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## **The Impact of External Environmental Analysis in the Choosing Appropriate Competitive Strategies /on the Application of the Four-Star Hotels in the Capital Amman / Jordan**

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### ***Abstract:***

*The aim of this study is to identify the impact of external environmental analysis in the choosing of appropriate competitive strategies for the four-star hotel in the capital Amman.*

*The most prominent perceptions which the study reached to ; by using statistical methods is : their perceptions for both ; the external environment dimensions (economic environment, technological environment, competitors, customers) within its creative dimension were in a high level .*

*While the perceptions toward the strategy of taking the risk were in a low level .Beside to what mentioned before ;the results showed there is an impact for the external environmental analysis in choosing a competitive strategic in those hotels and there are not relevant statistical differences for the environmental analysis due to the gender , education and position .*

*According to the study results, some recommendations are reached to like: Training the managers on the important of adapting of the external environment analysis with its various dimensions in order to be able to choose an appropriate strategy to suit the hotel organization.*

***Keywords:*** *the external environment analysis, competitive strategies and hotels*

### **1. Introduction**

Jordan hotels sector played a prominent impact in the process of the development of tourism; because it is one of the components of the activity of Jordanian tourism, which is of very importance, where the development and prosperity in this sector to increase the numbers of tourists, and thus increase the revenues of the hotels which can expand and increase its branches; in response to global changes.

And there is no doubt that increasing branches lead to reducing unemployment and revive local regions, also contribute to the revenues from the attractions in improving the overall economic performance with the number of the beds busy in the chain as a four star in Jordan 167.442 thousand bed in 2017 to 167.592 million bed in 2016 where the rate of change of 0.1 %, which is a positive indicator, the number of beds busy in the hotel sector as a whole reached 840.938 thousand bed, this indicates the high turnout at the hotel industry..(15)

#### *1.1. Importance of the Study*

the importance of the current study highlights through talking about hotels which considered one of an essential element in tourism industry, as well as the problem of the research appeared through limited studies which dealt with the external environmental analysis, which was one of the factor which encourage researcher to study; bridging the gap in the literature on the external environmental analysis and its impact in the choosing of competitive strategies

➤ the importance of the study appears in two aspects: -

first: theoretically the study shows the need for supreme management in hotels to choose its strategy accurately, as this study will contribute in providing a scientific theory about variables of study , and its will give a perception about the external hotels environment to help the decision-maker in choosing appropriate information to choose the appropriate competitive .

Second practically: the study focused on hotels in Jordan which is considered one of the important sectors, a form of the prosperity of Jordanian economy, and an important factor of its development.

the study concerned by the environment as precondition to achieve the strategy goals of the hotels sector by choosing the appropriate competitive strategy , where this sector described by the absence of sufficient information, about its environment which requires giving an good perception to contribute in identifying the appropriate strategic choice .

## 2. The Objectives of the Study

Trying to the current to achieve the following objectives:

- i. building a perception about the external environment in four-star hotels.
- ii. Test the impact of external environment characteristics and, competitive strategies are followed in four star hotels .
- iii. providing appropriate recommendations in the light of the results of decision makers in hotel organizations, which thought that it will contribute to the strengthening the ability to choose strategies and formulate of appropriate competitive.

## 3. The Problem of the Study and its Components

Hotels organizations face an increasing challenge as a result of changes and developments in both internal and external environment which appeared in the ability of managers to play their role to face these changes on external level, which directly effect on hotel organizations to realize that the strategic choices adopted stemming from environmental factors outside the organization. That lack of hotels understanding to the characteristics of the organization's environment may affect directly on its relationship with this environment; therefore, management hotels must know and understand the influential powers in it; all these reasons make a sense to study the hotels environment.

The managers who are not able to understand the actors in the environment and trends affecting the work of the Organization, may resort to choose unsuitable strategies which is for inappropriate inconsistent with the nature of the environment and their requirements, this would affect the performance of the Organization in a negatively, and has exposed to losses leads to failure in achieving its objectives. Thus, the purpose behind this study is the impact of external environmental analysis in the choosing of appropriate competitive strategies.

the following questions will respond the purpose of this study: -

- i. What are the perceptions of the directors of the study toward the dimensions of the external environment (the of economic environment, technological environment, competitors, and customers) for a four star Hotels?
- ii. Is there an impact for external environment analysis in choosing appropriate of the competitive strategies for a four star Hotels?
- iii. Are there differences in external environmental analysis in choosing of appropriate competitive strategies due to demographic variables (gender, level of education, and position ) in the four star Hotels?

