and that reflect the organizations' ability to achieve their strategic goals of survival and growth, by responding to challenges in the external environment. These characteristics can be summarized as follows: (Alwan and Kazem, 2019: 346)
A- The mission of the organization is clear, well-formed and integrated, that is, the organizations that achieve organizational excellence have a clear, well-rounded and integrated message in terms of the set goals to be achieved, as well as the Excellence Management System that parallels these goals.

B- Stakeholders, the first step on the way to achieving organizational excellence is to identify stakeholders and identify all their needs. Stakeholders are any party that has an interest in the organization, as the organization must meet their requests in order to achieve organizational excellence.

C- Organizations need resources to carry out their operations, and the first of them should have control over the resources to maintain its distinction from other competing organizations, and some organizations may resort to obtaining these resources from outside when those resources are more efficient than their internal resources to achieve organizational excellence. .

D- Focusing on the various processes that lead to organizational excellence, such as the processes of creating new ideas or continuous improvement processes in various technical and human capabilities. (Mansoor and Al-Khafaji, 2010: 59)

E- The management of organizations should work on developing clear and understandable strategies in order to achieve the desired goals. The distinguished organization should have an efficient management that encourages creativity and innovation and supports the performance of working individuals to reach organizational excellence.

The characteristics that organizations must have for organizational excellence can be explained as shown in the figure:(2) below.
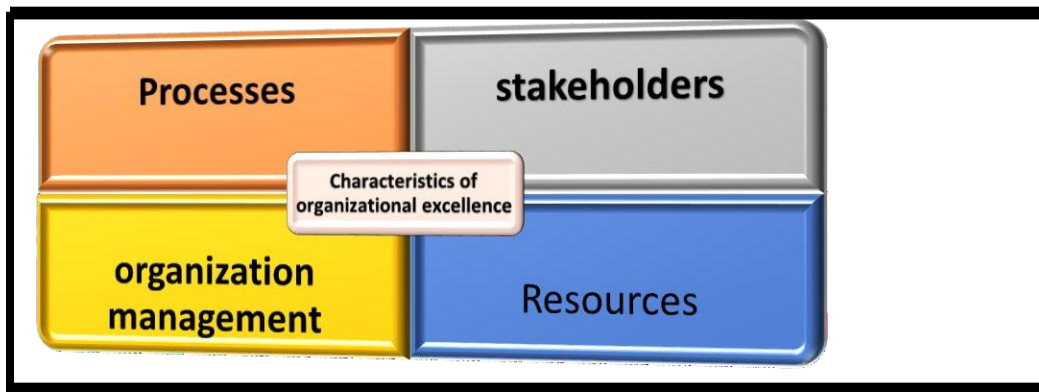

Figure (2) Characteristics of organizational excellence

Source: Kotler Philip, (2000), "Marketing Management", prentice Hall, New Jersey, U.S.A., p. 40

The researcher believes from what has been mentioned that tourism organizations must possess characteristics and qualities that distinguish them from other organizations in the same sector, in order to possess qualifications, skilled leadership, resources and new ideas that distinguish them from others.

3- Dimensions of organizational excellence:
   The researchers differed in accurately defining the dimensions of organizational excellence, some of them identified them with three dimensions (organizational culture, strategy and leadership), while others identified five dimensions represented by (management skills, team building, culture, reward system and strategic survival), and after reviewing what the researchers presented and the contents of the studies From different dimensions, the researcher shed light on the following dimensions (leadership excellence, organizational culture, subordinates, strategy, and service delivery) as they are more comprehensive, harmonious and integrated dimensions, and the following is an explanation of those dimensions:

A- Leadership Excellence:

Leadership is a complex process in which a person influences others to accomplish a task or goal and directs the organization in a way that makes it more coherent. Leadership excellence is one of the most important pillars upon which modern management is based, as it requires a high ability from the leader to be able to keep pace with the developments and changes imposed by the era of knowledge on All positions that may have the opportunity to increase competition and may push them towards excellence (Aldalimy, 2019:5), and leadership is the core and center of the administrative process. Efficient leadership is one of the most important basic features that contribute to achieving excellence for the organization and giving it a competitive advantage over the rest of the organizations, as he knows it (Abu Al-Ela, 2013: 72) as (the process of influencing and inflaming enthusiasm in individuals to carry out their work enthusiastically and voluntarily without the need to use official authority, since the real leadership is the one that actually derives its authority from the personality of the leader himself, his experiences and his abilities to deal with individuals and constitutes the internal motivation to do business for the purpose of achieving The objectives of the organization), as for leadership excellence, it means the ability of leaders to exploit material and human resources, and it was defined (Hussain and Danuk, 2017: 184) as (the ability to influence In the behavior of others to achieve goals that fully respect their freedom and views and enable the group (managers and employees) to participate together in the process of development, exchange and transition to the vision of sustainable success), Allozi, et.al., 2017:17) indicated that leadership excellence is The degree of the leader's ability to exploit organizational opportunities and provide opportunities for development and acceptance of the business challenge in a way that helps organizations deal with various processes and crises.

Leadership has a great impact in achieving excellence through its role in developing the capabilities of individuals working in the organization and motivating them and pushing them towards creativity and innovation using effective relationships and the ability to renew creative thinking, and its role in encouraging the spirit of competition among the members of the organization in order to reach creative and renewable ideas. Excellence in the hearts of working individuals is an essential task to achieve excellence, as the leader who is not able to instill those values in the present will only reap failure in the future. Perhaps the role played by (Jack Welch) when he identified excellence as one of the basic values of the (General Electric) organization led to Unprecedented organizational results in the history of this organization (Al-Ta'i and Al-Qaisi, 2016: 34). The study (Hinkin, 2011:35) identified a number of specifications that can be considered the specifications of the distinguished leader who is able to reach organizational excellence in the hotel sector, which can be identified as follows:

1) The strength of personality: which is concentrated in the ability to make the best decisions among the options and alternatives and to work in the face of challenges in the hotel environment in particular, considering the hotel sector is very sensitive to any security, political or economic emergency, and then it requires speed in decision-making and in a sober manner.

2) Audacity: This is embodied in the hotel leadership's ability to enter into new work environments through the expansion of tourism activities in new locations or in different activities not previously reported, which poses a challenge to the workforce in the sector,

and therefore the restrictions on entering the sector and the result of capital intensity the worker poses a great challenge that needs double boldness from the hotel leadership

3) Flexibility in dealing with variables in the external environment: The leader's work is characterized by broad thinking, and therefore the leader's mentality is open to more than one direction and is able to deal with variables in an instant, proactive and responsive at other times.

