



The impact of entrepreneurial orientation on marketing performance: An analytical study of a sample of five star hotels in Jordan

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Abstract

The study aimed to **to** measure the impact of entrepreneurial orientation on marketing performance in five-star hotels in Jordan. To achieve this a study model was designed that included entrepreneurial orientation as an independent variable represented by its four dimensions (proactive thinking, uniqueness, innovation, and risk taking). The study population consisted of (36) five-star hotels in Jordan, and the questionnaire was the main tool for data collection where the final number of the study sample was (100) from senior managers and sales managers, as well as marketing managers in the researched hotels. The analysis of data was done by using the (SPSS) package to analyze the impact of the independent variable (in all dimensions) on the dependent variable (marketing performance). The study found a set of results, the most important of which is that the five-star hotels in Jordan have entrepreneurial orientation and a high degree of direction, and that ability helps the hotels to explain their marketing performance. The results of the study showed that the four dimensions of the entrepreneurial orientation differ independently from one another in terms of importance and impact on marketing performance. It was found that the proactive thinking and uniqueness, and innovation dimensions are the most important and able to explain the performance of hotels operating in Jordan. After accepting the risk taking aspect it turned out that it is not of great importance in the hotel sector, where it showed a very limited effect on marketing performance. The study recommends that the hotels under study need to maintain an entrepreneurial orientation and continuously strive to update and keep pace with rapid industry developments, as well as, the need to stimulate training and motivate managers and staff in the hotels under study because of the importance of doing this in achieving effective marketing performance.

Keywords: Entrepreneurial orientation, marketing performance, five-star hotels in Jordan.

Introduction

Entrepreneurial orientation is the strength and spirit through which new or existing organizations are created and managed. It is a vital and a main driver of economic growth at narrow levels which is an organization's economic growth, and the wider aspect is represented by the advancement of the country's economy, leading to a significant position in global economies. The entrepreneurial orientation has a leading role in moving an organization internally through building and renewing internal strategies in an effective manner and creating new, innovative and flexible jobs and responsibilities that allow employees to work efficiently in a professional and different manner. This must match the organizational vision and mission as it relates to the external and surrounding environment, including access to unique opportunities, and innovative practices in the business community, thus allow the organization to enter into a new business venture that allows it to be among the leading entrepreneurial organizations (Phyra et al , 2017).



The sector at regional level in general and in Jordan in particular, has played an important role in keeping pace with progress and modernity in many areas. Many tourist sites in Jordan have become a major destination for tourism companies in recent times due to the instability in neighboring countries, its good climate and strategic location among regional countries. There is also a group of international tourism companies which are interested in the hotel sector and they have effective means of moving the global economy to work at the local level, in particular, in the tourism sector and tourist hotels in Jordan, and this then makes this sector a cornerstone of Jordanian economy. Global openness, technological development, changes in the external environment, the world as a whole, innovative progress in global tourism industry and quality, global convergence, consumer awareness and rapid changes in needs, desires and tastes have led to external competitors entering the market. They have domestically positioned the market because the tourism industry does not depend mainly on quantitative production, but on production based on knowledge, science and excellence (Sirivanh, Sukkabot & Sateeraroj, 2014).

In the light of all these changes and the data available in the external environment, the tourism and hospitality industry companies in Jordan have to survive and continue to operate in the market, as well as strive for constant excellence. They also need to keep up continuously with the fixed variable, represented by the rapid change that always occurs. So, these companies must do all the things that would help them to achieve a distinct marketing performance through which they can contribute to implementing a set of goals that achieve a larger market share and consequently gain a competitive advantage and a high profitability. This would be through the acquisition of more consumers by meeting their needs and desires. The main intended goal is to enjoy a greater market share to enable them to obtain a high level of competitiveness. All these endeavors made by the tourism industry in Jordan do not end with merely improving the marketing performance, but continuously need to follow behind the development of these features and seek to acquire a higher degree of excellence in order to maintain the position of strength through entrepreneurship in these companies and their forms of innovation, exploration and creativity. Businesses need to be innovative and have unique ways to compete and strengthen the protective 'wall' against competitors and keep up with excellence and also keep pace with other the rapid changes in the world. Hence the study sought to identify and test the impact of entrepreneurial orientation on marketing performance in five-star hotels in Jordan (Brent & Thanigavelan, 2018).

Study objectives

The researcher sought through this study to achieve the following objectives:

- Measure the application of the entrepreneurial concept in five star hotels in Jordan.
- Analyze and study the applied current entrepreneurial notions and identify their strengths and weaknesses, and indicate its suitability for five star hotels in Jordan
- Determine the impact entrepreneurial orientation on marketing performance in five star hotels in Jordan
- Studying the importance of applying the concept of entrepreneurial orientation and its impact on the success of the hotels in the local and international tourism market and focus on the most important criteria used to measure this success.
- Propose a theoretical model of the leading orientation indicators, which reflects the mission, vision and the objectives of the 'future' hotel.



Study importance

The study importance stems from the fact that it deals with one of the main concepts in the business world which is the concept of entrepreneurial orientation.