## 4. Hypotheses of Study

Researcher seeks to study the impact of the external environmental analysis in choosing of appropriate competitive strategies for in hotels through the following hypothesis:

First hypothesis: there is no statistically significance impact at ( $\alpha \leq 0.05$ ) for external environmental analysis in choosing of appropriate competitive strategies in the hotel as a four star in Jordan.

Second hypothesis: there is no statistically differences at the significance of ( $\alpha \leq 0.05$ ) for external environmental analysis in the choosing of appropriate competitive strategies attributable demographic variables due to manager's personal directors in four-star hotels in Jordan.

## 5. Model of the Study

Model was designed to shows variables study as following:-

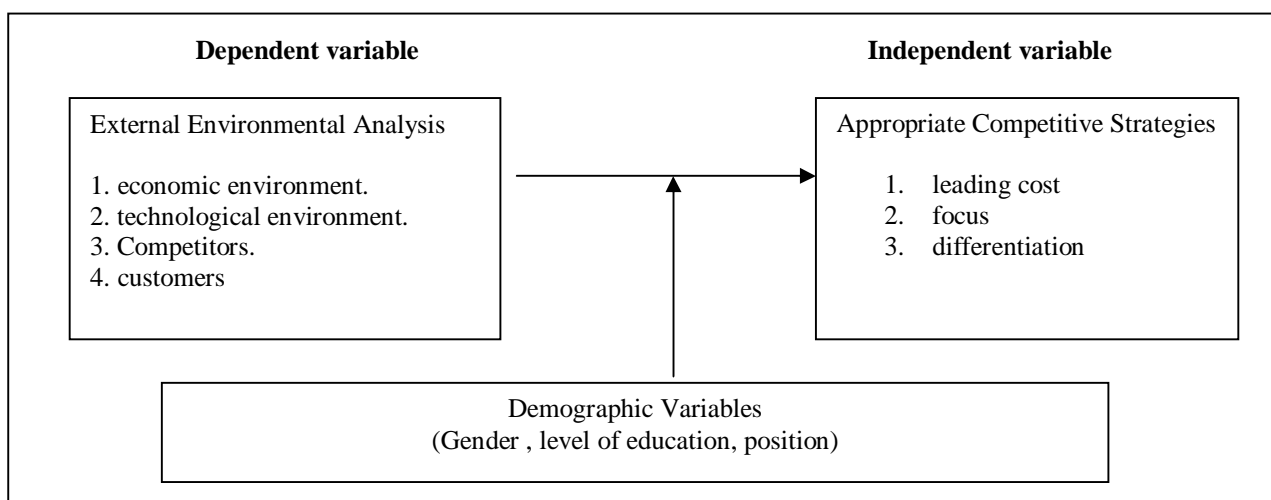


Figure 1

## 6. Limitations of Study

The current study interested in the external environment analysis of the hotels where include the current limitations:

A. time limits: Researcher started to collect the necessary data for the purposes of this study (2016/2017).

B. place limits: study concentrated on a four-star hotel in the capital Amman.

C. Human limits: included managers in a four-star hotel within four administrative names (the position of the General Director, deputy general director, Director, Chief of Section).

## 7. Population of Study and Its Sample

the population of study represented in four star hotels working in Jordan, registered with the Ministry of Tourism and Antiquities and the general statistics of (2016-2017) in (23) a hotel in Jordan and have been taking a sample (19) a hotel in the capital of Amman.

And the preview pane represented in those hotels from managers and who work in the top management, within the four administrative names (the position of the General Director, deputy general director, Director, Chief of Section); because they have the responsibility to make strategic decisions.

### 7.1. Methodology of Study

The current study can be considered as analytical and descriptive study because it describes the realization of the management of the hotels importance of external environmental analysis, and also choosing appropriate competitive strategies for in a four star hotels . beside what mentions before its Analytical because the study works in knowing the impact of the external environment analysis in choosing appropriate competitive strategies. The study depends on collecting the data by using questionnaire in order to reach the objectives study:

the theoretical approach: the researcher of this study have been briefed on all various studies references and periodicals which addressed to the subject of the impact of external environment analysis in choosing appropriate competitive strategies to form a clear picture of the study .

- the method of field survey: the study has been covered population study composed from supreme management in four-star hotels in the capital Amman, within four names( general director, deputy general director, Director and Chief of Section).