4) Proximity to the owners working within the hotel organization, especially the workers who are in contact with the guest, which puts the workers in direct communication with the administration and puts the leadership in the position of daily interaction with each of the hotel workers on the one hand and knowledge of the public's opinions on the other hand

5) Positive thinking: The hotel leadership has a great impact in pushing the wheel of work in a positive direction, even though the hotel business deals with an element that may form a complex, which is that the evaluation process for the service provided is often based on subjective criteria and moods in many cases, which may frustrate customers with The public, and therefore the administration's positive attitude and pushing it towards cooperation and open dealing, regardless of the difficulties.

Based on the foregoing, the researcher believes that the importance of leadership can be explained by the fact that its mission revolves around directing and influencing the human element, which occupies the first place among the various productive elements in the hotel organization, in addition to the fact that the behavior of the individual is difficult to anticipate and control because of the continuous changes in his feelings and attitudes towards different situations.

B- Distinguish the organizational culture:

Organizational culture is a common system of values and beliefs that leads to rules and ethics that govern administrative behavior, which results in finding a distinctive way for the organization's work. to success (Shuaib, 2014: 232), while (Al-Shahrani, 2017: 44) defined it as (the set of values, beliefs, ideologies, common behaviors and philosophy adopted by the organization among its members, which affects the level of behavior and performance and ultimately determines the identity of the organization in dealing and behavior with its internal environment The importance of organizational culture lies in achieving many personal, organizational and social goals, as mentioned (Al-Saadi, 2019: 42) in each of the following:

1) It forms behavioral models and relationships for management, which must be followed and guided by them.

2) Playing the role of a guide for working individuals and activities within the organization to direct thought and efforts towards achieving the goals and mission of the organization.

3) Determining the speed and manner of response of individuals to the movements of the organization's competitors, as well as the needs of its customers, which contributes to achieving the presence and growth of the organization.

4) Achieving internal and external integration between the members of the organization and the surrounding community, through adaptation and communication transactions between the organization and its external environment.

5) Create a sense of identity for the members of the organization (belonging) and contribute to creating a commitment among them to the appropriate behavior.

6) Consolidate the concepts of organizational loyalty and help in the stability and balance of the organization as a social system.

The distinction of organizational culture is an expression of the values of individuals who have influence in an organization, as these values affect decisions, management style, their relationships and interactions with their subordinates, and it is a composite fabric of ideas, beliefs, customs, traditions, ways of thinking, behavioral patterns, and common expectations among workers in the same organization. It affects its employees, shapes their personalities, controls their experiences, and at the same time affects the organization and is reflected in the quality of its services, performance efficiency, the quality of its outputs, and its ability to achieve excellence. (Al-Anzi, 2012: 9)

C- Excellence in human resources:

Excellence in the world of hotel organizations is the most important element at all, and attention to human resources has taken care of one of the most important phenomena that concern all officials in each of the various hotel and tourism organizations, and this is due to the fact that human resources represent the most important element that drives all jobs in the hotel in (Production, marketing, financing, etc.) and without the necessary human expertise and skills, the hotel industry cannot rise. Perhaps one of the reasons behind the interest in the workforce in organizations operating in developing countries is the feeling of low productivity and a lack of balance between supply and demand in the hotel and tourism disciplines.

Others believe that there are three practices with regard to the distinguished human resource, according to the frameworks and mechanisms of organizational excellence, as follows:

1) Specialized practices: These are the practices practiced by the human resources department in the hotel, whether this organization is affiliated with the state sector or the private sector. The number of these practices varies from one hotel to another, depending on the philosophy of senior management, the size of the hotel, and the type of technology adopted in providing services, and the most important of these practices are the characteristics of the labor market and the efficiency and skill of its workers are as follows:

- Analysis, description, arrangement and evaluation of hotel jobs.
- Human resource planning.
- Recruitment, which includes (attracting candidates to fill jobs / selecting the best candidates in light of vacancies / appointing and installing employees and placing the right person in the right place / evaluating the employee's behavior and performance / determining the reward in proportion to the requirements of the job / defining, designing, implementing and monitoring training and development programs / monitoring and evaluating the work environment for the purpose of achieving occupational health and safety and raising the morale of employees)

    2) Administrative practices: the practices that human resources management needs to accomplish its work and its specialized functions (Kim, Jungin, 2010, 238)

3) Consulting practices: represented in advising workers and all departments operating in the hotel, whether legally or technically, in addition to proposing improvements, development, instructions and regulations related to workers, including wages, incentives, services, working conditions, etc., and this requires that the human resources department be more closely related It relates to other departments in the organization and is more aware of its problems, deepens

its cooperation and understands its various affairs so that it can perform its advisory role as required (standen, 2004, 147).

One of the distinguished experiences in this context is what the management of the hotel (Concierge - Amsterdam) has done through a service called by the administration (the host), since in this hotel every guest has a special host, as the management indicated that (the idea of dividing the hosts is a new idea in which the concepts of concierge are mixed With the guest relations in order to give the guest customized services in which he feels that he is a source of great interest to the hotel management.Through this, these hosts arrange reservations and other preparations, introduce the sights of the city and provide advice with knowledge and experience in the field of tourism, archeology and hotel.It may even reach the point of introducing the guests to local citizens.)

D- Distinguish the strategy:
After the strategy excellence in achieving organizational excellence, it focuses on a mechanism that the organization follows in order to achieve its goals and future vision, by transforming it into realistic plans, programs and work procedures, which helps the organization to reach excellence. Mintzberg, et, al., 2003: 5) Strategy as: (a long-term vision of what the organization will be in the future, and it is more aware of its core capabilities and its competitors in the market), while Wheelen& Hunger, 2012:19) indicates that the strategy represents: (the master and comprehensive plan that shows the organization the way To achieve its mission and goals), as prepared by (Ahmed, 2017: 29): (the organization's response to the factors affecting the internal and external environment in which it operates, and thus linking its resources in the internal environment and the challenges and risks imposed by the external environment), the distinction of the strategy is the pursuit of organizations Businesses to achieve excellence through their actions according to an integrated and clear vision and the conviction that it is the right framework and the right approach to maximize the benefit of its current capabilities and resources in order to achieve the satisfaction of its customers (Al-Azzawi and Mohsen, 2017: 293).