The orientation towards this concept climaxes because it is one of the options the organization resorts to in order to fit the competition requirements and rapid changes in the environment according to the organizational worktype and to better achieve the desired objectives. In light of the above, the study importance can be divided into:

The theoretical importance: The theoretical importance is represented by creating knowledge value that helps companies to achieve better competitive value in the surrounding environment, especially in the hotel industry so as to achieve additional features that enable it satisfy consumers and increase market share in a better form, and thus help in achieving the desired goals.

Empirical Importance: The study seeks to present results and recommendations for the hotel and also the tourism industry in Jordan regarding an entrepreneurial orientation and its impact on marketing performance through its dimensions (proactive thinking, uniqueness, innovation and, risk taking) which may help in obtaining large market share, increased profitability and greater competitive advantage and also to achieve companies objectives effectively and efficiently through organized strategic work. (Rasli, Arshad & Zain, 2014).

The importance of this study is apparent, because it shows the impact of entrepreneurial orientation on marketing performance in the hotels sector which is one of the most important economic and tourism sectors in Jordan.

Research Problem

In light of current economic challenges in profit and non-profit organizations, an entrepreneurial orientation is an effective way to face these economic obstacles in these organizations, in particular in the tourism hotel sector in Jordan and the right way to change and innovate so as to gain a greater share of profitability and market share.

Therefore, the entrepreneurial orientation is one of the basic pillars that help to obtain better marketing performance and thus excellence in providing for the different types of customer. This study is a result of many previous studies recommendations, including a study by Sirivanh, Sukkabot and Sateeraroj (2014).

This study recommended that conducting future studies in entrepreneurial orientation and competitive advantage on a wide scale in the sectors of the services industry and increasing the sample as well as increasing the dimensions of the independent variable, was necessary. Other studies, including Arshad, Rasli, Arshad and Zain (2014) concurred. In this regard Zeebaree and Siron (2017), recommended that future studies must be carried out in other countries and within different sectors. Based on this the researcher sought to identify and examine the reliability of the entrepreneurial orientation in the five star hotel sector in Jordan, as well as to determine its impact on marketing performance. Therefore, the purpose of this study was to identify the impact of entrepreneurial orientation on marketing performance in five -star hotel sector in Jordan. The purpose of the study could be achieved through the following question:



Is there an impact of entrepreneurial orientation with its dimensions (proactive thinking, uniqueness, innovation, and risk taking) on the marketing performance of the five star hotels in Jordan ?

Study Hypothesis

To achieve the study objectives and based on the study model the following main hypothesis was developed:

H01: There is no statistical significance of Entrepreneurial Orientation with its dimensions (proactive thinking, uniqueness, innovation, and risk tolerance) on marketing performance of five-star hotels in Jordan.

Sub-Hypotheses:

H01-1: There is no statistically significant impact at (α 0.050.) level of adopting proactive thinking dimension on marketing performance in the five-star hotels in Jordan

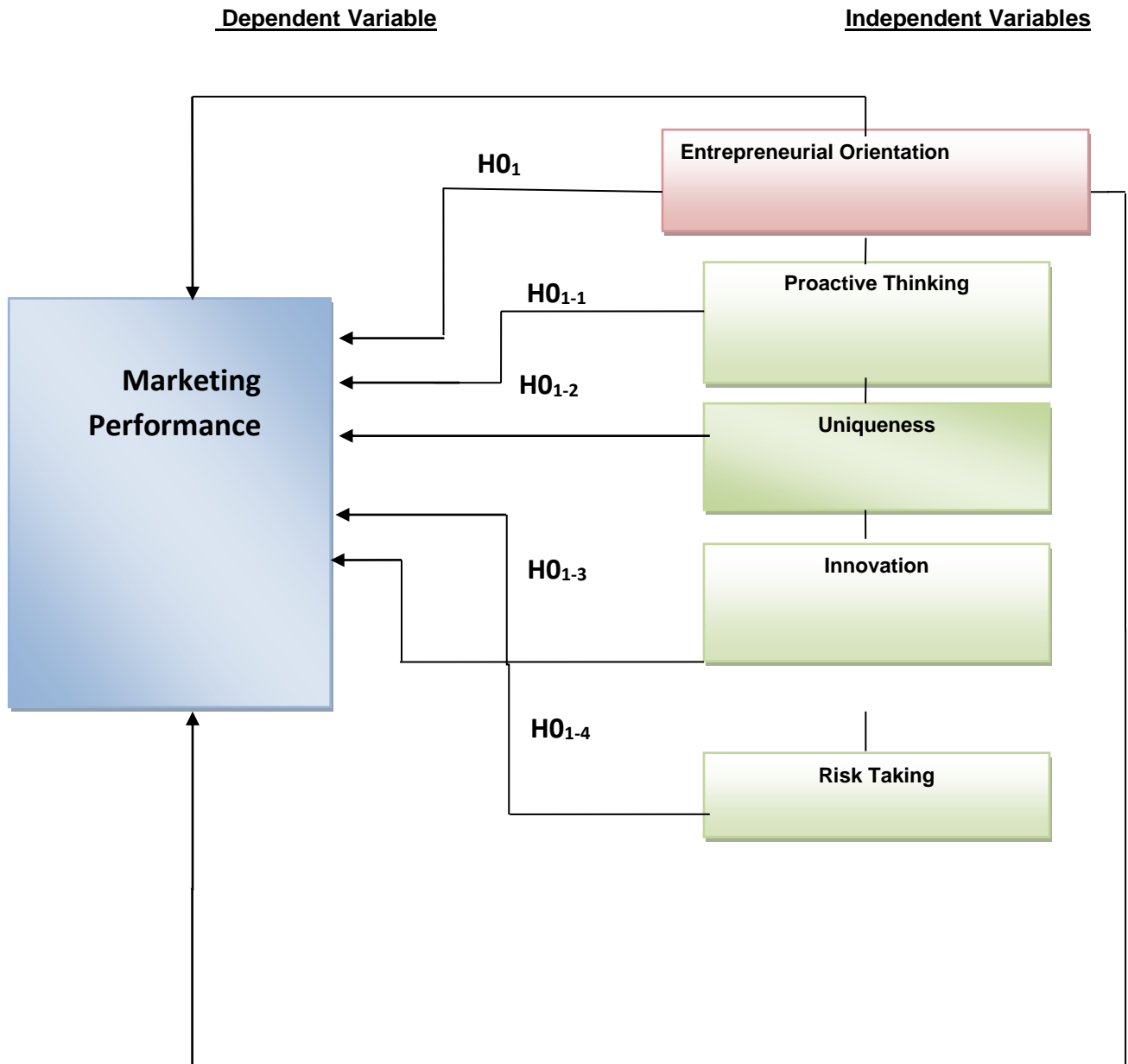
H01-2: There is no statistically significant impact at (α 0.050.) level of adopting a uniqueness dimension on marketing performance in the five-star hotels in Jordan