## 8. The Conceptual Framework and the Previous Studies

the successive developments of recent decades are large and spacious, especially in the area of (the goods, services, products, and information); this is what led to the development of the Administrative thought in order to cope with these developments and is keep up in all fields, as the traditional administration have become unable to face the challenges such as globalization, privatization and the emergence of digital and virtual organizations under the strong competition and increasing , environmental disturbances.(8)

From time to time these disturbances led to review strategy and evaluated it then choose the best which meets the interest of the Organization. That strategic management as a pioneering approach characterized by modern, flexibility and alone is capable of addressing the former challenges according to the distinguishing between the opportunities and threats in the external environment beside the strong and weak points of organization environment. (4). The Strategic management facilitates the decision-making process and make appropriate decisions in the light of environmental variables which threaten the existence of the Organization and survival its alive (3)

The capability of the Organization to establish a strategic database to the organization gives it the approaches to take or stay away which needs a specialized section within the organization entrusted with the data collection, compilation and analysis the conclusion; so that the organization can make strategic change. (jauch, L, R, (1984)

The interaction that resulted from the general external environment and the special external environment with each other is one of the powerful influences that affect the performance of the organization where you cannot isolate the organization from the its environment, as well as affected by environmental damage of public external variables (1), and in general this effected equal for all organizations, because general laws that apply in the state, affecting all working organizations.

On the other hand became a focus on measuring customer satisfaction and consumers it is of great importance when making surveys of the target markets (5). So, the consumer behavior approaches have been appeared in the marketing department, which means the act that appears from the consumer during the purchase process or get a service or use of goods. (6)

As for the economic factors are one of the most important environmental factors, which has a significant impact on the performance of the organization for its work which is appears in interest rate, economic growth, trade balance, and other inflation. (Vincze, j, w, 1986).

As well as a very important factors for organizations which should be taken considered is the technological environment where it shows the organization's capacity to take advantage in customers service and increase their well-being , in terms technology is one of the main pillars for the success of any organization if it was used positively serving its strategic objectives .also there is animportant things should be taken into consideration the technology evolve and changes, updated from time to time making organizations monitor these changes to work and correspond with Moreover technology is one of the influential factors in choosing the strategy which adopted in future. (Whittington, (2002).

### 8.1. *The Appropriate Competitive Strategies*

It is the strategies proposed by (Michel porter) to excel in performance over competitors in a given industry. And include the following strategies :-

#### 8.1.1. Leading Cost

Some organizations characterized by their ability to produce or sell the same products at a lower price than competitors this feature arises from the organization's ability to reduce the cost. And it has been measuring this variable depending on the paragraphs of the questionnaire (21-24).

#### 8.1.2. Focus

In this strategy, the organization focusing on certain segment of market or geographic area trying to meet the demands of target customers, and therefore the organization in this case aims to achieve the excellence in products or price, or both. And it has been measuring this variable depending on the paragraphs of the questionnaire (25-27)

#### 8.1.3. Differentiation

It Is the organization is characterized by its ability to produce products or provide valuable services to the customers so unique to all competitors, as well as the organization's ability to provide services with high skills, and providing human resources which understand the changing needs of customers. And it has been measuring this variable depending on the paragraphs of the questionnaire (28-33).

### 8.2. *Literature Review*

#### 8.2.1. First Study

Ajou Study, (2007) his study aimed to look for the impact of external environmental factors (cultural, political, technological, economic, social) one to formulate the employment strategy of workers in the four-star hotels in of Amman and Aqaba cities , where the researcher has designed and distributed a questionnaire to members the study sample (150) who were directors of departments in hotels, who numbered 224 questionnaire was distributed where (94) questionnaire were valid for analysis . the results indicated that there is influence of factors of public external environment on the employment strategy according to importance on the following order (economic environment, technological, social, cultural, political, legal) and There is influence of external environmental factors on employment strategy as following (competitors, owners, customers, employees, government policies). (12).

#### 8.2.2. Second Study

Alsakarneh Study , (2005) the study aimed to develop leadership strategies to achieve competitive advantage and improve the performance of the Jordanian communication companies, has been developed a model consisted from independent variables (creativity, innovation, uniqueness, take the risk, initiatives) and two dependent variables are: competitive advantage which include (differentiation, cost leadership, innovation, alliances) and performance included (improve operations, worker's trends development, improve the level of service to customers, growth and productivity), where the community composed from operating four companies in the telecommunications field (Zain, Orange, Umniah, Express) and (140) department managers were taken as a sample . The results of the study are that a relationship exists between entrepreneur leadership strategies and achieve competitive advantage and the elements of entrepreneurship, competitive advantage and performance. (11).

#### 8.2.3. Third Study

Zoubi and Abu Rumman study (2003) This study aimed to determine the impact of external environmental factors in determining the strategic choice for small hotels (one and two-star hotels) in the city of Amman, where the study sample consisted of (41) directors on supreme management who are in two types: (21) a manager in one and two-star hotels (20) directors in two-star hotels. And the study indicated that the external environment factors differ in their impact on the strategic choices in small hotels. Where The study has proved that the most widely strategies used in small hotels are (focusing strategy, the incursion strategy, retention strategy, a strategy retreat or deflation). (14).