(Al-Kharsha et al., 2013: 214) believes that distinguishing the strategy means that the employees of the organization look at its future with one perspective and a vision similar to that of the organization, and in a way that leads to interconnected relations, and within the expectation of environmental changes, in order to develop appropriate plans to adapt to them and the availability of a specific plan for the organization Supports training, learning and innovation.

Strategic excellence can be described as "the degree of excellence of the steps taken by the organization to achieve its vision and mission, and its interaction as a unified, comprehensive and integrated, linking the organization's advantages to its ability to face environmental challenges (Hosfeld Kathleen, 2008, 201).

The way to achieve excellence in the strategy, there are a number of stages for the hotel management to go through, as follows: (Al-Dhalayen, 2010, 156) (Al-Azzawi, 2013, 123).

1) The first stage: the strategic analysis of the internal environment that includes (organizational structure, organizational culture, human, material and information resources), and the external environment that includes (service users, competitors, and other political, economic, social and technological variables) in order to identify strengths And the weaknesses, opportunities and threats of an organization, for example, due to the increasing

environmental awareness, hotel organizations seek to present their activities as being environmentally friendly.

2) The second stage: formulating the strategy to include (the organization's mission, objectives and strategies, and specify options such as growth, stability, contraction strategy, etc.).

3) The third stage: working on the implementation of the strategy. In this stage, the hotel organization offers all its capabilities in order to develop ideas and options for the implementation site, which constitutes the most prominent challenge to demonstrate the extent of the ability of that organization and management to face the obstacles, difficulties or obstacles that may pose in reality. It may prevent the implementation of what was planned on paper to form a gap between reality and predetermined plans.

4) The fourth stage: It is the evaluation process through which the administration knows what has actually been achieved and whether it has been achieved according to what was planned and according to the planned timings and according to the budgets that have been allocated and according to the specifications that are actually required and other standards and methods adopted in the work The hotel administrations, and the administrations use a number of mechanisms in the evaluation process, including the balanced scorecard, in order to overcome the shortcomings in the financial indicators in the evaluation of strategic performance, which many consider to be the successful method and the most effective way to achieve a competitive advantage that supports strategic performance. Norton researchers presented & Kaplan in 1992 The Balanced Scorecard as a new system for translating the strategic evaluation of business organizations into concrete objectives and measures.

From the above, the researcher believes that the most important characteristics that distinguish the organization in order to achieve strategic excellence are: The hotel organization's strategy is based on the current and future needs of it and of all parties it deals with in the tourism business environment, and this requires opinion polls, research and other studies periodically in order to provide information Updated about the reality of work in the tourism and hotel environment. Finally, the need for a periodic review and update of the strategy.

E- Excellence in service provision:

The hotel service, in the tradition of hotel administrative work, is a reflection of all the activities, resources, individuals and philosophy of the hotel organization, that is, the service is the final product of the organization. Right.

Specialists believe that there are four elements through which any hotel service can be counted as one of the dimensions of organizational excellence, which are:

1) Comparative evaluation component: It is the process of providing a distinguished service by evaluating and comparing the practices of service activities applied in the hotel with the practices applied in other hotels that are characterized by their superior performance, and trying to implement or apply what is distinct from them in proportion to the capabilities and conditions of the hotel (Eraqi, 2003 :145)

2) Participation of employees: Providing distinguished service depends on the principle of employee participation on the concept of participatory management through the sharing of experiences, knowledge and information among employees within the organization at their different organizational levels, and in decision-making processes related to the provision of services, meaning that they are given the right to stop or not Providing a service that they believe does not meet the standards of excellence, as well as managers encourage workers to express their opinion and perceptions about the best ways to perform service, and the

importance of the element of worker participation is due to the fact that the guest, through his consumption of the service, judges the performance of the hotel as a whole and expects to meet his desires from the simplest employee to the manager General of the hotel (Lashely,2000:149)

3) Focus on the guest: The principle of the philosophy of "customer focus" is based on the concept known as customer orientation, and this is a marketing philosophy that benefits all marketing policies and plans for hotels. It must be directed primarily towards the customer and his satisfaction as a focal point for the hotel, and then according to the content of these Philosophy, the customer's needs and desires are the real entrance to the success of the hotel (Eraqi, 2003, 145)

4) Continuous improvement: No hotel can achieve organizational excellence without a commitment to continue to improve the quality of the services provided and work to develop them on a continuous basis, and this requires reducing error, reducing costs, developing the service method and developing new services that meet the evolving and changing needs of customers, and provide them with service in The right time and the right location for the guest (Timm,2002,174)

(Tariq, 2000, 79) considers that the process of providing distinguished service is carried out through three main entrances:

• Developing the service itself, such as improving the hotel's quality of service or the way it is provided.

• Developing the physical environment in which the service is provided, such as re-designing the hotel entrance and location.

• Development of secondary services accompanying the hotel service.

In this context, there is a discrepancy in the nature of the distinguished service from the point of view of both the guest and the service provider, which can be summarized as follows:

From the guest's point of view, it includes specifications or expectations such as:

1) Free from defects (zero defect).

2) Dazzling in service.

3) Technical support.

4) Availability of communication channels between the guest and the hotel

5) Availability of security and safety conditions in the service.

6) Low or no impact of the service on the environment.

7) The customer's special wishes that he can specify in the service.

- From the point of view of the organization or service provider and include specifications such as

1) Fulfilling the customer's desires

2) Achieving the highest gains and profits.

3) Reducing production costs and achieving competitive service price

4) Reducing the percentage of returns or rejections.

5) A change in the performance of the facility.

6) Developing work methods within the facility.

7) Reducing and shortening routine work procedures in terms of time.

8) Upgrading the skills and capabilities of employees.

9) Improving the work environment.

10) Continuous improvement of quality and management systems.

There are a number of rules that contribute to the development and improvement of the mechanism of providing service to customers (tourists) that must be followed because they are

at the heart of the hotel business, and the most important of these rules, including the following: (Hughes, 2003: 22)

1) Putting the customer in the first place by upgrading the level of services provided to
 match the expectations of the customer as well as trying to understand his desires and striving to provide them in an optimal manner.

2) Building long-term relationships by assisting and extending a helping hand to the customer in the post-sales process and ensuring that the customer is satisfied with what he has purchased.

3) Determining the organization's capabilities and weaknesses and working to strengthen those capabilities in restoring weaknesses in order to provide distinguished service to customers.