H01-3: There is no statistically significant impact at (α 0.050.) level of adopting an innovation dimension on marketing performance in the five-star hotels in Jordan

H01-4: There is no statistically significant impact at (α 0.050.) level of adopting a risk taking dimension on marketing performance in the five-star hotels in Jordan.

Study model (framework)

Based on an extensive literature review, the model on page 5 was proposed. It explains the impact of entrepreneurial orientation on the marketing performance. To determine the independent variables that might affect the dependent variable, Commonwealth Ombudsman, (2009) was used. An explanation of how variables are measured is shown below.



• **Figure 1.** Research model was made by the researcher based on the following studies:



Literature Review

- **The entrepreneurial orientation:** refers to a five-star hotel's ability to participate and enter into new markets. The concept reflects these organizations management ability, which enables them to undertake proactive initiatives to increase the risk of improvement and to further develop their marketing performance and thus achieve their strategic objectives both in the long and short terms. It will be measured through the following dimensions:
- **Proactive Thinking:** It refers to the idea that managers have thought about and predicted the changes that will occur in the surrounding environment against the competition, and suggest how they will respond to various demands when they occur and are essentially the basic requirement for any five-star hotel's continuity and success.
- **Uniqueness:** It refers that managers of five-star hotels having the ability to distinguish them from other managers of competitive organizations. They need to have the resources of knowledge and the higher research, making their organizations unique in the surrounding environment. This aspect will be measured in a set of paragraphs in the research questionnaire.
- **Innovation:** refers to the ability to forge creative development and bring in the non-familiar and different, which allows five-star hotels to find appropriate and new solutions that match consumers diverse needs and wants and also face the changes that occur in the external environment. They will also be measured through a set of questions in the questionnaire.
- **Risk Taking:** Refers to five-star hotels managers readiness to carry risk management, investment decisions taking, resource allocation, to perform Business activities and projects, and to enter a new business environment with results that are uncertain. This will be measured through a set of statements in the questionnaire as well.
- **Marketing performance:** Marketing performance is measured as a system used by management to identify the extent to which any targeted strategy is being implemented when compared to the expected objectives and the validity of the targeted strategy for a current situation. It is a system that leads people to learn and helps marketing decision develop. Measurement of marketing performance is a part of an organization's general performance measurement. (Lumpkin & Dess, 1996). The researcher believes that marketing performance is a method through which the relationship between marketing activities and the performance of any organization is measured and evaluated. Consequently, measurement of marketing performance is reflected by showing an entrepreneurial orientation role and creativity in the main marketing activities within organizations such as production, pricing, promotion, marketing communications, customer relations and other activities. It will be measured through marketing share, sales growth average and the profitability of five – star hotels in Jordan.



Previous Studies

Al-Mutairi (2012) study aimed to explain the entrepreneurial orientation towards implementing achieving Competitive Advantage in Kuwaiti Commercial Banks. The research population was represented by commercial banks. The researcher designed a questionnaire to gather the primary information from a study sample which consisted of (102) individuals in the top and middle managerial levels of these banks, which represented 33% of each level.

The research concluded that there was a significant impact of Innovation Intension, Innovation Infrastructure, Innovation Influence and Innovation Implementation on Achieving Competitive Advantage in Kuwaiti Commercial Banks at level ($\alpha \leq 0.05$). The study recommended banks to create services that fit clients needs through approving contemporary new styles of services that match with clients wants.