Hotel industry: the hotel industry in this time has become a unique and distinct industry having its characteristics, culture, laws, regulations and policies, the current reality shows that this industry has grown and interest from many business men, venture capitalists. Many companies in the countries of the world are interested in invest in the hotel sector to gain enormous benefits on both investors , local and global economy, as some international companies seek to manage the large hotels chains using latest construction and modern technology (7)

As well as many hotels proceeded to attract visitors and travelers to it; because they realized that travelers do not just care about the beauty of nature, external services from facilities in transportation and soon, but they take care from quality of food provided to them and the nature of the services that they want and expect to find them at the hotel which will be chosen (9). This turnout on hotels industry creates a kind of a challenge in front of hotels, especially the four-star ones; in order to provide all the means and methods that achieve and fulfill the desire of visitors and travelers.

As for the definitions of the concept of the hotel are multiple and specially from specialists themselves determined. Hamid defines it as places prepared to tourists and defined by an order from the Minister of Tourism (2), and defined by Mr. Masere as an equipped and

building to receive and stay guests, so they find the comfort and shelter, food and service for certain period of time, for specific known fee. (10).

### 9. The Field Study

Deals with the field study procedures of society and the sample study, the instrument used to collect the primary data in this study, and the methods of statistical processing used in the data analysis. And then the analysis of the data personal of the members of study sample. after that the analysis and testing the hypotheses upon of study.

The Analysis of personal data: it deals with personal data of respondents, frequency table where data characterization, according to the following:

Variable	Group	Frequently	Percentage
gender	male	43	%84.3
	Female	8	%15.7
level of education	High school	6	%11.8
	Diploma	14	%27.5
	Bachelor	27	%52.9
	Master	2	%3.9
	Doctorate	2	%3.9
Position	General manager	4	%7.8
	Vice of manager	5	%9.8
	Manager	13	%45.1
	Head of department	19	%37.3
Total			100%

Table 1: The distribution of the members of study sample according to the study variables

The table (1) shows that the vast majority of managers are males, by 84.3%, which shows that men have the leadership characteristics than females, and bear the responsibility even more.

And it found that 52.9% of the study sample at the level of educational attainment hold bachelor degree, and this means that hotels take care interest in experience employing high degrees holders, note that two of the study sample hold doctoral degrees, and six have a high school degree.

As for the position , reaching the proportion of 45.1% of the directors of departments and four general managers and researcher find the reason for this difficulty of access to general managers for their concern and frequent travel, unlike the directors of departments.

#### 9.1. Tool of Study

Researcher Rebuilt a questionnaire to collect the necessary data to test the study's hypotheses as contained (33) terms: where has allocated terms interest care to represent the data, the terms from (1-20) the independent variable, and the terms of the (21-33), the dependent one depending on the five-Likert scale.

#### 9.2. Reliability

The term of Reliability indicates that the management indicators available to measure a concept that helps in assessing the quality of the scale, where the researcher distributed measurement tool on the study sample consisted of (51) directors at the four-star hotels, it was entered into the computer, and using the software (SPSS ) / Cronbach's alpha coefficient shows that of the Reliability of the measure of the study variables were elevated indicate reliability, whenever the alpha coefficient is higher the measurement tool will be best. It appears in the following table.

Variable	Number of Questions	Cronbach's alpha
External environment	1 -20	0.80
Competitive strategies	21 – 31	0.88

Table 2: Cronbach's alpha

Table (2) illustrated that the consistency of the study variables coefficients ranged between 0.80% - 0.92%, and these transactions are characterized as being suitable and meet the objectives of the current study.

#### 9.3. Normal Distribution of Data Test

Variable	Number	Standard deviation	Mean	K-S	significant
External environment	51	6.98	37.80	0.63	0.82
Competitive strategies	51	5.88	23.82	0.46	0.99

Table 3: Test results (K-S) normal distribution of data study

From the above table, it is clear that the value of the test (K-S) did not reach the level of statistical significance at ( $\alpha \leq 0.05$ ) or less for all the variables, this indicates that the normal distribution of data is suitable for multiple regression analysis.

