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The Role of Delegation of Powers in Achieving the Competitive Strategy in the Management of Tourist Sites in Jordan

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Abstract:

The objective of the study was to measure the role of delegation of authority as an independent variable in achieving the competitive strategy in its dimensions (Least cost leadership, differentiation, and the focus). as a dependent variable in the management of tourist sites in Jordan. To achieve the objectives of the study, the researcher constructed the questionnaire as a study tool, (250) director and head of the department of tourism sites management in Jordan, where the number of respondents (239) director was excluded (6) questionnaires for lack of validity for analysis, and the number of questionnaires valid for analysis (233).

In order to answer the questions and hypotheses of the study, the data were analyzed using the SPSS, V.17. The computational averages, the standard deviation, the multiple regression, the differential comparisons were calculated in a smaller difference, and the T test was used for the independent samples.

The study reached a number of results, the most important of which is that the management of tourism sites in Jordan did not give importance to and encourage the use of delegation of powers by managers; there is no effect after the delegation of powers to achieve the competitive strategy.

The study recommended a set of recommendations, the most important of which is to guide managers and encourage them to delegate powers to subordinates in different jobs, and encourage them to do so by empowering creative workers to work and strengthen them with the required skills and skills, and delegating part of the powers to the distinguished employees and follow them in their ability to make decisions.

Keywords: *Delegations of powers, competitive strategy, least cost leadership strategy, differentiation strategy, focus strategy*

1. Introduction

Business organizations of all sizes and fields face many changes, challenges and rapid changes in their different environments due to global openness, globalization and development in the field of communications and information technology (Philip, 2007).

The delegation of authority is one of the most important tasks in the management of tourist sites in Jordan and plays a major role in the successful management of the administrative processes and achieving the goals of the desired organizations (Abu Sheikha, 2009) to ensure that managers must work to adopt the concept of delegation of powers well, Today, service discrimination is an essential and vital role in determining the status of organizations in the market (Jack, 1995)

This study was carried out to reveal the role of delegation of powers in achieving competitive strategy by excluding them (Least cost leadership, differentiation, and the focus) in the management of tourist sites in Jordan.

2. Study Problem

The technological and cognitive development and the great progress witnessed by this era have led to increasing attention to the delegation of powers, to taking advantage of the available time and to reducing the lost time through the preliminary observation and study conducted by the researcher to manage tourist sites in Jordan through the interview, Twenty managers in the management of tourist sites in Jordan, and after the interview to poll their opinions and answer questions, it was found that (13) directors of the origin of the exploratory society are not aware of the importance of delegation of powers to managers, also found that the majority of managers follow their official work And do not realize the importance of delegating authority, At the beginning of this indicates loyalty to work, but this means something else and may result in negatives and problems on the personal, official and social level, and this leads to the lack of time managers to monitor and follow their subordinates closely, also full-time to think about important strategic processes in the organization,

This is at the time of official action, where no active investment is invested in favor of the organization as much as it is an investor in the right manner.

3. Study Importance

The importance of the study stems from its variables, the independent variable, the delegation of authority and the dependent variable, the competitive strategy and the justification for their choice. The importance of this study becomes even more important if we consider the importance of delegating the powers available to managers as a variable that permeates every part of the administrative process. Thus, management and optimal use of delegation is the best way to increase the efficiency and effectiveness of the management of tourist sites in Jordan to achieve its objectives.

We do not take advantage of delegating the powers that are available to us and we bear the responsibility of premeditation. Therefore, the delegation of powers must be in our memory an important and necessary element of every step we take, whether it was related to our private lives, our duties or what was within our goals and ambitions

Hence, the delegation of powers must be made a culture respected by all in order to achieve the desired results in our lives and our work, and it is our duty to educate the promising generations to come.

The importance of the study can be determined in the following points:

- Determining the importance of delegation of powers and their role in achieving the competitive strategy in the management of tourist sites in Jordan.
- Provide researchers, stakeholders and decision makers with a theoretical and field framework on the subject of delegation of powers and effectiveness in achieving the competitive strategy in the management of tourist sites in Jordan.

4. Study Objectives

The study aims at discussing the delegation of powers in the management of tourist sites in Jordan and its role in achieving competitive strategy. The delegation of powers is an important resource that requires employees, regardless of their administrative and professional positions, to realize the importance of delegating authority and how to deal with it efficiently and effectively. The objectives of this study are as follows:

- Provide a theoretical framework on the delegation of powers through reference to books and previous studies related to this subject.
- Learn how to deal with delegation of powers from the point of view of managers in the management of tourist sites in Jordan.
- Identify the level of competitive strategies (Least cost leadership, differentiation, and the focus).
- Defining the role of delegation of powers in achieving the competitive strategy in the management of tourist sites in Jordan.
- To make recommendations and proposals on the mechanism of using the delegated authority in the management of tourism sites in Jordan and their contribution to the creation of competitive strategy in the light of the results reached.