Sultani's (2012) study aimed to investigate the impact of university practicing of entrepreneurial orientation through (risk taking, proactivity). It also aimed to find out the relationship and impact extent between high performance and entrepreneurial orientation dimensions. The study was conducted in U.A.E. University. The research population was represented by university managerial leadership amounting to 101 administrative leaders at the colleges. Data was collected through using a questionnaire. The study concluded that there is a positive relationship between high organizations performance and entrepreneurial orientation variables to achieve high levels of entrepreneurial orientation implementation inside the university through implementing creativity and proactive dimensions.

Karacaoglu, Bayrakdaroglu and San's (2013) study aimed to show the interaction between financial performance and corporate entrepreneurship represented by an organization's risk spirit which can be identified as whole activities of new products, processes, and also technology, strategy and improving management techniques. Two alternatives models were selected, the first included all entrepreneurship dimensions represented by proactivity, risk, intensive competition, and a self role, while the second included risk and innovation. The study population consisted of transformation industries listed on the Istanbul Stock Exchange, and to explain the interaction which is mentioned above, this was tested in an empirical research on 140 industrial manufacturing firms. The study concluded that the second model with its collective dimension has an interactive positive relationship with the financial performance aspect. Sirivanh, Sukkobot and Sateeraroj's (2014) study was to analyze factors affecting an SMEs' growth such as Entrepreneurial Orientation and they developed a Structural Equation Model of companies growth. The study population was represented by business men in Lao PDR. The samples sized consisted of 331 entrepreneurs, and data was also collected through a questionnaire.

The results of this research were as follows: The factors Entrepreneurial Orientation was found to be positively affecting Competitive Advantages and the factors Competitive Advantages and Entrepreneurial Orientation were positively affecting SME's growth with statistical significance. The purpose of a study by Rasli, Arshad and Zain (2014) was to determine the impact of entrepreneurial orientation which is represented by the five dimensions of Lumpkin and Dess, (1996) namely innovation, proactivity, risk taking, competitiveness and independency and business performance. The research population was represented by various technology-based SMEs in Malaysia. A simple random



sampling technique was adopted totaling eighty eight companies. The data concluded that four dimensions have an impact on business performance (Innovation, proactivity, risk and an aggressive competitiveness), while no relationship was found regarding self-independence in technology-based SMEs in Malaysia. The study recommended carrying out similar studies in developing countries, because this study was restricted to only the Malaysian market. It was also pointed out Gruber-Muecke and Hofer (2015) in their study that there was a need to examine how market-oriented and entrepreneurial-oriented behaviour drives firm performance up in an emerging markets context. The study used data from 170 Austrian exporters to Central and Eastern Europe. The research indicated that market-oriented and entrepreneurial-oriented strategies have a positive performance effect in emerging markets.

Al Dares's (2015) study aimed to identify the concepts of entrepreneurship as well as to clarify its various dimensions, and also aimed to know the extent of application of the concept of entrepreneurship in industrial companies. This was to provide some type of assistance to the decision makers in the companies so that they could work to improve and apply the concept of leadership and to show the need to build an institution on a strategic basis, and this study was conducted in Jordan. The study population was represented by the industrial companies listed on the Amman Stock Exchange amounting (57). Data was collected by using a random stratified sample amounting to 135 individuals who were the managers at various levels in these industrial companies. The study concluded with a set of results including the necessity of exerting the required effort to reach a high level of the implementation of entrepreneurship.

Phyra et al, (2017) aimed to examine underlying processes through which EO contributes to performance and the specific conditions under which this process is facilitated. The proposed hypotheses were tested through a hierarchical regression analysis. The study concluded the support for the mediation effect of marketing capability on the EO-performance relationship. In a study by Jafar and Roland (2018) the aim was to understand how entrepreneurial orientation influences firm performance. The study examined the relationship between three dimensions of entrepreneurial orientation (innovativeness, proactiveness, risk-taking), three types of functional performances of firms (R&D performance, production performance, marketing and sales performance) and the overall performance of firms. The study also indicated that entrepreneurial orientation dimensions are related to the performance of functions in a firm. The study also found that positive relationship is observed between innovativeness and R&D performance and between proactiveness and marketing and sales performance. A negative relationship exists between risk-taking and production performance. Brent and Thanigavelan's (2018) study aimed to examine how entrepreneurial orientation and customer orientation influences the healthcare industry performance. The research used a sample of the US retail pharmacies and found that the entrepreneurial orientation has a significant impact on customer orientation and company effectiveness. It also found that three dimensions – innovation, risk-taking, and proactiveness – exhibit stronger importance and performance than autonomy and competitive aggressiveness.

Research Methodology

This section deals with methods and procedures used by the researcher in terms of methodology population, sample and its selection, the research instrument tools used for data collection, statistical methods used and the findings.



The study used an analytical and descriptive approach for the purposes of testing the research hypothesis and its questions and to conclude its results. This approach aimed to describe the studied phenomenon, or problem identification, justify the conditions and practices, evaluate and compare, or even identify what others are doing in dealing with situations similar to the given situation. A statistical program SPSS was used to answer the study's questions as well as its hypotheses.