4) Listening to customers and knowing their needs by communicating with them and identifying mechanisms for improvement in providing future services.

5) Not blaming the employees in front of the customers, but rather analyzing the situation, apologizing and compensating the customers in a decent and calm manner.

6) Strengthening the concept of quality assurance among workers in the service provided to customers.

The researcher believes that the issue of defining the dimensions of organizational excellence at the hotel level in a unified way is not possible, as the process of achieving organizational excellence is in itself a moving concept according to a number of factors, including those related to the hotel organization itself, and others related to the nature of the environment surrounding the hotel organization, and from Then what we can consider dimensions of distinction in the work environment of developed countries are impossible conditions in the hotels of developing countries. The difference is vast in the nature of economic and technological data and other factors, which constitutes a major obstacle to the application of standards in a manner that does not take into account the nature of the surrounding environment. Of course, this difference is not justified. For hotel organizations in developing countries to move away from the standards of distinguished hotel work, but the management in these organizations has to take what distinguishes the organization based on the available resources. Tourism, with which operating organizations can communicate with the continuous developments in the hotel business worldwide, which has reached great levels of organizational excellence.

Third: The relationship between strategic vigilance and organizational excellence:

    Working with the strategic vigilance approach in the organization is one of the modern methods and one of the most important dimensions of work in distinguished hotels and one of the tools that increase the effectiveness of the organization. It includes granting greater powers and broader authority to the lower administrative levels in the organization in the processes of exploring and knowing the changing environment, and it focuses in many of its procedures on delegating powers from the leadership to the subordinates. The goal of adopting the approach of strategic vigilance is to create an empowered force that has the ability to understand the nature of the hotel organization that surrounds the organization and create a distinct organization that provides services that exceed the expectations and desires of the guests, and the awareness of workers and guests in this sense enhances their loyalty to devote and sustain the distinguished relationship between the two parties to the equation and enhance their satisfaction by launching Unleash their creative and innovative energies, and not link them to traditional and inflexible policies and procedures.

    Working with approaches, mechanisms and programs of strategic vigilance, including marketing, environmental and technological ones, are consistent in nature with the changes that affect the organizational structure, which gives the team a major role in improving performance

levels and enhances the sense of responsibility, and thus the manufacture of a distinguished hotel organization.

There is almost agreement among researchers that working under the mechanisms of strategic vigilance creates within the hotel individuals, especially at lower levels, a strong culture that raises the spirit of cooperation and commitment, and provides trust and security, and a sense of job satisfaction, belonging and loyalty to the organization, because it contains higher values and organizational traditions. In addition, it is an effective way to develop the perceptions and capabilities of subordinates. After delegating some of his powers, which constitutes the formation of a distinguished human resource, one of the elements and dimensions of organizational excellence.

It is possible to adopt an approach led by attentive leaders that keeps the role of the leader as a guide and perpetuates his relationship with all the members of the hotel organization to ascertain whether the person who performs the task needs additional guidance, and does he need assistance and support to root his experience and continue his progress, and this is what drives subordinates towards achieving the desired goals and this is excellence In leadership, in which organizational excellence is achieved, the attentive leader pays special attention to the dimension of individual appreciation, as he sees that subordinates walk with their inherent powers towards high levels of achievement in a manner consistent with the individual considerations of each of them, and then the role that strategic vigilant leaders must play goes beyond as a mere authority Supervising these subordinates to the coach and directing his employees and subordinates within the organization, and is permanently committed to developing them, taking into account the feelings and rights of others (internal and external public), to achieve their desired aspirations and reach organizational excellence. Strategic vigilance is also vigilance and long-term control in order to anticipate the future, and excellence in strategy is one of the dimensions of organizational excellence.

From the above, the researcher concluded that strategic vigilance affects positively and strongly in achieving organizational excellence, as well as tourism public relations, which have no less impact on achieving organizational excellence. We conclude from the foregoing, the final outcome of the study that strategic vigilance and tourism public relations have a positive, strong and effective impact in achieving organizational excellence, especially in the hotel tourism sector, which the study refers to as being in direct contact with tourists (guests).

The third axis

Practical side

First: To test the hypothesis of the main study (the first), which states (there is a significant correlation relationship between strategic vigilance and organizational excellence)

The correlation coefficient between strategic vigilance and organizational excellence was (0.576**) at the significance level (0.000), which is less than the significance level (0.05), which means rejecting the null hypothesis and accepting the alternative hypothesis which states (there is a significant correlation between strategic vigilance and organizational excellence) and this indicates that there is a significant correlation between strategic vigilance and organizational excellence, that is, whenever the surveyed hotels seek to apply strategic vigilance by preparing for and preparing for environmental changes, whether environmental, technological, competitive or commercial, this will have Positive reflection on achieving organizational excellence.

A- Testing the hypothesis (1-a), which states that (there is a significant correlation between the dimension of environmental vigilance and organizational excellence), as it is noted from Table (1) that the correlation coefficient between the dimension of environmental vigilance

and organizational excellence is (0.563** At the significance level (0.000), which is less than the significance level (0.05), which means rejecting the null hypothesis and accepting the alternative hypothesis which states (there is a significant correlation relationship between the dimension of environmental vigilance and organizational excellence) and this indicates that the researched hotels The more it seeks to achieve environmental vigilance, follow-up and monitor the most prominent changes and developments that occur on an ongoing basis, that achieves organizational excellence for hotels.

B- Testing the hypothesis (1-b), which states that (there is a significant correlation between the dimension of competitive vigilance and organizational excellence), as it is noted from Table (1) that the correlation coefficient between the dimension of competitive vigilance and organizational excellence is (0.402** At the significance level (0.000), which is less than the significance level (0.05), which means rejecting the null hypothesis and accepting the alternative hypothesis which states (there is a significant correlation between the dimension of competitive vigilance and organizational excellence). That is, there is a significant correlation between competitive vigilance and organizational excellence, that is, the management of the surveyed hotels, the more it tries to follow the competitors and know their movements and the services that are provided to tourists, the more this helps to give the rich information that hotels can invest in and then achieve organizational excellence.

C- Testing the hypothesis (1-c), which states that (there is a significant correlation between the dimension of commercial vigilance and organizational excellence), as it is noted from Table (1) that the correlation coefficient between the dimension of commercial vigilance and organizational excellence is (0.372 * *) At the significance level (0.000), which is less than the significance level (0.05), which means rejecting the null hypothesis and accepting the alternative hypothesis which states (there is a significant correlation relationship between the dimension of commercial vigilance and organizational excellence). This indicates the existence of a moral and acceptable correlation between commercial vigilance and the achievement of organizational excellence.