5. Study Model

The model of the study includes an explanation of the main variables (dependent and independent) associated with this study. The independent variable model illustrates the delegation of authority. On the other side, the dependent variable is the competitive strategy (Least cost leadership, differentiation, and the focus

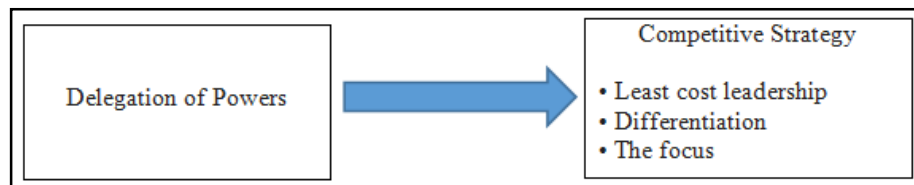


Figure 1

6. Study Hypotheses

The study seeks to test the following hypotheses that are based on the objectives of the study:

The main first hypothesis:

There is no statistically significant effect at the level of α ((0.05) for the delegation of competencies to competitive strategies (Least cost leadership, differentiation, the focus) in general in the management of tourism sites in Jordan.

- First Hypothesis: -There is no statistically significant effect at the level (α 00.05) to delegate authority to the strategy of least cost leadership in the management of tourist sites in Jordan.
- Second Hypothesis: -There was no statistically significant effect at the level (α 00.05) for assigning authority to the strategy of differentiation in the management of tourist sites in Jordan.

- Third Hypothesis: -There was no statistically significant effect at the level (α 00.05) for delegation of powers to the strategy of focus in the management of tourist sites in Jordan.

7. Literature Review

7.1. Delegation of Powers

The transfer or authorization of powers temporarily from a person at a certain administrative level to another person at another administrative level, the delegation is entrusted to the responsible officer for the important issues and save time for planning activities and the speed of decision-making and problem solving, effective delegation requires the president to ensure efficiency The ability of the delegated authority, and the process of delegation of authority does not lead to delegation of responsibility (Al-Abbadi,2012).

Authorization is one of the most important skills a successful manager must have. Well-qualified people have time to plan, organize and train employees, while people who do not have good delegated skills are often too busy to work and do not have enough time To accomplish all the tasks (Al-Tarawneh, 2012).

Delegation of powers is the temporary transfer of powers from a person at a certain administrative level to another person at another administrative level, as well as delegation for speed in decision-making and problem solving and also to raise the morale of subordinates (Bagwell,2006).

7.2. Competitive Strategy

The study of the strengths and weaknesses of the organization is mainly aimed at trying to increase its competitiveness in the markets in which it operates. The important question here is how can the organization transform its strengths and weaknesses into competitive advantages by which it can compete with its competitors in the markets? (Johnson, 2010)

The reality of the case confirms that the organization has three types of competitive advantages that can be used to meet competitors according to the model porter (Porter, 1982):

- The least cost leadership strategy.
- The strategy of differentiation.
- Focus strategy (least cost leadership Focus, differentiation focus)

7.3. Least Cost Leadership Strategy

This strategy is based on the fact that the organization's quest to deliver low-cost goods and services by attempting to serve a large proportion of the total market would gain a competitive advantage for the organization. This strategy focuses on the target group of customers, are looking for prices lower than the prevailing price in the market, paying attention only to the actual needs of customers and bypassing unnecessary extra activities (Heirish, 2011).

7.4. Differentiation Strategy

The ability of an organization or business unit to provide individual and high value to customers represented in a product of high quality, distinctive special specifications, or after sales services (Al-Salem, 2005). The creation of a high degree of differentiation of products from those offered by competitors is a distinct competitive center. Through this differentiation, the organization can impose the price you want, increase the number of units sold, and develop a kind of consumer loyalty to its brand. There are two ways to achieve this differentiation. And the degree of risk that the consumer incurs in buying the commodity (Al-Zaher, 2009).

7.5. Focus Strategy

The organization divides the market into a number of market segments and ensures a reasonable degree of symmetry among the customers of each sector, but it is difficult to find customers who are all similar in their characteristics. The organization is dealing with the whole market but focuses on a particular small sector, Or differentiation strategy, and this focus provides better and more successful customer handling when all resources are channeled to this small sector with a high capacity to respond to customer needs variables. To implement this strategy there are two alternatives:(Al-Aref,2009).