Research Population and Sample: The population consisted of all sales and marketing managers and those who do their work in five star hotels in Jordan amounting to 36 hotels in Jordan and there was a comprehensive sample of 100 respondents. There are three managers in almost every hotel according to the Ministry of Tourism data and Tourism Hotels Association for the year 2018/2019. The whole population was considered as a research sample. The collected data was analyzed using the Statistical Package for Social Sciences (SPSS) progra. (Ministry of Tourism statistics, 2018).

Data collection instrument : In order to achieve the research goals and objectives, a questionnaire was used to obtain the needed data. The instrument was developed based on previous studies. The researcher used two types of data:

Primary data: data was collected through a questionnaire in two parts. The first part included demographic information such as area and hotel, age, education and years of experience, while the second part included statements that measure proactive thinking. Uniqueness, innovation, risk taking and marketing performance . A five-point Likert scale was used, as follows : strongly agree= 5, agree= 4 , to some extent = 3 ,disagree= 2 and strongly disagree = 1. The instrument consisted of 52 questions

Secondary data: secondary data was collected by using scientific books, academic peer reviewed journal articles and previous studies.

Data analysis and discussion

The section aimed to analyze the collected data through the questionnaire; the questionnaire was addressed to different subjects from various hotels. Subjects were asked to answer the questionnaire based on their own experience. The obtained results were as follows:

Table 1. Reliability of instruments

Variable	No .of statements	Cronbach Alpha
ProactiveThinking	10	0.854
Uniqueness	10	0.868
Innovation	10	0.630
Risk Taking	10	0.688
Marketing Performance	12	0.853
The whole Instrument	52	0.833

(Source: Author own compilation)



This section provides entrepreneurial orientation and marketing performance tools. Reliability was tested using the Alpha-Cronbach coefficient. The coefficient of alpha was higher than (70%).

The reliability coefficient (α) of each dimension of the dimension entrepreneurial orientation was as follows: Proactive Thinking (85%) Uniqueness (86%) Innovation (0.63%) and Risk Taking (0.68). The reliability parameters for each dimension of Marketing Performance were (0.85). and The whole Instrument (0.83) .The results of reliability are summarized in Table (1).

Table 2. Sample Characteristics

Variable	Option	Frequency	%
Place and Hotel	Amman	47	47
	Aqaba	28	28
	Dead Sea	14	14
	Petra	11	11
Age	Less than 40	27	27
	40 to less than 50	47	47
	50 +	26	26
Education level	Less than Secondary	0	0
	BSC	66	66
	Higher studies	34	34
Experience	Less than five year	5	5
	5 to less than 10	25	25
	10 +	70	70

(Source: Author's own compilation)

Table (2) shows that 47 % of the sample were working in Amman, while 28% of the sample worked in Aqaba. 14 % of the sample were working in the Dead Sea and 11% were working in Petra. With respect to age groups, the study sample was divided as follows: 27% of the sample was less than 40 years of age, 47% were from the age group (40-to less than 50 years,) and finally 26% were from the age group (50+). In terms of educational level 66% had a degree and 34% had some higher studies. As for experience 5% had less than 5 years experience, 25% of the sample had an experience ranging from 5 years to less than 10 years, and finally 70% of the sample had more than 10 years of experience.



Table 3. Means and standard Deviation of Sample's Responses Regarding Proactive Thinking

No.	Statements	Mean	SD	Level	Rank
1	Hotel' s management is building a future perspective regarding	4.65	.539	High	1
2	Hotel' smanagementresponds quickly to market changes you expect	4.42	.794	High	6
3	Hotel's management provides products and services it believes meet market future needs	4.65	.672	High	1
4	Hotel Management adopts long-term relationships with business partners such as suppliers and distributors to develop its products and services	4.51	.703	High	3
5	Hotel management seeks toaccelerate response to customer and solve their problems	4.00	.985	High	10
6	Hotel's management observes markets to develop new products and services that satisfy customers' desires.	4.32	.777	High	9
7	Hotel management takes customers' suggestions seriously to develop its products	4.35	.757	High	7
8	Hotel's management aimsto make the hotel to be the first in developing its products and offering new and distinctivecompared with competitors	4.48	.759	High	4
9	Hotel's management invests available opportunities to meet customer needs against its competitors and create new opportunities	4.34	.945	High	8
10	Hotel's management observes continuously external environment information in order to utilizet new marketing opportunities against hotel ompetitor	4.44	.729	High	5
	Grand Mean	4.416	.5102	High	

(Source: Author own compilation)

Table (3) indicates that sample response regarding the proactive thinking means ranged between (4.00 -4.62). Such means confirm that employees in Jordanian five – star hotel agree their hotels are adopting proactive thinking to a high degree. The table also indicates that statement number 1 and 3 ranked the first while statement number (5) ranked the last. The grand mean confirmed the mentioned result.