D- Testing the hypothesis (1-D), which states that (there is a significant correlation between the dimension of technological vigilance and organizational excellence), as it is noted from Table (1) that the correlation coefficient between the dimension of technological vigilance and organizational excellence is (0.307**) at the significance level (0.000), which is less than the significance level (0.05), which means rejecting the null hypothesis and accepting the alternative hypothesis which states (there is a significant correlation between the dimension of technological vigilance and organizational excellence). This indicates the existence of a significant correlation relationship between technological vigilance and organizational excellence, that is, whenever the ministry seeks to follow up on environmental and technological changes and everything related to technological development, this helps to achieve organizational excellence.

Table (1) Correlation values between the dimensions of strategic vigilance and organizational excellence		
Correlation value and significance level	Dimensions of the strategic vigilance variable	dependent variable

0.563**	Correlation value	environmental vigilance	organizational excellence
0.000	Sig		
0.402**	Correlation value	Competitive vigilance	
0.000	Sig		
0.372**	Correlation value	commercial vigilance	
0.000	Sig		
0.307**	Correlation value	Technological vigilance	
0.003	Sig		
0.576**	Correlation value	strategic vigilance	
0.000	Sig		
5		The number of accepted hypotheses	
%100		percentage	
Correlation is significant at the 0.01 level (2-tailed).**			

Source: Prepared by the researcher based on SPSS v.25

To test the sub-hypotheses of the association between the dimensions of the variable (strategic vigilance) and the dimensions of the variable (organizational excellence), as shown in Table (2).

1- Testing the hypothesis of the first sub-study, which states (there is a significant correlation between the dimensions of strategic vigilance and the leadership excellence dimension)

The value of the correlations between the dimensions (strategic vigilance) and the dimension (leadership excellence) as it is in Table (2) and respectively (0.610**, 0.363**, 0.312**, 0.198, 0.519**), most of them indicate the existence of significant correlation Positive and direct and at a level ranging between acceptable to average, except for the relationship between the technological vigilance dimension and leadership excellence, as the value of the correlation between them reached (0.198) and the value indicates that there is no correlation between them. Its value is (0.519**), which is a positive and average level relationship. This indicates that the dimensions of strategic vigilance have a good and effective relationship to achieving leadership excellence, except for the dimension of technological vigilance, which did not have an effective moral relationship on leadership excellence.

2- Testing the hypothesis of the second sub-study, which states (there is a significant correlation between the dimensions of strategic vigilance with the dimension of strategic excellence)

The value of the correlation relations between the dimensions of (strategic vigilance) and the dimension of (strategic excellence) as they are in Table (1), respectively (0.355**, 0.255*, 0.192, 0.201, 0.351**) and most of them indicate the existence of positive and direct significant

correlations at a level Acceptable, except for the relationship between the dimension (commercial vigilance and leadership excellence) and (technological vigilance and leadership excellence), as the correlation value between them was (0.192 and 0.201), respectively, as the value indicates that there is no correlation. In general, the value of the correlation between the variable of strategic vigilance and after the strategic distinction reached its value (0.351**), which is a positive direct relationship with an acceptable level. This indicates that some dimensions of strategic vigilance have an effective relationship to achieving strategic excellence, except for the dimensions of commercial and technological vigilance.

3- Testing the hypothesis of the third sub-study, which states (there is a significant correlation between the dimensions of strategic vigilance with the dimension of organizational culture excellence)

The value of the correlations between the dimensions of (strategic vigilance) and the dimension (discrimination of organizational culture) as it is in Table (2), respectively: (0.360**,0.221*,0.347**,0.275**,0.427**), all of which indicate the existence of relationships Positive and direct moral correlation at a level ranging from acceptable to average, but in total, the value of the correlation between the strategic vigilance variable and after the organizational culture was distinguished reached its value (0.427**), which is a positive direct relationship at an average level, and then this indicates that the dimensions of strategic vigilance Overall affect the dimension of organizational culture excellence. This indicates that all dimensions of strategic vigilance have an effective and essential role on the dimension of organizational culture distinction. Which indicates the dimensions of strategic vigilance that have a clear relationship to the events of excellence in organizational culture.

4- Testing the hypothesis of the fourth sub-study, which states (there is a significant correlation between the dimensions of strategic vigilance with the dimension of excellence in human resources)

The value of the correlations between the dimensions of (strategic vigilance) and the dimension (excellence in human resources) as they are in Table (2), respectively (0.301**,0.254*,0.316**,0.324**,0.423**), all of which indicate the existence of relationships Positive and direct moral correlation at a level ranging from acceptable to average, but in total, the value of the correlation between the strategic vigilance variable and after excellence in human resources reached its value (0.423**), which is a positive direct relationship at an average level, and then this indicates that the dimensions of strategic vigilance Overall affect the dimension of excellence in human resources. This indicates that all dimensions of strategic vigilance have an effective and essential role in the dimension of human resource excellence. This indicates that the dimensions of strategic vigilance have an effective role in achieving excellence in human resources within the surveyed hotels.

5- Testing the hypothesis of the fifth sub-study, which states (there is a significant correlation between the dimensions of strategic vigilance with the hotel services excellence dimension)

The value of the correlation relations between the dimensions of (strategic vigilance) and the dimension (distinguishment of hotel services) as they are in Table (2), respectively (0.497**, 0.425**, 0.251*, 0.182, 0.468**) and most of them indicate the existence of significant correlations Positive and positive and at a level ranging from acceptable to average, except for the relationship between the technological vigilance dimension and the hotel services distinction dimension, as the value of the correlation between them reached (0.182) and the value indicates that there is no correlation between them, but in total, the value of the correlation between the strategic vigilance variable and after the services distinction The hotel

services have a value of (0.468**), which is a positive direct relationship at an average level, and then this indicates that most of the dimensions of strategic vigilance generally affect the dimension of excellence in hotel services. This indicates that all dimensions of strategic vigilance have an effective and essential role on the dimension of excellence in hotel services. This indicates that the dimensions of strategic vigilance and its adoption by the surveyed hotels will have an active and clear role in the excellence of hotel services.

