



# The Role of Strategic Innovation in the Development of Tourist Offices in Jordan

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## Abstract

The significance of this study stems from the deep and enriching discussion of the related topics which confirms the criticality of adopting a strategic and innovative approaches to the establishment and administration of tourist offices in Jordan; This is regarded as one of the key strategies necessary to implement by the modern institutions to tackle persisting problems and overcome challenges of the 21st century. The study is also thought be value-adding to the limited number of research publications in this field, especially studies that fall short of addressing the relationships among variables of the study in the context of the tourist sector in Jordan. According to Al-Salmi, (2007), 'development', is defined as a long-term effort that aims at improving the ability to organize and solve problems through the creation of an environment that is effective, creative, and innovative for everything new, including research directed towards creativity and innovation. It also includes processes of a nature that are related to creative human resources that are characterized by capacity, efficiency, holistic-effort, and which are planned, organized, and aiming to devise new organizational elements to increase productivity, satisfy organizational need, and achieve excellence, through restructuring, to yield unconventional services delivered through modern methods with a high degree of efficiency and quality in performance and excellence (Khatib & Muayyata, 2006).

**Keywords:** Strategic, organizational development, tourist, strategic innovation.

## Introduction:

The major political, social, economic and cultural changes that have been witnessed since the early 20<sup>th</sup> century, coupled with the rapid increase in competition have in diverse ways prompted distinction-seeking, learning business organizations to work harder towards achieving competitive advantage (Nicolaidis, 2008) and operational excellence (Ramphal & Nicolaidis, 2018), through adopting a variety of strategies that match their counterparts of the competing institutions. This amounts to a comprehensive approach that spans across the enterprise functions, and covers all



organizational levels, to enable the resolution of persisting problems, ensure success and maintain the existence and survival of the organizations.

According to Al-Salami, (2007), growth and development refers to a long term effort that aims at improving the capability of organizations and also their problem solving, through the creation of an active innovative environment, and the management of all new situations including research-directed towards innovation. This very same growth and development comprise processes that are directly linked to innovative human resources, equipped with the capabilities and competence as well as ample and planned efforts, to help create new organization elements for boosting productivity, matching organizational requirements, and achieving excellence, via restructuring that enables the provision of new services of high quality, know-how attributes and excellence in performance. (Al-khateeb & Maa'iha, 2006).

Due to the fact that tourism is a consistently growing phenomenon, and that it is regularly a self-reforming consumer activity, the tourism sector is constantly subject to development by virtue of applying new thoughts, and introducing new products and services besides preparing new tourist attractions facilities and establishments (Bajg, 2018: 15). Accordingly, wise management with a clear vision must pay special attention and care to tourist establishments generally and tourist offices in particular and put them on the top of their list of priorities.

### **Problem Statement**

Nowadays, due to the exponential increase in competition and technology development, which is experienced by different business organizations, it is deemed necessary to try to answer questions pertinent to the study variables, using a theoretical framework that illustrates the significance of strategic innovation to the development of the tourist establishments, and boost their value in modern knowledge-based market environment These questions are:

- What is innovation?, What is strategic innovation? And what are the stages, types, levels and strategies of innovation?
- What is administrative development, and its types and justifications?
- What is the role of strategic innovation in the development of tourist offices?

### **Study Objectives**

- Introducing strategic innovation and organizational development through presenting sets of theoretical concept and studies.
- Demonstrating the role of strategic innovation to develop tourist offices.
- Presenting useful findings and recommendations in this regard.

### **Study Significance**

The significance of the study stems from the importance of its topics, by highlighting the strategic innovation and its role in the development and administration of tourist offices, which is regarded as one of the necessary key strategies to adopt by modern institutions to overcome the challenges witnessed in the 21<sup>st</sup> Century. Additionally, the study is also expected to be value-adding to research in this field, especially studies that fall short of examining the relationships among variables of the study in the tourist sectors.



## Operational Definitions

- Innovation: The creative process and the art of creativity for a certain thing presents it in a new form and a new way. It is also a change in the way of making and remaking of things as well as providing alternatives (Jaradat et. al., 2011).
- Strategic Innovation: Creating new strategies such as growth and innovating products and to propose samples of deeds which calls for an added value for beneficiaries and achieving excellence among competitors (Sniukas, 2007).
- Administrative development: The ability to develop approaches, systems and methods through providing innovative organizational structures and proficient human resources in light of rapid changes and the need to achieve maximum use of financial and human resources' capabilities (Karlyn,2005).
- Tourism establishment: All organizations that provide certain services for tourists to meet their needs in terms of accommodation, transport, food, trips, programs, etc. (Abouii,2008).
- Types of tourism establishments: Airline companies, travel agents, tourist guides, restaurants, hotels, tourist cities and villages, and tourist camps (Abouii, 2008).