Table 4. Means and standard Deviation of Sample's Responses Regarding Uniqueness

No.	Statements	Mean	SD	Level	Rank
11	Hotel' s management faces itscompetitors with non traditional competitive manners	3.44	1.113	Meduim	10
12	Hotel's management resort to burning prices for maintaining its leadership position in the market	3.91	1.129	High	9
13	Hotel' smanagemen tseeks to anticipate competitors in offering new products and services	4.40	.752	High	6



14	Hotel's management to include its products and services with new advantages that surpass its competitors	4.48	.627	High	2
15	Hotel's management responds quickly to competitors maneuver	4.51	.643	High	1
16	Hotel's management seeks to outperform competitors by possessing technological production tools compared to competitors	4.44	.625	High	5
17	Hotel's management seeks to environmental continuous anticipation through updating and collecting data on external environment	4.45	.609	High	4
18	If hotel's management is exposed to intense pressure from competitors, it responds directly and at a similar level	4.46	.626	High	3
19	Hotel's management emphasizes the importance of continuous development and good understanding of hotels competing initiatives	4.36	.612	High	7
20	Hotel's management is keen to introduce new technologies and easy to use and fast in its work	4.33	.667	High	8
	Grand Mean	4.278	.5174	High	

(Source: Author own compilation)

Table (4) indicates that sample response regarding uniqueness means ranged between (3.44 -4.51). Such means confirm that employees in Jordanian five – star hotels agree their hotels are adopting uniqueness to a high degree. The table also indicates that statement number 15 ranked the first while statement number 11 ranked last. The grand mean confirmed the mentioned result .

Table 5. Means and standard Deviation of Sample's Responses Regarding Innovation

No.	Statements	Mean	SD	Level	Rank
21	Hotel's management adds new products to target new customers segments.	4.33	.682	High	4
22	Hotel's management uses is using new methods to promote hotel's products through creativity in online advertising, satellite channels, posters, and publications	4.35	.716	High	3
23	Hotel's management adopts all new ideas that lead to cost reduction	4.44	.641	High	2
24	Hotel's management develops new distinct methods in production rather than adopting other hotels methods	4.32	.649	High	5
25	Hotel management offers rewards for employees who provide new ideas at work	4.45	.642	High	1
26	Hotel's management seeks to attract individuals with technical and scientific qualifications that contribute to development good products and services	2.27	1.270	Low	10
27	Hotel's management supports research and	4.03	.858	High	7



	development activities financially and morally				
28	Hotel' s management implements innovative ideas without obstacles.	3.59	.954	Medium	8
29	Hotel management encourages employees to try new and innovative working methods and using unfamiliar , to creat value for organization	4.29	.729	High	6
30	In dealing with competitors, Hotel's management seeks as much as possible to offer new and distinct products that are difficult to imitate by competitors	3.58	1.103	Medium	9
	Grand Mean	3.965	.4086	High	

(Source: Author own compilation)

Table (5) shows that sample responses regarding innovations means ranged between (2.27 -4.45) . Such means confirm that employees in Jordanian five – star hotels agree that their hotels are adopting innovation to a high degree. The table also indicates that statement number 25 ranked the first while statement number 26 ranked last. The grand mean confirmed the stated result .

Table 6. Means and standard Deviation of Sample's Responses Regarding Risk Taking

No.	Statements	Mean	SD	Level	Rank
31	Hotel's management invests in high-risk projects.	3.49	1.049	Medium	3
32	Hotel's management borrows large amounts of money to fund its new projects.	4.63	.544	High	1
33	Hotel's management invests in high-tech technology to deliver its products.	2.29	1.458	Low	6
34	Hotel' smanagementtakes bold decisions despite the uncertainties in the surround.	1.85	1.344	Low	10
35	Hotel's management seeks to satisfy its customers	2.26	1.468	Low	7
36	Top mangement philosophy emphasizes its products and services development, regardless of its financial position	2.60	1.356	Medium	4
37	Hotel's management exploit s opportunities in the market regardlee risks involved	2.52	1.439	Medium	5
38	Hotel's management implements the most profitable strategic option despite high financial risk.	4.39	.650	High	2
39	Upon facing high-uncertainty decision-making situations,Hotel's management relies on caution, risk calculation and a "wait and see	2.16	1.419	Low	8
40	Hotel' s management assesses internal and external risks to take actions to face	2.09	1.334	Low	9
	Grand Mean	2.828	.6405	Medium	

(Source: Authors' own compilation)

Table (6) shows that sample response regarding risk taking means ranged between (1.85 -4.63). Such means confirm that employees in Jordanian five – star hotel disagree that their hotels are adopting risk taking The table also indicates that



statement number 32 ranked the first while statement number (34) ranked the last. The grand mean confirmed mentioned result .