Statistical processing : the use of the Statistical Package was used for Social Sciences program (Statistical Package for Social Sciences -SPSS) to perform various statistical tests, and the statistical methods that were used for testing hypotheses are as follows- :

Descriptive statistics for the study variables, the measures of central tendency and measures of dispersion have been used , to describe the answers relating to questions of the study, and judge on the hypotheses , to get a results that meets the objectives of the study and give solutions and alternatives to the problem of the study, analysis the multiple regression (Multiple Regression Analysis) in order to determine the most important variables of the independent study that have the greatest impact on the appropriate strategies in the four-star hotels and the size of this effect .also (Pearson correlation) to identify the direction of relations between dependent and independent variables. and the coefficient of determination ( $R^2$ ) to identify the proportion of interpretation of independent variables to the dependent variable. Then test the statistical significance of the level of reliability (Cronbach's alpha) to measure the level of consistency of the variables of the study- determine the degree of stability of the tool (And using the variance analysis (ANOVA) to determine whether there is a statistically significant differences).

## 10. Data Analysis

The first question, which is "What are perceptions of the sample of study (directors) about dimensions of the external environment of the four-star hotels"?

The averages and standard deviations were found for paragraphs (1-20), and of the following criteria was adopted to determine the degrees of ranks (low, medium, high) .the low degree was less than 2.33, medium was from 2.34 - 3.66, the high was more than 3.67, the table shows the results .

Question	Average	Standard deviation	degree	Rank
1.the process of Choosing an appropriate strategy affects by prevailing economic situation.	4.18	0.69	High	1
.4high level of price competition in the hotel sector leads to improve the level of services provided to customers	4.16	1.01	High	2
5.changing taxes on hotels affect the chosen strategy type	4.12	0.59	High	3
.6 changing hotel's equipment prices rates contribute to change the strategies	3.94	0.76	High	4
3.the Continuous increasing of the operating hotel's cost's lead to possibility of loss	3.69	1.07	High	5
2.the Low level of individual income reduces their reservations in the hotel	3.49	1.14	Medium	6
<b>Average</b>	<b>3.93</b>	<b>0.88</b>	<b>High</b>	

Table 4: Average and standard deviations of the director's responses for economic environment

table 4 explains that averages ranged between (4.18 - 3.49) and the paragraphs were arranged in descending order according to the averages since paragraph (1) occupied the first arrangement, which provides that "the process of Choosing an appropriate strategy affects by prevailing economic situation." and finally paragraph (2) occupied the last arrangement, which provides that " Low individual income level reduces the occupancy rate at the hotel" which averaged by (3.49) and standard deviation (1.14).

Question	Average	Standard deviation	degree	Rank
9. used technology in hotels contribute the quality of services provided which provided.	4.39	0.57	High	1
8.Hotel keep pace with technology developments in the framework of its services	4.22	0.50	High	2
7. the technology characterized which the hotel management operations depends on characterized by modernity which suitable to the Strategy.	4.18	0.48	High	3
10. The hotel has a high-quality technological equipment compared with competitors	4.02	0.81	High	4
.11 . the technological changes and its development impact in the regarding strategic choice	3.98	0.68	High	5
<b>Average</b>	<b>4.16</b>	<b>0.61</b>	<b>High</b>	

Table 5: averages and standard deviations of the responses of the managers of the sample for study for technological environment dimension

table 5 explains that averages ranged from (4.39 to 3.98), where the paragraph (9) occupied "used technology in hotels contribute the quality of services provided which provided." first order with the average (4.39) and deviation standard (0.57) where paragraph (11) came last, which states that "the technological changes and its development impact in the regarding strategic choice" with average (3.98) and a standard deviation (0.68). And that the average for a variable reach 4.16 this rate within a high level.

Question	Average	Standard deviation	degree	Rank
13. Hotel constantly seeks to know strengths and weaknesses points for it has been rivals	4.24	0.74	High	1
12. hotel environment characterized by the presence of a large number of competitors.	4.14	0.66	High	2
15. Knowledge of competitors' strategies is a main factor for the development of strategic plans for hotel	4.02	0.76	High	3
14. Hotel offers multiple alternatives of customer services have based on his assessment of the strengths and weakness points of competitors.	4.00	0.77	High	4
16. changing competitive methods by competitors affects change the current strategy of the hotel	3.88	0.79	High	5
<b>average</b>	<b>4.06</b>	<b>0.74</b>	<b>High</b>	

Table 6: average and standard deviations of the responses of the managers of the sample for study for competitors

table (6) explains that averages ranged between (4.24 - 3.88) where paragraph (13) ranked, the first arrangement, which provides that "Hotel constantly seeks to know strengths and weaknesses points for it has been rivals," at average (4.24) and a standard deviation (0.74) and paragraph (16) came in the final standings, which states that "changing competitive methods by competitors affects change the current strategy of the hotel" at average (3.88) and a standard deviation (0.79). and the overall average of the variable was 4.06, and it in high level.