## Research Variables

Organizations that seek excellence and leadership in the market must work in accordance with suitable strategies such as innovation, development and administrative organization strategies in order to achieve their goals as strategies. In addition there must be a considered ethical stance in whatever is undertaken (Nicolaidis, 2016). This is in line with the meaning of innovation as the potential readiness for distinction as it seen by workers.

### I. INNOVATION:

#### The concept of Innovation

Harrison and Samson (2002) defined innovation as "generating and applying new and creative ideas that had not been applied before and putting them into practice, classifying them on a product basis, i.e. introducing new or improved products, and on a process basis, i.e. using new processes (Jaradat et al., 2011, Nicolaidis, 2014). However, Barnett (2006) views innovation as "a process of presenting a new idea, behavior or thing, and it is new because it differs qualitatively from existing forms". (Jaradat et al., 2011). Likewise, Jones, (1998: 515) defines it as "a process adopted by organizations to develop new goods and services or to improve production and operation systems, to better respond to the needs of their customers".

In general, the different definitions of innovation by different scholars reflect their different aspects and approaches of interest and the purpose of use, which can be divided into the following (Al-Sarn, 2000):

1. Focus on the innovation process itself (the innovation mechanism): that is, the stages that the innovation process passes in this field are "a process that results in new work that satisfies the group and accepts it as beneficial";
2. Focus on the innovative output (innovative production): that is, the amount of productivity that is achieved - or which results from the innovation process - and in this field it is defined as "seeking to achieve production that is novel, appropriate, and capable of development" and thus it focuses on innovative production, problem solving, and adoption of change (Nicolaidis, 2014).



## **Innovation Types**

According to Trott (2002) and Nicolaidis (2014), innovation may include the following types:

- Product innovation: It is concerned with the development of a new or improved product.
- Process innovation: It is concerned with the development of a new or improved manufacturing process which used for delivering new services.
- Organizational innovation: It is concerned with creating a new venture division or new internal communication system.
- Management innovation: it concerns itself with developing new managerial systems or philosophies at the level of the organization such as Total Quality Management (TQM). (Ramphal & Nicolaidis, 2018).
- Production innovation: Is concerned with the introduction of new techniques of production such as Quality circles, Just in Time manufacturing system, new production planning software, and new inspection system.
- Commercial/marketing innovation: It is concerned with developing new ways for marketing products, developing new financing arrangements or new sales methods, e.g. direct marketing.
- Service innovation: Is concerned with any activity related to service, whether it starts from the stage of preparing and delivering the service or from the stage of developing processes and activities which the services performed through e.g. the accompanied services to the physical goods, such as the services linked to the computers and cars.

## **Innovation Stages**

Abodi (2006: 41) refers to the proposition of Knicki and Kreither that the process of innovation includes the following:

1. Preparation: This stage includes the period of time that the individual spend on reading, learning, training and working, as well as attending conferences and seminars. This also helps the individual to be duly informed of the dimension of the problem to clearly understand it.
2. Concentration: In this stage, the individual concentrates on his/her efforts and interest on the problem.
3. Incubation: In this stage, the individual engages him/herself in his daily works, while he/she is busy looking for data. This stage is a time of interaction of data in the subconscious of the innovative individual.
4. Illumination: In this stage, while the individual is looking for data, he/she simultaneously links the data to find the relationships, and as a result, new thoughts will be revealed in the form of light to alert the innovative individual, which helps the innovative individual to be in a state of discovery after completing the stage of illumination.
5. Verification: It means repeating the whole process to prove, amend or test the idea. This also means that the innovative thing offered by an individual which includes thought, behavior and response is subject to examination to make sure of its verification and applicability.