- Pay attention to the cost center, which work to achieve cost advantage in the target sector.
- Attention to differentiation, which the organization is looking for excellence within the target sector

8. Methodology of the Study

The researcher used the analytical descriptive method in this study to arrive at the conclusions and results raided by the reality of the problem and its prospects, objectives and hypotheses, in addition to the default model of the study, which includes two variables (independent variable) delegation of powers and (dependent variable) competitive strategy.

8.1. Methods of Data Collection

The researcher relied on two sources to collect the data necessary for the completion of the study: Basic data: obtained through the questionnaire that was designed and built to include the study variables of the variables. The first part consists of the delegation of powers, and the second part is the dimensions of the competitive strategy (the lowest cost, differentiation and concentration). The answers are based on the Likert scale, which consists of five paragraphs, (1) and ending with (5).

Secondary data: Secondary data were obtained from the available literature, the results of some researches, and the studies related to the subject of the study, with the aim of completing the theoretical framework and laying down the hypotheses related to the study.

9. Study Society

The research community consists of all the managers and heads of departments working in the management of tourist sites in Jordan.

10. Analysis of Delegation Results

Table (1) shows the arithmetical averages, standard deviations, and order of responses of the respondents on paragraphs after delegation of authority, which was a measured based on (6) paragraph.

No	Delegation of powers	Average arithmetic	standard deviation	Ranking	level
1	The delegation of authority was based on the capabilities of individuals.	4.37	0.63	1	high
2	The best participation of decision makers.	4.20	0.72	2	high
3	I encourage delegation of authority in routine work.	3.96	0.86	6	high
4	The powers granted me are sufficient to accomplish the tasks assigned to me.	4.06	0.66	4	high
5	Be sure to distribute jobs to take into account the functional specialization.	4.09	0.65	3	high
6	I delegate authority to staff to do different work.	4.00	0.55	5	high
	Average arithmetic delegation	4.11	0.41		

Table 1

The results in Table (1) show that the general arithmetic average of the respondents' estimates after the delegation was at the high level (4.11) and by standard deviation (0.41). Table (1) shows that all post-delegation clauses came within the high level.

The results of the study indicate that the managers of the tourist sites management have a high degree of delegation of authority, as the managers in the delegation of authority depends on the capabilities of individuals and participate in decision-making with employees.

10.1. Analysis of the Results of the Lower Cost Leadership Strategy

Table (2) shows the arithmetical averages, standard deviations, and order of respondents' responses to paragraphs after the least cost leadership strategy, which was measured based on (6) paragraphs.

No	The least cost leadership strategy	Average arithmetic	standard deviation	Ranking	level
7	Delegation of powers leads to the creation of effective control over the costs of activities.	4.35	0.62	1	high
8	Access to sources of raw materials at a lower cost leads to faster completion of the business.	4.27	0.71	2	high
9	The tourism sector takes advantage of modern technology to deliver its services quickly.	4.16	0.60	5	high
10	The tourism sector makes a special budget for the means of advertising and promoting the acceleration of customer service.	4.20	0.60	4	high
11	The sector targets customers who are looking for the most competitive prices and speeding up their service.	4.12	0.63	6	high

12	The sector seeks to be more geographically serving customers	4.21	0.62	3	high
The arithmetic average of the lowest cost leadership strategy		4.22	0.42		High

Table 2

The results in Table (2) show that the general arithmetic mean for the respondents' estimates after the lowest cost leadership strategy was at the high level (4.22) and by a standard deviation (0.42).

Table (2) shows that all the paragraphs after the strategy of least cost of leadership came within the high level. The results of the study indicate that the management of tourist sites in Jordan applies a strategy of least cost leadership, as it uses effective control over the cost of activities and seeks to be a geographical location serves customers More smoothly, as the tourism sector targets customers who are looking for the most competitive prices.

10.2. Analysis of the Results of the Differentiation Strategy

Table (3) shows the arithmetical averages, standard deviations, and order of responses of the respondents on paragraphs after the differentiation strategy, which was measured based on (6) paragraphs.

No	The differentiation strategy	Average arithmetic	standard deviation	Ranking	level
13	The tourism sector adopts the quality assurance system.	4.13	0.58	4	high
14	The tourism sector is characterized by rapid response to market demands and according to customers' wishes.	4.12	0.64	6	High
15	The tourism sector seeks to innovate and create new services in line with progress.	4.13	0.59	5	High
16	The tourism sector has human resources with excellent capabilities and skills to provide fast service to customers.	4.39	0.67	1	High
17	The tourism sector is constantly seeking to improve the quality of its services.	4.25	0.61	2	High
18	The tourism sector provides an independent budget for research and development.	4.21	0.67	3	High
The arithmetic average of the differentiation strategy		4.18	0.46		High

Table 3

The results in Table (3) show that the general arithmetic average of the respondents' estimates after the differentiation strategy was at the high level (4.18) and by standard deviation (0.46).