Table (2) Correlation values between the dimensions of strategic vigilance and the dimensions of organizational excellence						
Dimensions of organizational excellence					Correlation value and significance level	Dimensions of the strategic vigilance variable
Excellence in hotel services	Excellence in human resources	Distinguish the organizational culture	Strategic Excellence	Leadership Excellence		
0.497**	0.301**	0.360**	0.355**	0.610**	Correlation value	environmental vigilance
0.000	0.003	0.000	0.000	0.000	Sig	
0.425**	0.254*	0.221*	0.255*	0.363**	Correlation value	Competitive vigilance
0.000	0.014	0.034	0.014	0.000	Sig	
0.251*	0.316**	0.347**	0.192	0.312**	Correlation value	commercial vigilance
0.015	0.002	0.001	0.065	0.002	Sig	
0.182	0.324**	0.275**	0.201	0.198	Correlation value	Technological vigilance
0.081	0.002	0.008	0.054	0.057	Sig	
0.468**	0.423**	0.427**	0.351**	0.519**	Correlation value	strategic vigilance
0.000	0.000	0.000	0.001	0.000	Sig	
4	5	5	3	4	The number of accepted hypotheses	
80%	100%	100%	%60	80%	percentage	
.**Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).						
Sample size = 93						

Source: Prepared by the researcher based on the outputs of SPSS V.25

The hypothesis that states (there is a significant effect between the dimensions of strategic vigilance in organizational excellence) will be tested for the purpose of estimating the effect of the dimensions of strategic vigilance (X) on organizational excellence (Y). The following sub-hypotheses were derived from it:

1- Testing the main hypothesis that states (there is a significant effect between strategic vigilance in organizational excellence)

To test the hypothesis that states the following (there is a significant effect between strategic vigilance in organizational excellence), the analysis will be done according to the simple linear regression model, as follows:

Organizational Excellence = 0.894 + 0.576 (Strategic Vigilance)

The value of (F) calculated between strategic vigilance in organizational excellence was (45.171). And it is greater than the tabular value (F) of (3.94) at the level of significance (0.05), and accordingly we reject the null hypothesis and accept the alternative hypothesis which states (there is a significant effect between strategic vigilance in organizational excellence) at the level of significance (5%), i.e. With a degree of confidence (95%), and this indicates that there is an effective and strong impact of strategic vigilance in influencing organizational excellence, as the more hotels surveyed seek to apply strategic vigilance and prepare for the future. Through environmental, competitive, technological and commercial vigilance, this helped to effectively influence the hotel surveyed to reach levels of organizational excellence. And through the value of the coefficient of determination (R^2) of (0.332), it is clear that strategic vigilance explains 33% of the variables that occur in organizational excellence, while the remaining percentage (67%) is due to other variables that are not included in the study model, and It is clear from the value of the marginal slope coefficient (β) of (0.576) that an increase in strategic vigilance by one unit will lead to an increase in organizational excellence by (58%), the value of the constant (α) in the equation (0.894), meaning when the strategic vigilance is equal to For zero, organizational excellence will not be less than this value.

a. Testing the hypothesis (1-a), which states (there is a significant effect of the dimension of environmental vigilance in organizational excellence), as it is noted from Table (3) the following:

Organizational Excellence = 0.443 + 0.563 (Environmental Vigilance)

The value of (F) calculated between the dimension of environmental vigilance in organizational excellence was (42.133). It is greater than the tabular value (F) of (3.94) at the level of significance (0.05), and accordingly we reject the null hypothesis and accept the alternative hypothesis, which states (there is a significant effect of the dimension of environmental vigilance in organizational excellence) at the level of significance (5%), i.e. With confidence (95%). Which indicates that the researched excellent hotels' interest in environmental study and analysis and knowledge of the most important variables and developments in which they are located, this will work to achieve organizational excellence. And through the value of the coefficient of determination (R^2) amounting to (0.316), it is clear that after environmental vigilance explains 32% of the variables that occur in organizational excellence, while the remaining percentage (68%) is due to other variables that are not included in the study model. It is clear from the value of the marginal slope coefficient (β) of (0.563) that an increase in the dimension of environmental vigilance by one unit will lead to an increase in organizational excellence by (56%). The value of the constant (α) in the equation is (0.443), meaning when the dimension of environmental vigilance is equal to zero, the organizational excellence will not be less than this value.

B. Testing the hypothesis (1-b), which states (there is a significant effect of the dimension of competitive vigilance in organizational excellence), as it is noted from Table (3) the following:
Organizational Excellence = 0.895 + 0.402 (Competitive Vigilance)
   The value of (F) calculated between the competitive vigilance dimension in organizational excellence was (17,496). And it is greater than the tabular value (F) of (3.94) at the level of significance (0.05), and accordingly we reject the null hypothesis and accept the alternative hypothesis which states (there is a significant effect of the dimension of competitive vigilance in organizational excellence) at the level of significance (5%), i.e. With confidence (95%). This indicates that the presence of competitive vigilance, observing competitors and their movements, and knowing what is being provided compared to the services that are provided, will have an effective and influential role in achieving organizational excellence. And through the value of the coefficient of determination (R^2) of (0.161), it is clear that after competitive vigilance explains (16%) of the variables that occur in organizational excellence, while the remaining percentage (84%) is due to other variables that are not included in the study model. It is clear from the value of the marginal slope coefficient (β) of (0.402) that an increase in the competitive vigilance dimension by one unit will lead to an increase in organizational excellence by (40%). The value of the constant (α) in the equation is (0.895), meaning when the After competitive vigilance is equal to zero, organizational excellence will not be less than this value.
C. Testing the hypothesis (1-c), which states (there is a significant effect of the dimension of commercial vigilance in organizational excellence), as it is noted from Table (4) the following:
Organizational Excellence = 1.508 + 0.372 (commercial vigilance)
The value of (F) calculated between the dimension of commercial vigilance in organizational excellence was (14,631). And it is greater than the tabular value (F) of (3.94) at the level of significance (0.05), and accordingly we reject the null hypothesis and accept the alternative hypothesis which states (there is a significant effect of the dimension of commercial vigilance in organizational excellence) at the level of significance (5%), i.e. With confidence (95%). This indicates that commercial vigilance has an effective and strong impact on organizational excellence. And through the value of the coefficient of determination (R^2) amounting to (0.139), it is clear that after commercial vigilance explains (14%) of the variables that occur in organizational excellence, while the remaining percentage (86%) is due to other variables that are not included in the study model. . It is clear from the value of the marginal slope coefficient (β) of (0.372) that an increase in the dimension of commercial vigilance by one unit will lead to an increase in organizational excellence by 37%. The value of the constant (α) in equation (1.508), meaning when the dimension of commercial vigilance is equal to zero, the organizational excellence will not be less than this value.
   D. Testing the hypothesis (1-d), which states (there is a significant effect of the dimension of technological vigilance in organizational excellence), as it is noted from Table (3) the following:
Organizational Excellence = 1.967 + 0.307 (Technological Awareness)
   The value of (F) calculated between the dimension of technological vigilance in organizational excellence was (9.493). And it is greater than the tabular value (F) of (3.94) at the level of significance (0.05), and accordingly we reject the null hypothesis and accept the alternative hypothesis which states (there is a significant effect of the dimension of technological vigilance in organizational excellence) at the level of significance (5%), i.e. With confidence (95%). This indicates that technological vigilance has an effective and influencing role on organizational excellence. That is, the more interested the surveyed hotels are in technological developments and changes, the more this helps to achieve organizational success and excellence. And through