## **Innovation Levels**

Although Abawi and Jelda, (2006), suggest several levels of innovation, this study is specifically concerned with the following three levels:



- Individual Innovation: This level of innovation is achieved by one of the individuals who has enough innovative capabilities and features.
- Group Innovation: This level of innovation exceeds the sum of individual innovation as a result of interaction, collaboration and views exchanges among its individual members. As such, the fact that modern organizations face major challenges, necessitate the need for innovative groups has to be developed.
- Organizational Innovation: This level of innovation might be achieved if the following basic conditions are met:
  - a) The necessity perception that leadership and innovation require proficient individuals.
  - b) The necessity of solving any problem innovatively.
  - c) The necessity of developing innovative abilities and skills to find problems and solve them.
  - d) The necessity of developing innovative skills in creating or constructing problems.

### **Organizational Innovation Strategies**

Innovation strategies refer to the organizational policies which have been designed for the purpose of promoting the innovative process, and create an innovative environment within the organization. These strategies include:

#### 1. Management by Objectives Model (MBO)

This refers to attempts to achieve the objectives of the organization through the enhancing the commitment of employees and their effective participation to fulfill the objectives and activities of the organization.

#### 2. Organizational Development (OD)

This refers to a set of long term methods inspired from behavioral sciences which are designed to boost the capabilities to accept change and increase its effectiveness.

#### 3. Functional Specialization (FS)

This refers to organizations' efforts to design units of specialized activities, and this is considered one of the most common strategies adopted by organizations that seeks to create innovative works.

#### 4. Periodicity

This strategy refers to the ability to use temporary or changing organizational forms such as forming groups of specialists and workers to execute certain projects and to create a temporary organizational entity to achieve a specific mission and objectives and then dismantle this entity once achieved. Individual members of this project would be directed to new projects upon its closure (Abawi & Jelda, 2006).

### **Strategic Innovation**

Al-dori and Alazawi (2004), point out that the Business Concept Innovation supports organizations' abilities to achieve competitive advantage in light of the challenges of the information revolution, because it enhances the ability of the organizations to utilize current business models in ways that create new values for customers to acquire their desired satisfaction. As a result, this will likely lead to the natural development of innovation administration. Furthermore, this will exemplify a logic approach for the value system which is considered as an integral part for the Business Concept Innovation. Nevertheless, the main practical steps for Business Concept Innovation are:



1. Defining the user's values of the product or the service and the main mission.
2. Developing the Business Concept Innovation and developing solution as well.
3. Introducing new ideas and technologies.

The previous steps will extensively expand the extent of the administration of innovation and as a result, represent the strategic entrance for innovation since it adds new additional dimensions. The new dimensions concentrate on customer needs, and perception of value which will evolve from transformation, though development so as to focus on core production functions, with more emphasis on the symbolic values or the meanings of the knowledge community (Kotelnikov, 2003).

There are two sources for the innovation of organizations; firstly, the analysis of the customers' needs, and the withdrawal of the market when it is shown that there are many marketing opportunities in terms of transport services, and easing of delivering of products to the customers. Indeed, this provides a guiding approach for the strategy of the organization. Secondly, the analysis of technology development is considered- this source is adopted by the organizations alongside with the first resource and they follow up other industries through this resource to diagnose their technological developments (Lynch, 2000).

The strategy specialists rely largely on the analysis as a stimulus for innovation and on perception as a cornerstone for innovation as well. At this stage, we can say that success depends on perception and realizing the mission because the innovation is adopted to generate effective and strategic thoughts (Jones, 1995). At a time when competitors' mobility is on the increase, it becomes very important to explore new opportunities of the external environment and monitor business competitors, and this requires a strategy to develop products which are different from those adopted in the industry sector in which organizations do their business. Consequently, innovation is prompt in its response to the opportunities, threats, and to the foundations of the competitive advantage (Al-Najar, 2001).

Strategic innovation, as a framework for business development that focuses on the future, identifies opportunities for growth, and generating a long-term vision for the competitive advantages that needs to be supported and fortified. Innovation could not be strategic unless it turns from an intangible resource into fundamental capabilities that generate core competitive value to the organization by relying on innovative thinking in the generation of new ideas (Wit & Meyer, 2000).