Question	Average	Standard deviation	degree	Rank
20. Customer satisfaction is a strategic goal for the hotel.	4.65	0.56	High	1
17. The hotel seeks to the development in the provision of services fitting with the needs and expectations of customers	4.41	0.57	High	2
18. communication with customers has considered a strategic thing in long-term	4.31	0.73	High	3
19. changing needs and desires of customers is reflected in the strategy of hotel	4.16	0.70	High	4
<b>average</b>	<b>4.38</b>	<b>0.64</b>	<b>High</b>	

Table 7: average and standard deviations of the managers of the sample for study for customers dimension

table 7 explains that averages ranged between (4.65 to 4.16) where paragraph came in No. (20) the first arrangement, which provides that "Customer satisfaction is a strategic goal for the hotel." with average (4.65) and a standard deviation (0.56) Finally, paragraph (19), which states that "changing needs and desires of customers is reflected in the strategy of the hotel." average (4.16) and a standard deviation (0.70). and that the overall average of the variable was 4.38 within a high level.

The results indicate that the overall average of the dimensions of the external environment of the four-star hotels branches (economic environment, technological environment, and perceptions about competitors, and perceptions about the customer) was within high level.

The second question, which is "What is the reality of choosing appropriate competitive strategies in the four-star hotels"?

Question	Average	Standard deviation	degree	Rank
22. Hotel management depend on research and development to reduce costs	4.10	0.67	High	1
24. The hotel management takes consideration the consumer price sensitivity before pricing services.	3.96	0.77	High	2
23. Management of the hotel focus on the price to overcome competitors in the competitive environment	3.86	0.86	High	3
21. Hotel price are lower than competitors for the services provided.	3.65	0.87	Middle	4
<b>Average</b>	<b>3.89</b>	<b>0.79</b>	<b>High</b>	

Table 8: Average and standard deviations of the responses of managers for competitive strategies dimension (leading cost)

(2-10) explains that averages ranged from (3.65- 4.10) and the paragraphs were arranged in descending order according to the averages in terms of paragraph No. 22 ranks in the first arrangement, which provides that "Hotel management depend on research and development to reduce costs" at average (4.10) and a standard deviation (0.67). Also, paragraph (24) comes in second place and which provides "The hotel management takes consideration the consumer price sensitivity before pricing services." with average (3.96) and a standard deviation (0.77).

As well as of paragraph (23) comes in third place, which states "the hotel management focuses on the price to overcome competitors in the competitive environment" with average (3.86) and a standard deviation (0.86) and paragraph (21) comes last ranking, which

states " Hotel price are lower than competitors for the services provided" with an average (3.65) and a standard deviation (0.87). And that the overall average of the variable was (3.89) and is within a high level.

Question	Average	Standard deviation	degree	Rank
27.The hotel management is working to develop new services to a particular segment of customers.	3.86	0.87	High	1
25.The management of the hotel choose a particular part of the market to meet its requirements	3.67	0.97	High	2
26.Hotel management focus on specific geographical area because the high cost of promotion	3.47	1.12	Middle	3
<b>Average</b>	<b>3.66</b>	<b>0.986</b>	<b>Middle</b>	

Table 9: Average and standard deviations of the responses of a sample study manager on the competitive strategies variable (focusing)

It is shown in Table 9 that averages ranged from (3.86-3.47) and the paragraphs were arranged in descending order according to the averages since has paragraph (27) occupied the first arrangement, which provides for "the hotel management is working to develop new services to a particular segment of customers." With average (3.86) and a standard deviation (0.87). Paragraph (25) comes second in the order in which states, "The management of the hotel chooses a particular part of the market to meet its requirements," with average (3.67) and standard deviation (0.97). Paragraph (26) comes last in the order in which states " Hotel management focus on specific geographical area because the high cost of promotion" with an average (3.47) and a standard deviation (1.12) and overall average for a variable is (3.66) which is within the average level.

Question	Average	Standard deviation	degree	Rank
28.The hotel management offers special services to customers.	4.29	0.58	High	1
30.Hotel management is interesting to providing services to customers in high skills	4.25	0.59	High	2
29.Hotel management adopts strict controls systems on the services provided.	4.18	0.56	High	3
33.The hotel management provides a distinctive human capacities to understand the needs and desires of customers	4.14	0.75	High	4
31.hotel management provides unique services to create a great interest by customers.	4.10	0.68	High	5
32.Hotel management is characterized by the adoption of the computerization of its operations in the services provided to customers	4.08	0.72	High	6
<b>Average</b>	<b>4.17</b>	<b>0.64</b>	<b>High</b>	

Table 10: Average and standard deviations of the responses of a sample study manager for competitive strategies (differentiation)

Its Shown in Table (10) that averages have been ranged between (4.29 - 4.08) and the paragraphs were arranged in descending order by averages, where paragraph (28) ranking first " The hotel management offers special services to customers." and a mean (4.29) and a standard deviation (0.58), as paragraph (30) comes second which states "Hotel management is interesting to providing services to customers in high skills" with an average (4.25) and a standard deviation (0.59).