the value of the coefficient of determination (R^2) of (0.094), it is clear that after technological vigilance explains (9%) of the variables that occur in organizational excellence, while the remaining percentage (91%) is due to other variables that are not included in the study model. . It is clear from the value of the marginal slope coefficient (β) of (0.307) that an increase in the technological vigilance dimension by one unit will lead to an increase in organizational excellence by (31%). The value of the constant (α) in equation (1.967), meaning when the technological vigilance dimension is equal to zero, the organizational excellence will not be less than this value.

Table (3) Analysis of the dimensions of strategic vigilance in organizational excellence

sign	Sig	(T) computed value	(F) computed value	The coefficient of determination (R²)	The value of the standard marginal slope coefficient (β)	fixed limit value (α)	dependent variable	Dimensions of the strategic vigilance variable
دال	0.000	6.491	42.133	0.316	0.563	0.443		environmental vigilance
دال	0.000	4.183	17.496	0.161	0.402	0.895		Competitive vigilance
دال	0.000	3.825	14.631	0.139	0.372	1.508	organizational excellence	commercial vigilance
دال	0.003	3.081	9.493	0.094	0.307	1.967		Technological vigilance
دال	0.000	6.721	45.171	0.332	0.576	-0.894		strategic vigilance
Tabular value (F) = 3.94 Tabular value (t) = 1.660 Sample size = 93

Source: Prepared by the researcher based on SPSS v.25

Testing the sub-hypothesis (fifth), which states (there is a significant effect between the dimensions of strategic vigilance together in organizational excellence) as shown in Figure (3) Table (41) shows the moral indicators among the dimensions of strategic vigilance in organizational excellence, and they can be expressed by the following equation.

$$Y = α + β_1X_1 + β_2X_2 + β_3X_3 + β_4X_4$$
$$Y = -0.847 + 0.418X_1 + 0.139X_2 + 0.099X_3 + 0.139X_4$$

It is clear from Table (3) that:
a. The estimated value of (F) for the model was (12.957). And it is greater than the tabular value (F) of (2.56) at the significance level (0.05), and accordingly we accept the hypothesis and this means (there is a significant effect between the dimensions of strategic vigilance together in

organizational excellence) at the level of significance (5%), i.e. with a degree of confidence. 95%) and this indicates that the dimensions of strategic vigilance, when applied together within the surveyed hotels, will have a positive and effective impact on the arrival of the surveyed hotels towards achieving organizational excellence. It is evident from the value of the coefficient of determination (R^2) of (0.353), it is clear that the dimensions of strategic vigilance are able to explain 35% of the changes that occur in (organizational excellence), while the remaining percentage (65%) is dependent on other variables not included in Study model.

b. Using the (Stepwise) method of testing the variables and after deleting the non-significant variables, it becomes clear that the model ultimately depends on the (environmental vigilance) dimension, as the calculated (F) value of the new model reached (42.133), which is greater than the tabular F value of (3.18).) at the level of significance (0.05), i.e. with a degree of confidence (95%). That is, environmental vigilance is stronger than the dimensions of strategic vigilance, which has an active and influential role on organizational excellence compared to competitive, commercial and technological vigilance. That is, the surveyed hotels did not give a balance in attention between the dimensions of strategic vigilance compared to environmental vigilance, which had greater interest and therefore appeared in a way morale. The model can be expressed in the final form as follows:

$$Y = \alpha + \beta_1 X_1$$
$$Y = 0.443 + 0.563 X_1$$

c. Through the value of the coefficient of determination (R^2) of (0.316), it is clear that the dimension of (environmental vigilance) is able to explain 31% of the changes that occur in (organizational excellence), while the remaining percentage (69%) is dependent on other variables that are not included in the study model.

D. It is clear from the value of the marginal slope coefficient of the environmental vigilance dimension of (0.563) that an increase in the environmental vigilance dimension by one unit will lead to an increase in (organizational excellence) by (56%)
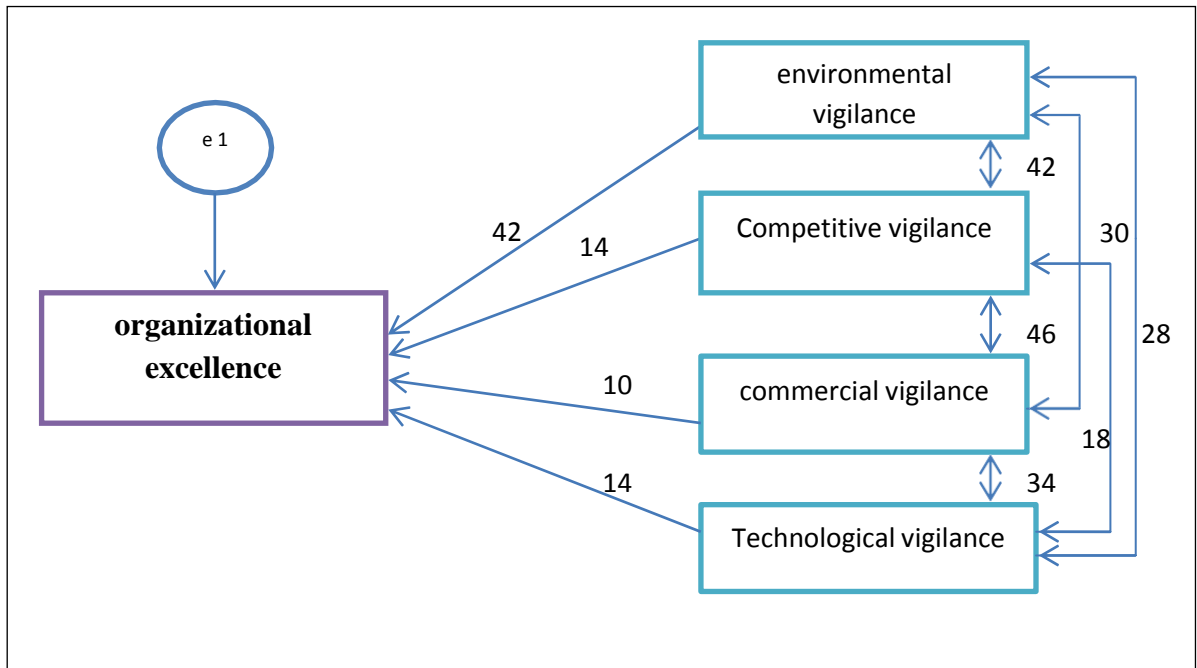
Figure (3) The impact of the dimensions of strategic vigilance on organizational excellence