The strategic innovation management combines both traditional and non-traditional elements of business strategies and develops them to achieve the strategic intent (Jones, 2002), thereby relying on the teamwork style and the teams achievement of innovation by stimulating team members with open-minded forward thinking (thinking about the needs of the customer, and about delivering attractive products which the customer does not expect to receive as a basis of competitive advantage). Upon that identification and assessment opportunities, then one can make the best decision. This administration also includes defining the strategic path that makes the leadership team along with the board more able to define a common vision for the organization, and to then strive to develop and motivate them to success (Jones, 2002). Strategic innovation requires stability in the tourism sector and the adoption of market research, strategic analysis of the external environment and diagnosis of related changes, opportunities and threats in the context of the strengths and weaknesses so as to achieve the goals and mission of the organization, and to develop the vantage point and strategy for the future. It must be accepted as a fact that the organization has to be led by the customer to create a perfect understanding on how well the technology and the organization are linked, to get to a practical basis about the ideas



that are relied upon in achieving competitive advantage. There is also a necessity that the organization is ready to implement innovative ideas in the context of their culture and different capabilities through a series of activities supported by the administration at all levels, arranged in accordance with all the the priorities. After this the devoted potentials of qualified personnel will be used to implement innovative ideas in the framework of the management that coordinates the innovative sub-projects carried out by the organization. This continues to create innovative opportunities alongside, with timely introduction of new products to the market, even before the competitors becomes aware of this. Evaluation by the organization is important to determine the gap between what has been accomplished and what is expected, and to diagnose the critical points through benchmarking against best practices in other organizations. This will further lead to the enhancement of the pursuit of the development and continuous improvement, and adaptation in an organization (Kafelnikov, 2003).

## **II. ORGANIZATIONAL DEVELOPMENT**

### **The Concept of Organizational Development**

Qaryouti (2000) defines organizational development as a positive and planned process of change at the organization level to address the regulatory areas such as values, trends, organizational structures, administrative and technological activities, regulatory environment and others (Al-Sakarneh, 2009). According to Beers (1980), organizational developments helps to bring about harmony between the regulatory environment, operations, strategy, personnel and culture, as well as serving to develop the organizational and innovative solutions in line with developing the ability of the organization for renewal (French & Junior, 2000).

### **Elements of Administrative Development**

The administrative development relies on basic elements to achieve its objectives, and these elements should be included in the main system and be continuously updated by specialized personnel in the organization or by consultants and experts in the same field. These elements are according to various researchers (Couch, 1999; Lau, 2001) the following:

- Organizational structure is the image that reflects the organization as a whole, including the main and sub-organizational units of the sectors, departments and divisions. The organizational structure also includes the basic tasks and their sequence from the lowest level to the highest level (hierarchical system). This system determines the chain of leadership and responsibility in terms of specializations, their relations and the extents of their authorizations to others. Organizational structure is essential for any organizations, and it must be updated based on the latest amendments and changes to the activities of organizations and tasks, because it determines the functional levels and defines the scope of supervision and responsibility sequences.
- Job description contains the tasks and responsibilities of supervisory, educational qualifications, and scientific and practical experience required for the job. It also identifies the employee's relationship and his/her role within and outside of the organization. Job description is used as a tool in performance assessment, analysis of recruitment, and training needs. This aims at clarifying the roles, tasks and responsibilities of the workers of these jobs, and it helps to avoid the overlap or duplication of tasks with other tasks.
- Business procedures and models: Each organizational unit has operating procedures that are implemented to finalize each transaction, and this takes a whole documentary cycle and uses models to accomplish the work. This is carried out by a group of employees, and whenever



the procedures of works are simple, easy and quick to process, it leads to saving time and effort to achieve the sought after customer's satisfaction, comfort and also attracts more customers. Whenever the work's procedures are clear and automatically documented, it tends to minimize the use of paper.

- The Regulations Human Resource Guide includes the regulations and systems of human resources governing the duties and rights of employees in the organization from the beginning of their appointment until the termination of their services. This includes terms of employment, procedures and system of work in terms of leave, public holidays, salaries, allowances and job's advantages, system of official missions, training courses and a list of sanctions. This guide helps Human Resources Management to perform effectively so as to deliver their desired outputs.
- Staff Performance Assessment is a system that identifies the level of employee's performance for a specific period. This system helps to evaluate employee's performance and tracks when there are deviations, declines or weakness in the achievement of business tasks, and whether the employee follow the regulations and systems at work or not. Also, it helps to detect the need for the development of skills of some workers and helps in developing them. Accordingly, it motivates employees financially based on their levels of annual performance.
- Training: One of the main human resource management tasks is to identify training needs and to determine the professional development track of employees in the organization by identifying weaknesses in the performance of some of the workers through annual performance evaluation. It can also be related to emerging development and updates in the tasks and activities of the organization that needs to transfer new knowledge and skills of workers in the organization. Also, the role of human resources management does not end with involvement of the staff in training courses, but it follows-up and evaluates their performance.