Table 7. Means and standard Deviation of Sample's Responses Regarding Marketing Performance

No.	Statements	Mean	SD	Level	Rank
46	The hotel achieved cost reduction during the last period	4.48	.643	High	1
45	The hotel is characterized by rapid response to technological developments in the production field	4.46	.576	High	2
41	Hotel' s management is constantly trying to rely on creative and innovative programs to increase its market share.	4.45	.687	High	3
47	Hotel' s management has achieved a distinguished position among five star hotels	4.44	.625	High	4
49	Hotel' s management introduces product with competitive features for the purposes of responding to private environment variables	4.44	.625	High	4
48	Hotel' s management pays significant care in its various activities due to its believe in increasing its market share	4.43	.607	High	6
44	Hotel's management is keen to increase profits and sales growth in the last three years	4.39	.695	High	7
50	Hotel' s management seeks to achieve different stakeholders satisfaction(customers,owners and community)	4.34	.607	High	8
51	Hotel' s management is characterized by good control of resources and building lasting customers relationship	4.31	.662	High	9
52	Hotel' s management attracted distinct marketing, managerial and professional competencies in the last three years	4.31	.677	High	9
43	Hotel's management believes that market share is an effective success indicator of market, marketing and productivity activities	3.89	1.091	High	11
42	Hotel's management always seek to provide high quality products and outstanding performance in order to satisfy customers desire	3.46	1.096	Medium	12
	Grand Mean	4.283	.4549	High	

(Source: Author own compilation)

Table (7) shows that sample responses regarding marketing performance means ranged between (3.46-4.48). These means confirm that employees in Jordanian five – star hotels agree that their hotels marketing performance is good. The table also indicates that statement number 46 ranked the first while statement number 42 ranked the last. The grand mean confirmed this result .

Hypothesis Testing

To test the following hypotheses, a T – test was carried out. In order to find out the means, it was hypothesized that the Yes response had 2 scores and No response had = 1, the obtained results were as follows:



(H01): There is no statistical significance impact of Entrepreneurial Orientation) with its dimensions (proactive thinking, uniqueness, innovation, and risk tolerance) on marketing performance in five-star hotels in Jordan.

Table 8. Main Hypothesis Testing

R	R ²		F Tabulated	F Calculated	Sig.
0.965	0.932	0.929	2.400	525.780	0.00

(Source: Author own compilation)

Table (8) indicated that the correlation coefficient was (R = .965), which indicates a positive relationship between independent variables and the dependent variable, in addition the value of Coefficient of Determination(R²) is (0.932) which indicate that (% 93.2) of variance in marketing performance is due to changes in Entrepreneurial orientation while the rest percent (6.8%) is due to other variables that are not included in the model.

Table (8) also indicated that F calculated value =525.780 which is more than tabulated F = 2.40 and Sig value is (0.000) which is less than ($\alpha \leq 0.05$). So the null hypothesis is rejected and the alternative one is accepted so there is a statistical significance impact of Entrepreneurial Orientation with its dimensions, proactive thinking, uniqueness, innovation, and risk tolerance on marketing performance in five-star hotels in Jordan.

Sub- Hypotheses

H01-1: There is no statistically significant impact at ($\alpha 0.050.$) level of adopting a proactive thinking dimension on marketing performance in the five-star hotels in Jordan.

Table 9. First sub- hypothesis test

R	R ²		T Tabulated	T Calculated	Sig.
0.421	0.177	0.169	1.984	4.593	0.000 ^a

(Source: Author own compilation)

Table (9) indicated that the correlation coefficient was (R = .421), which indicate a positive relation between independent variables and dependent variable, in addition value of Coefficient of Determination(R²) is (0.177) which indicates that a (17.7%) of variance in marketing performance is due to changes in proactive thinking while the rest percent (82.3%) is due to other variables that are not included in the model.

Table (9) also indicated that T calculated value =4.593 which is more than tabulated T = 1.984 and Sig value is (0.000) which is less than ($\alpha \leq 0.05$). So the null hypothesis is rejected and the alternative one is accepted so there is a statistical significance impact of proactive thinking on marketing performance in five-star hotels in Jordan.

H01-2: There is no statistically significant impact at ($\alpha 0.050.$) level of adopting uniqueness dimension on marketing performance in the five-star hotels in Jordan



Table 10. Second sub- hypothesis test

R	R ²		T Tabulated	T Calculated	Sig.
0.960	0.921	0.920	1.984	33.790	0.000 ^a

(Source: Author own compilation)

Table (10) indicated that the correlation coefficient was (R = .960), which indicates a positive relation between independent variable and dependent variable, in addition the value of Coefficient of Determination(R²) is (0.921) which indicates that (92.1%) of variance in marketing performance is due to changes in uniqueness while the rest percent (7.9%) is due to other variables that are not included in the model.

Table (10) also indicated that T calculated value =33.790 which is more than tabulated T = 1.984and Sig value is (0.000) which is less than ($\alpha \leq .05$). So the null hypothesis is rejected and the alternative one is accepted and this shows that there is a statistical significance impact of adopting uniqueness on marketing performance in five-star hotels in Jordan.

H01-3: There is no statistically significant impact at (α 0.050.) level of adopting innovation dimension on marketing performance in the five-star hotels in Jordan

Table 11. Third sub- hypothesis test

R	R ²		T Tabulated	T Calculated	Sig.
0.711	0.505	0.500	1.984	9.997	0.000 ^a

(Source: Author own compilation)

Table (11) indicated that the correlation coefficient was (R = .711), which indicates a positive relationship between independent variable and dependent variable, in addition the value of Coefficient of Determination(R²) is (0.505) which indicates that (50.5 %) of variance in marketing performance is due to changes in innovation while the rest (49.5%) is due to other variables that are not included in the model.