Table (3) shows that all paragraphs after the differentiation strategy came within the high level,

The results of the study indicate that the management of tourism sites in Jordan implements the differentiation strategy, as it has human resources with distinguished capabilities and skills to provide fast service to customers, the continuity of the tourism sector to improve the quality of its services,

10.3. Analysis of the Results of the Focus Strategy

Table (4) shows the arithmetical averages, standard deviations, and order of responses of respondents on paragraphs after the focus strategy, which was measured based on (7) paragraphs.

No	The Focus Strategy	Average arithmetic	standard deviation	Ranking	level
19	The tourism sector seeks to serve a specific market sector through modern methods at low cost.	4.10	0.67	1	high
20	The tourism sector competes with other sectors by offering low-cost and quality services.	4.03	0.80	5	high
21	The tourism sector offers discounts to target market segments to attract them.	4.09	0.61	6	high
22	The tourism sector is characterized by its ability to meet the needs of specific market segments.	4.03	0.69	7	high

23	The tourism sector is seeking new ways to deliver quality services	4.08	0.64	3	high
24	The tourism sector tries to create loyalty to its customers through its facilities.	4.07	0.68	4	high
25	The tourism sector is committed to excellence, quality and time as a key priority to satisfy its customers	4.11	0.61	2	high
The arithmetic average of the concentration strategy		4.06	0.50		High

Table 4

The results in Table (4) show that the general arithmetic average of the respondents' estimates after the focus strategy was at the high level (4.06) and by a standard deviation (0.50).

The results of the study indicate that the management of tourist sites in Jordan applies the strategy of concentration. The tourism sector is committed to excellence, quality and time as a priority for the satisfaction of its customers. It also seeks to devise new methods of providing quality services to specific market sectors, The tourism sector offers discounts to targeted market segments to attract them and also seeks to serve a specific market sector through modern methods and at low cost.

Table (5) shows the results of the test hypotheses of the study, namely the coefficient of variance inflation and the permissible variation of the independent variables.

Independent variable	Tolerance	VIF
Delegation of powers	0.553	1.807

Table 5

Table 5 indicates that Tolerance was 0.553, which is greater than 0.05. This indicates that there is no high correlation between the independent variables (Multicollinearity). The results of the VIF) For all variables that the value of (VIF) is less than 10 and equal (1.807).

10.4. Results for the First Major Hypothesis Test

There is no statistically significant effect at the level of α ((0.05) to delegate competencies to competitive strategies (least cost leadership, differentiation, and the focus) in general in the management of tourist sites in Jordan.

To test this hypothesis, the multiple regression analysis test was used to measure the effect of delegation of competencies on overall competitive strategies in the management of tourist sites in Jordan, and the results were as in Table (6).

Table (6) shows the results of the multiple regression test to measure the effect of delegation of authority on competitive strategies in general in the management of tourist sites in Jordan

Independent variable	B	Beta	Calculated t value	Level of significance
Delegation of powers	0.101	0.103	1.646	0.101
Multivariate (R) coefficient value	0.711			
The value (R ²) of the model	0.506			
The calculated value (F) of the model	58.360			
Level of significance (α)	*0.000			

Table 6

By extrapolating the results in Table (6), we note that the value of the multiple correlation coefficient between the independent variable and the delegation of powers reached (0.711) and the value of the R² (0.506). This means that the delegation of powers interprets 50.6% (The achievement of the overall competitive strategy), since the calculated value of (F) of the model (58.360) is statistically significant at (α 0.05 0.05).

It is noted from the data in the previous table that the values of (Beta) and calculated (T) values related to the authorization dimension were not statistically significant at α (0.05).

The results of the study indicate that the delegation of powers has no significant statistical effect at the level of (\leq 0.05 0.05) in achieving competitive strategies, since the majority of managers in the management of tourist sites in Jordan focus on delegating authority to routine work only.

11. Conclusion and Recommendations

The delegation of powers has no impact on the achievement of competitive strategies, as the majority of managers in the management of tourist sites in Jordan focus on delegating authority to routine work only.

The management of tourism sites in Jordan implements competitive strategies in their dimensions (least cost leadership, differentiation, and concentration). They have human resources with unique capabilities and skills to provide fast service to customers and continuity of departments to improve the quality of their services.

The study recommends directing managers and encouraging them to delegate powers to subordinates in various jobs and encourage them to do so by:

- Empowering and empowering creative workers with the skills and skills needed to lead non-routine work.
- To delegate part of the powers to the distinguished employees and to follow up their career abilities as a paved road for their promotion.

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