### **Justifications for Administrative Development**

Administrative leaders are able to meet the challenges, and they also bear the responsibility to modernize the institutions that they lead by determining priorities, selecting strategies that lead to change, creating new visions for their organizations, and soliciting support of the institutional commitment to these visions. This will help in re-shaping the institutions by revising the strategies, structures, legislations, methods of work, procedures and mechanisms of human resources development, as well as the use of new mechanisms for follow-up and evaluation for the institutional performance. This leads their institutions to the level of creativity, innovation, effectiveness, efficiency, productivity and quality that are desired (Samhan, 2005). Alkhadri (1993) pointed out that the most important justification for the development of innovation is the change involved, and this change requires a major effort, whether the action is positive in adaptation or negative in rejection.

Saleh (2002), Salem (2009), Brown and Harvey (2004) divide the justifications of development into the following:

- Internal justifications: It is the group driving factors from the inside organization towards the organizational development and the need for adapting sustainable programs. One the most important of these factors is providing support from top management for the development programs of the organization. To provide support for the requirements of the survival of the organization and its excellence in the world of competition, and adoption of governance approach in the organization and in the programs of management innovation and organizational innovation these are required considerations.



- External justifications: They represent a range of incentive factors from outside of the organization that contribute to increasing the motivation of the organization towards the formulation of organizational development and implementation programs. These factors include the accelerating pace of scientific and technical developments, directing towards a knowledge economy, increasing the interest in the management of the minds and intellectual capital, growth of the service sector and increasing the work opportunities in this sector by promoting awareness on human rights, and increasing attention to managing the complexities of environmental problems and management.

### **III. TOURIST OFFICES IN JORDAN**

Jordan has invested interest in the last quarter of the 20<sup>th</sup> century to develop the tourism industry and to take it to new global levels, by attracting tourists from all over the world through the creation of the appropriate environment conducive for global tourism. Jordan enjoys several unique and distinguishing features that that qualify it as distinguished tourism hub, including its strategic location in the middle of the world, and it is in the crossroads of three continents: Asia, Africa and Europe. Also, Jordan is one of the more stable countries in the Middle East, in particular from the economic and security perspectives, which positively affect the investment environment. In addition, to that Jordan has good political and diplomatic relations with all countries (Bazazaw, 2009).

The positive outlook of tourism in Jordan was quite stimulating for some of the people with experience and competence in the field of tourism as they opened tourist offices and created tourist marketing opportunities through the exploitation of geographical and historical features that distinguish Jordan compared to other neighboring countries. Thereby the increase in the number of tourist offices is contributing to promoting Jordan and marketing its tourism, thus exploiting the main advantages that can be enjoyed in Jordan. Tourist offices launch programs to promote themselves internationally as tourism services providers, thus highlighting the exquisiteness of historical locations and attractive national iconic sites that would be appeal to tourists visiting Jordan and serve to capture their interest. The success of achieving this by tourist offices is realized through active participation of these offices in a range of international exhibitions and fairs and they provide potential tourists with magazines, bulletins and newsletters that contains different information on the top tourist and archaeological sites. This will help to promote Jordan as a country with an outstanding geographical location (Alhbarnh, 2008).

#### **Travel and Tourism Offices (Agencies)**

A Travel and Tourism Office is the place where travelling information or consultation may be solicited and allows people to make proper arrangements to travel by land, air and sea to any location of choice. Commonly referred to as an “agency”, it often includes a small number of staff, in the range of 2-12 employees (Nasr, 2011). Abboa, (2006) summarizes the functions of the travel and tourist offices in Jordan as follows:

1. Sale and replacement of tickets of various types, the booking arrangement for tourists and travelers in collaboration with transportation firms.
2. Arranging of hotel reservations from inside and outside the Jordan.
3. Collaborating with car rental and tourist transportation companies to provide their service to tourists and the sale of tickets for festivals and tourism activities that are being held in the Jordan.



4. Accepting foreign currencies from tourists and travelers against rendered services in accordance with the laws and regulations in Jordan.
5. Arranging the issuance of visas for tourists and travelers.
6. Arranging personal and baggage insurance for tourists and travelers through collaboration with insurance companies that are operating in the Jordan in accordance with the laws and regulations.
7. Undertaking or facilitating any other activities or tasks that may be determined by the Jordan Minister of Tourism upon recommendations of the Commission.