Table (11) also indicated that T calculated value =9.997 which is more than tabulated T = 1.984and Sig value is (0.000) which is less than ($\alpha \leq .05$). Thus the null hypothesis is rejected and the alternative one is accepted so there is a statistical significance impact of adopting innovation on marketing performance in five-star hotels in Jordan.

H01-4: There is no statistically significant impact at (α 0.050.) level of adopting risk taking dimension on marketing performance in the five-star hotels in Jordan.

Table 12. Fourth sub- hypothesis test

R	R ²		T Tabulated	T Calculated	Sig.
0.324	0.105	0.096	1.984	-3.38	0.001 ^a

(Source: Author own compilation)

Table (12) indicated that the correlation coefficient was (R = .324), which indicates a



positive relationship between independent variable and dependent variable, in addition the value of Coefficient of Determination(R^2) is (0.10) which indicates that (10.5%) of variance in marketing performance is due to changes in risk taking while the rest percent (89.5%) is due to other variables that are not included in the model

Table (12) also indicated that T calculated value = -3.38 which is more than tabulated $T = 1.984$ and Sig value is (0.001) which is less than ($\alpha \leq 0.05$). Therefore the null hypothesis is rejected and the alternative one is accepted so there is a statistical significance negative impact of adopting risk taking on marketing performance in five-star hotels in Jordan.

Results

Based on the data analysis, the research concludes the following. The results shows a statistical significance impact of Entrepreneurial Orientation with its dimensions proactive thinking, uniqueness, innovation, and risk tolerance on marketing performance in five-star hotels in Jordan.

There is a statistical significance impact of adopting proactive thinking, uniqueness, innovation, on marketing performance in five-star hotels in Jordan.

There is a statistical significant negative impact of adopting risk taking on marketing performance in five-star hotels in Jordan.

Recommendations

Based on the above-mentioned results the researcher suggests the following recommendations:

- The need is for five-star hotels in Jordan in particular to adopt entrepreneurial orientation behavior, and companies in Jordan in general, and they need to try to benefit their outputs in increasing the effectiveness of their strategic decisions, which can be achieved through creative thinking and better perception their own operational environments.
- Forming an organizational culture that contributes to development of entrepreneurial spirit among five-star hotel managers in Jordan and enhancing the top management participation spirit in this is critical.
- Granting employees space and freedom and independence in their work, and allocating appropriate time weekly for meeting with stakeholders to discuss new issues according to a prepared program in advance, all need to become part of every company's culture.
- The researcher proposes the establishment of various communication channels between employees, with flexibility, allowing creative ideas to flow and transfer the same easily and freely, and through these channels an exchange of new views without any reservations can be created. There is additionally a need to build two-way communication channels between employees and managers, and to provide them with space to introduce their ideas, and transfer these to their departments without any organizational or administrative restrictions.
- Activating universities and institutes roles in the field of research and development through partnership between companies and universities, which will



helps to transform creative ideas in research and studies from mere theoretical ideas, to primary prototypes of a practical nature that can be developed and marketed with knowledge formats and targeted information supporting companies success.

- Allocating appropriate budgets for research and development unit activities in five-star hotels in Jordan and providing them with qualified and specialized cadres in the research and development field, and giving the units administrative authority to allow this to work independently without organizational and administrative pressures.
- Five-star hotels management in Jordan have to adopt the dimension of risk when thinking about adopting entrepreneurial projects that contribute to transfer these institutions from their strategic position to an even better position with the importance of creating the requirements for their ultimate success.
- In order to enable a proactive and aggressive behavior dimension in a manager's competitiveness, it is natural to develop a well-defined action plan that helps to identify and exploit opportunities before other competing institutions do, and to take into account research and development activities, and build a strong network of suppliers committed to development and innovation. This is reflected positively on all parties concerned.
- Achieve a balance between the expert attracting policy and creative people from outside the company, and to develop special incentive systems for creators in the company, so that the system meets their personal ambitions, appreciates their efforts, and generates a sense of justice and equality. This will lead to the construction of an appointment system that includes criteria for entrepreneurial orientation, and which reveals the extent to which the selected persons enjoy entrepreneurial orientation, noting that the selected criteria should have significant weight for the purpose of deciding their appointment, or to use them in employees annual evaluations that are in line with their professional and career paths in the company.
- The administrative leaders in five-star hotels in Jordan have to allocate enough time to review and study creative works, as well as discuss employees ideas that may reveal innovation purity and sort this out to ensure implementation is beneficial, without engaging in daily routine work. This can easily be made by them, if they have enough authority.
- Since the departments in five-star hotels in Jordan do not encourage risk orientation, it will be necessary to focus on preparation and activation training courses that develop and change administrative leader's ideas, so as to convince them of the importance of developing risk orientation with other administrative leaders.

Study Limitations

- Human limitations: This study was limited to managers working in five-star hotels.
- Time Limitation: This study was conducted during the academic year 2018/2019.
- Place Limitations: The study was conducted in some five star hotels in Jordan.



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