Source: Prepared by the researcher based on the outputs of the program AmosV.2 .5

Signifi cance level at)0.05(	Sig	The calcula ted F value	Select ion para meter value R2	dimens ional value Techno logical vigilan ce B4	dimens ional value comme rcial vigilan ce B3	dimens ional value Compe titive vigilan ce B2	Values dimens ion of enviro nmenta l vigilan ceB1	fixed limit value	Dimensions of strategic vigilance
Table (4) shows the moral indicators between the dimensions of strategic vigilance in organizational excellence using multiple linear regression									
There is an effect	0.000	12.957	0.371	0.139	0.099	0.139	0.418	0.847-	**The complete model for the dimensions of strategic vigilance in organizational excellence**
There is an effect	0.000	42.133	0.316	---	---	---	0.563	0.443	**The final form using the stepwise method**

Significant Variables (Environmental Vigilance)

Non-significant variables (competitive alertness, commercial alertness, technological alertness)

Source: Prepared by the researcher based on the outputs of SPSS V.25

The fourth topic

Conclusions and Recommendations

First, the conclusions:

The analyzes included in the practical side of the study showed a set of data, which contributed to the researcher's derivation of some of the following conclusions:

1- Strategic vigilance

A- The premium class hotels have adopted working in accordance with the state's ideology, economic philosophy, and laws that set it in its environmental vigilance.

B- It showed in the excellent class hotels of the city of Baghdad monitoring the activities and movements of its competitors from other hotels according to their competitive environment.

C- Premium-class hotels have adopted providing services and manufacturing methods that meet the requirements of guests and tourists in order to obtain the satisfaction of tourists.

D- Hotel organizations have demonstrated their efforts to adopt modern technologies in providing their services to guests.

2- Organizational Excellence

A- It was found in the premium-class hotels that the hotel manager made appropriate plans according to the data that emerge from the desires and needs of the tourists.

B - It showed in the premium class hotels that there is a strategy formulated for cooperation between more than one party (all departments).

C- Premium class hotels have adopted common values between employees and senior management.

d- The excellent class hotels have demonstrated their efforts in developing the competencies of their employees, which in turn help in achieving creativity and excellence.

E- The procedures for providing technical services to tourists at the speed desired by the tourists or guests are established in the premium class hotels.

3- The relationship of strategic vigilance to organizational excellence

A- Premium-class hotels direct the activities of strategic vigilance in improving their organizational excellence, which is evident to you through investing in the vigilance strategy mainly as well as its interest in technological vigilance that supports excellence in providing services in premium class hotels.

B- Excellent class hotels are keen on managing strategic vigilance in general and managing commercial vigilance in improving the mechanisms that hotels follow in order to achieve their goals and future strategic vision.

Second: Recommendations

The second topic aims at a set of recommendations based on the practical conclusions mentioned in the first topic, as follows:

1- The dependence of the premium class hotels on improving the workforce that wants to reach a mechanism in the short and medium term, especially trying to maintain its distinguished position in the market and its relations with the external environment through adaptation and maintaining strategic vigilance in order to reach a distinguished organization through the following mechanisms or recommendations :

a- Employing workers according to the job description and their suitability to the type of work

B- Orientation towards universities and institutes in the field of tourism, and finding cooperation plans in terms of employing the best and talented people and benefiting from the theses submitted by graduate students.

2- Giving priority to planning operations in detail, by studying the causes and results, as there are no clear plans on how to confront current and future crises, for example, facing the Corona epidemic in premium-class hotels.

3- Paying attention to competitive, commercial, and technological vigilance, i.e., premium-class hotels do not have them or have not given a balance of attention between the dimensions of strategic vigilance compared to environmental vigilance.

4- Holding conferences, seminars, exhibitions, festivals, publishing in books and magazines, and broadcasting advertisements in advertising media for the surveyed hotels, in order to reach the needs and desires of tourists (guests) through horizontal communication processes.

5- Focusing on oversight, meaning that employees do their jobs well through self-monitoring.

6- Establishing good relations and increasing understanding and harmony between the surveyed hotels and their guests and trying to discover desires and trends and meet them.

7- Raising the level of tourism services for the surveyed hotels and paying attention to the way they perform to gain the confidence of tourists (guests).

8- Correcting misconceptions about tourism and its organizations in the country and doubts about the performance of employees in the tourism business.

9- Establishing continuous relationships with media outlets at home and abroad, and this benefits the organization during and before the tourist seasons.

10- Holding awareness and education sessions for workers in the investigated hotels, to be alert to crises and to confront them.

11- Being alert to the new changes that occur in the external environment, including technological techniques and competitive forces.

12- Anticipate problems, especially in the political and health conditions, and develop appropriate treatments and solutions for the development of the hotel sector.

13- Attracting competencies and hotel leaders who have intuition and a sense of anticipating problems and developing modern mechanisms to reach the provision of distinguished services.

14- Presenting creative ideas by the members of the surveyed hotels and rewarding the good ones, and entrusting the responsibility for their implementation to the presenter, in a way that increases the hotel's productivity in a distinct manner, in quantity and quality.

15- Adopting modern technology methods, introducing programming and computers in all hotel services, and linking its departments and units with an electronic network.

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