Paragraph (29), which comes in third place, which states " Hotel management adopts strict controls systems on the services provided." with average (4.18) and a standard deviation (0.56). Paragraph (33), which comes in the fourth position, " The hotel management provides a distinctive human capacity to understand the needs and desires of customers " with an average (4.14) and a standard deviation (0.75) as well as the paragraph (31) comes in fifth provides "hotel management provides unique services to create a great interest by customers. " with an average (4.10) and a standard deviation (0.68).

Paragraph (32) has been ranked in the last, which provides that " Hotel management is characterized by the adoption of the computerization of its operations in the services provided to customers," with average (4.08) and a standard deviation (0.72). And that the overall average of the variable was (4.17), which is in high level.

### 11. Test the Hypotheses

The first hypothesis: "there is Not an effect with statistically significance at the level of ( $\alpha \leq 0.05$ )for external environment Analysis in choosing an appropriate strategy in the four-star hotels in Jordan".

To answer this hypothesis multiple regression analysis was done between the external environment and the choosing an appropriate competitive strategy in the four-star hotels in Jordan. The following table shows the results associated with that.

(Sig)	(T)	(Beta )	(R <sup>2</sup> )	(R)
0.00	4.57	0.53	0.28	0.53

Table 11: Regression analysis for external environment in choosing an appropriate strategy in the four-star hotels in Jordan



Its Clear from the table above that the external environment in choosing appropriate strategies in the four-star hotels in Jordan reach to (0.53) which the value of (Beta), and Statistical value (T) reaches to (4.57) which is statistically significance at the level of ( $\alpha \leq 0.05$ ), so there is a statistically significant impact at the level ( $\alpha \leq 0.05$ ) of the external environment in choosing appropriate strategies in the four-star hotels in Jordan. We also note that the ratio interpreted by external environment using appropriate strategies reaches to 28% of the total variance. And to identify the impact of each dimension of the external environment dimensions the (Beta) values and (T) the results were found appear in the following table

	VIF	Tolerance	Sig.	T	Standardized Coefficients	Unstandardized Coefficients	
					Beta	Std. Error	B
constant			0.00	6.99		23.12	161.62
Economic environment	1.44	0.70	0.41	-0.83	-0.12	0.73	-0.60
Technology environment	1.25	0.80	0.13	-1.55	-0.22	0.91	-1.41
Competitors	1.67	0.60	0.05	-1.98	-0.32	0.89	-1.76
Customers	1.33	0.75	0.80	-0.25	-0.04	1.10	-0.27

Table 12: the impact of dimensions of the external environment on choosing an appropriate competitive strategy in the four-star hotels in Jordan

From the table above it is clear that competitors dimension has reached the statistical significance level, as the value of (T) reaches -1.98 at level of significance ( $\alpha \leq 0.05$ ) and less. The rest of the variables did not reach the value of (T).

The second hypothesis: "There were no statistically significance differences at the level ( $\alpha \leq 0.05$ ) of the impact of external environmental analysis in choosing an appropriate competitive strategy are attributable to demographic variables and managers personality for four-star hotels in Jordan".

### 11.1. Variable Gender

Strategy	gender	Means	Standard deviation	(T)	(Sig)
Competitiveness	Male	24.09	6.07	0.76	0.45
	Female	22.38	4.78		

Table 13: Test results (T) of the difference in the appropriation strategies refer to variable gender

Its shown from the table (13) that the value of (T) did not reach statistical significance at ( $\alpha \leq 0.05$ ), so there is no statistically significance differences at the level of significance ( $\alpha \leq 0.05$ ) for the impact of environmental analysis in choosing strategies appropriate refer to gender.