### **The Promotional Role of Jordanian Travel and Tour Offices**

Effective tourism marketing or promotion in any country is specifically dependent on the organization and integration of the efforts of the Ministry of Tourism and all government tourism departments, combined with that of the tourism private sector at a single tourist sector level or as a whole. This translates into the fact that the revitalization of tourism must rely on the planning, organization, implementation, monitoring, guidance, as well as the organized and mutual cooperation between the relevant government agencies and between the different sectors of tourism. This is because tourist services are based on the integrated image which indicates that each part of the government tourist sectors has a role to play in promoting tourism, and with the integration of these roles, a greater competitive image of tourist services would be realized. For sure, this could not be accomplished by a single tourist sector alone, whether government or private, but rather by both working together in the revitalization of tourism, since tourism is becoming vast with its structure, its various sectors, and the adoption and its multiple and overlapping services between the tourism sectors which is one of the most complex sectors.

The offices of travel and tourism, is considered to be one of the complicated sectors, and without any doubt it has an important role in the revitalization of Jordanian tourism, although this role varies relatively from one office to another; in other words, while some offices have no or limited role to play or activities that help to stimulate the Jordanian tourism, others have a good role to play, and perhaps a notable role. This was confirmed by interviews with a number of tourist offices in Jordan.

According to Alhabarneh, (2008) this variation in the effectiveness of offices roles depends upon the following factors:

1. The financial capacity of the office of Travel and Tourism, and the availability of capital.
2. The coordination between tourism offices and hotel activities.
3. The extent of effective coordination between the Ministry of Tourism and Antiquities and the offices of tourism and travel.

### **Relationship of Creativity to Tourism**

Based on the above, innovative thinking is one of the important options which tourist offices should adopt in order to sustain the development, continuity and profitability of the tourism sector. There are several parties that can stimulate innovation, such as innovative people; environmental factors such as turbulence and crises; external parties such as government intervention and competition. However, what is not clear in the current research is whether the administration has a key role in encouraging creativity and innovation, or not at all? Or whether the innovation will happen without



any influence from management? Nonetheless, managers need to understand the role of creativity and its ability to improve the enterprise's operations, and the interaction between customers and the enterprise (Tourism Management, 2008).

So, creativity and innovation are key factors in the tourism sector due to its nature which is characterized by swift development. Thus, the tourist products have to be regularly updated and renewed in order to keep pace with the growing needs of consumers for the development of the quality that's to be provided and offer new products and experiment, because tourists are constantly looking for something new and new places to visit, or a new activity to do, thus, this requires those in charge of tourist establishments to prepare an action plan based on offering ideas, and then prepare a feasibility study involving investment funds (Tourism management, 2008). In addition, knowledge capital must be available in the facility as well as the availability of cumulative knowledge, technology skills, personal skill or specialized skills.

## **Conclusions**

1. The study shows that in order to reach the desired strategic innovation, it is necessary that tourist offices have to develop and adopt a strategic plan that incorporates the fundamental pillars for innovation and organizational development.
2. Innovation is a critical factor to achieve progress and excellence in many different fields of life, and it is the main input to the processes of change and development.
3. Creativity and innovation point to the development, and change in the tourist establishment and offices because they originate in the internal factors while others arise from external factors.
4. Establishments that seek to achieve excellence must have the key elements of organizational development within them, such as the organizational structure, work procedure forms, job descriptions, human resources competences, employee performance appraisals and training.

## **Recommendations**

1. Encourage workers in the tourist offices to develop their creative potential by using brainstorming, and other methods to increase the creativity abilities among them.
2. Work on the participation of all workers in the various levels of the organization, and motivate them to make tangible suggestions.
3. Promote the use of information technology because of its positive impact on innovation, and the development operations in the tourist offices.
4. Use the modern techniques to attract the attention of the visitors in tourist products.
5. Work on raising the skill of workers, train them and develop them through teamwork that has creative thinking skills.
6. Provide efficient and effective management to meet the various needs of the tourist office in light of increasing competition and globalization.
7. The tourism office should have a carefully estimated budget for all needs, which are necessary for the development of the facility and its continuity.

## **Acknowledgment**

The authors are grateful to Middle East University, Amman, Jordan for the financial support granted to cover the publication fee of this research article.



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