-A variable level of education 2

strategy	Source of variation	Sum of squares	Degree of freedom	Mean square	(F)	(Sig)
Competitiveness	Between group	19.48	4	4.87	0.13	0.97
	Within group	1707.93	46	37.13		
	Sum	1727.41	50			

Table 14: Results of one-way analysis of variance of the difference in the impact of the external environmental analysis in choosing appropriate strategies refer to the variable educational level analysis

Its shown from the table 14 that the statistic value of (F) did not reach the level ( $\alpha \leq 0.05$ ), so there is no statistically significance differences at the level ( $\alpha \leq 0.05$ ) for the difference in choosing appropriate strategies refers to level of education.

variable of position3-

strategy	Source of variation	Sum of squares	Degree of freedom	Mean square	(F)	(Sig)
Competitiveness	Between group	33.09	3	11.03	0.31	0.82
	Within group	1694.33	47	36.05		
	Sum	1727.41	50			

Table 15: Results of one-way analysis of variance of the difference in the impact of external environmental analysis in choosing an appropriate strategy refer to the position variable

Its shown from the table (15) that the statistic value of F did not reach the level ( $\alpha \leq 0.05$ ), so there are no statistically significance differences at the level ( $\alpha \leq 0.05$ ) for the difference in choosing an appropriate strategies due to position.

results discussion associated with the first hypothesis, which states, " there is No statistical significant effect is at the level ( $\alpha \leq 0.05$ ) for the external environment analysis in choosing of the external competitive strategies in the four-star hotels in Jordan.

The results indicate that the external environmental analysis relationship to the choice competitive strategies in the four-star hotels in Jordan amount by (0.72), and the statistical value of T reaches 7.20 which is statistically significance at the level ( $\alpha \leq 0.05$ ), so there is a statistical significance effect at ( $\alpha \leq 0.05$ ) of the external environment in choosing an appropriate strategy in the four-star hotels in Jordan.

This refers to using of competitive Strategic includes being creative and risk taking is which factors can be determined in the light of the available resources in the internal environment, or resources in the external environment such as the state of the market, the nature of the services offered, the nature of the service activities provided by hotels in the market to its customers, in some cases, the hotel needs to get out of what is familiar and provide new services, where it depends on the nature of external and internal resources of the hotel.

The Discussion of the results associated with the second hypothesis, which states that" no statistical significance differences at the level ( $\alpha \leq 0.05$ ) to the impact of external environmental analysis in choosing an appropriate competitive strategies attributed to demographic variables and managers personality of the four star hotels in Jordan"

The results indicate that the statistical value is (-0.09), which is not statistical significance at the level ( $\alpha \leq 0.05$ ), so there is no statistical significance differences at the level ( $\alpha \leq 0.05$ ) of the impact of external environmental analysis in choosing an appropriate competitive strategies refer to the gender of managers of the four-star hotels in Jordan .

Researcher justifies this result that the gender of the employee does not play a key role in the choice of strategies and public policies that consider as framework of hotels, but these strategies and policies identified in the framework of public administration and within the existing experience its Also found that the statistical value (0.16), which is not statistical significance at the level ( $\alpha \leq 0.05$  ), so there is no statistical significance differences at the level ( $\alpha \leq 0.05$  ) of the impact of external environmental analysis in choosing an appropriate competitive strategies refer to the educational level of managers of the four-star hotels in Jordan.

And the researcher explains this result that the educational qualification of the manager does not play a key role in the choosing an appropriate strategy that framework hotels control, but these strategies identified in the framework of the Organization's management, in addition to receiving managers specialized professional determined part of the hotel work and mechanisms of its implementation, as well as what individual has from qualification which is partly contributed.

And The statistical value reaches (0.10), which is not statistical significance at the level ( $\alpha \leq 0.05$  ), so there is no statistical significance differences at the level ( $\alpha \leq 0.05$  ) of the impact of environmental analysis in choosing an of appropriate strategies refers to position of managers of the four-star hotel in Jordan.

Researcher explains this result that the position puts Hotel Policies under the regional policies of the hotel. The statistical value reaches(2.19), which is not statistical significance at the level ( $\alpha \leq 0.05$ ), so there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) of the impact of external environmental analysis in choosing an appropriate competitive strategy refers to the position for four-star hotel managers in Jordan.

## 12. Conclusion of the Study

- i. the overall average of the dimensions of the external environment of the four-star hotels: (economic environment, technological environment, and perceptions about competitors, and perceptions about the customer) was in high level.
- ii. The results show that there is an impact of the environmental analysis in choosing of external competitive strategies in the four-star hotels in Jordan.
- iii. .3The results show that there is no statistical significance differences at the level(  $\alpha \leq 0.05$  )the impact of external environmental analysis in choosing an appropriate competitive strategies due to the (gender, educational level, position)for hotel managers in four-star in Jordan.

## 13. Recommendations

- 1.Managers need to realize that the strategic options that the organization would like to be adopted must be stemming from the need of its the external environment to perform its role
- 2.conduct a comparison between the Jordanian hotels and regional ones in choosing an appropriate competitive strategies.

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