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Choosing Appropriate Entrepreneurship's Strategies During the Critical Situations

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Abstract

External environmental analysis is an important dimension for choosing appropriate business strategies to improve organizational performance in the marketplace. This study conducts an external analysis to address the economic environment, technological environment, competitors, and customers in four-star hotels in Amman, Jordan. Earlier studies have highlighted a gap in understanding regarding the role of environmental analysis in selecting or formulating appropriate business strategies. This study uses a conceptual approach based on resource dependence theory to better understand the strategies used to address business challenges. The data, collected via a survey, were analysed using the Statistical Package for Social Sciences. Creative and risk-taking management strategies should be implemented to secure resources, leading to a better competitive position in the market. This article discussions are with reference to hotels, an essential segment of the tourism industry.

Keywords: *External environment, business strategies, hotels, risk-taking, creativity.*

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Introduction

The hotel industry has unique features, and its growth has attracted interest from many investors. The history of this industry dates back hundreds of years, but recent developments are particularly striking. The global hotel industry is currently valued at over 495 billion USD, with Inter Continental Hotels Group leading the pack (over 24 billion USD sales and over 4,800 hotels across the globe). The industry employs nearly 4.5 million people, which means that one in 10 people work in this sector (www.soegjobs.com/history-hotel).

Hotels aim to attract visitors in many ways, realizing that travellers care not only about the beauty of a hotel's surroundings, nearby facilities and transportation but also about the quality of the food provided to them and the nature of the services they receive, about which they have certain expectations This creates a challenge for hotels, especially four-star ones, to provide all the means and methods to fulfil the desires of visitors and travellers.

Jordanian hotels have a prominent impact on the development of Jordan's tourism industry, as one of its key components. The development and prosperity of this industry increase the number of tourists, and in turn the revenues of hotels, which allows hotels to expand and increase their number of branches in response to global changes. No doubt increasing the number of branches can reduce unemployment, revive local regions and contribute to revenues of local attractions, thereby improving the country's overall economic performance (Bandar Ersan Alowna, 2021). This study uses a conceptual approach based on resource dependence theory to better understand the strategies used to address business challenges. In addition, one of the main objectives of this study is to test the impact of external environmental characteristics on entrepreneurial strategies and how they are followed in four-star hotels.

Significance of the Study

The study explores hotels as one of the essential elements of the tourism industry. Few studies have conducted an external environmental analysis attached to risk-taking and creativity. This encouraged the researchers to conduct a study to bridge the gap between the literature on external environmental analysis and its impact on selecting entrepreneurial strategies to achieve the strategic goals of the hotel industry. The importance of the study is two fold:

- First, the study highlights the need for the management in hotels to choose strategies accurately and theoretically by using a scientific approach based on the variables of the present study. Good awareness of the hotel's external environment can help decision-makers in selecting appropriate strategies.

- Second, the study focuses on the hotel industry in Jordan, which is one of the most important sectors of the Jordanian economy.

- Third is the good understanding and effective environmental analysis is helping the organization during the critical situations like the crisis or covid 19 pandamic.

Objectives of the Study

The study aims to achieve the following objectives:

- Enhance understanding of the external environment of four-star hotels.
- Test the impact of the external environment's characteristics on the entrepreneurial strategies that are followed in four-star hotels.

The hotel sector faces many challenges as a result of changes and developments – especially in the external environment – which managers must address. A lack of understanding of these characteristics of the organization's environment may directly affect the hotel's relationship with this environment; therefore, management must realize the influence of this environment. These factors show the need to study the hotel environment.

Managers who are unable to understand environmental factors and trends that affect their organizations may choose inappropriate strategies that conflict with the nature of the environment and their organizations' requirements. This can adversely affect performance and lead to a failure to achieve objectives. Thus, this study examines the impact of external environmental analysis in selecting an appropriate entrepreneurial strategy through the following questions:

Q1: Do managers of four-star hotels (the study sample) have positive perceptions regarding the external environmental dimensions of these hotels?

Q2: Is there an awareness of the need for external environmental analysis in choosing appropriate entrepreneurial strategies (creativity and risk-taking) for four-star hotels?

Study Hypotheses

The researchers seek to study the impact of external environmental analysis in selecting appropriate entrepreneurial strategies for hotels through the following hypotheses:

- H1: External environmental analysis has no statistically significant impact (≤ 0.05) on the selection of appropriate entrepreneurial strategies (creativity and risk-taking) in four-star hotels in Jordan.

- H2: External environmental analysis has no statistically significant impact (≤ 0.05) on the selection of appropriate entrepreneurial strategies that can be attributed to managers' demographic variables in four-star hotels in Jordan.

Review of Related Literature

Today, one of the key issues in managing hotels is how to develop a strategy and understand the external factors of the company. Analysis of the external environment will increase the hotel's capacity to develop a positive service quality image and good-quality services. The global hotel industry is changing rapidly and continuously; therefore, hotel managers must adjust to these changes. The future of an organization is determined by the managers' abilities to adjust to the turbulence of the dynamic and complex environment, and develop innovative business strategies. Today, managers in the hotel industry are dealing with many issues, such as creating a vision and mission, selecting a leadership style that fits the organization's situation, and addressing customers' needs and wants. (Auzair, 2011).

There are multiple definitions of hotels. They are often defined as places prepared to receive tourists; for overnight stays, providing comfort, shelter, food and services for a certain period and time, for a specific known fee,In recent decades, hotels have become larger and more spacious and have developed their goods, services and products. Managers need to cope with these developments and other, wider changes, as traditional administration has become unable to face challenges such as globalization, privatization, the emergence of digital and virtual organizations, and strong competition.

From time to time, these changes cause hotels to review their strategies to choose the best route that meets the interests of the organizations. Strategic management, as a pioneering and flexible approach, is the only method capable of addressing these challenges by distinguishing between the opportunities and threats in the external environment, as well as the strong and weak points of the organization's environment - strength, weakness, opportunities, and threat analysis - (SWOT analysis). Strategic management facilitates the decision-making process in light of environmental changes that threaten the existence of the organization. The ability of the organization to establish an appropriate strategy based on facts affects it's chance of survival,The benefits of interactions between the external environment and strategic decisions represent a powerful influence that affects the performance of the organization, which cannot be isolated from its environment and will affect all working organizations. On the other hand, it is also of great importance to measure customer satisfaction and to survey consumers to figure out their behaviour, particularly their behaviour during the purchase process or service usage, Economic factors, which are among the most important external environmental factors, have significant impacts on the performance of the organization. These factors include interest rates, economic growth, trade balances and inflation rates Another very important factor that organizations should take into consideration is the technological environment, which affects an organization's capacity to provide good-quality customer services and increase customers' well-being.Technology is one of the main pillars for the success of any organization if used to serve the firm's strategic objectives (Bruno S. Sergi, 15 April 2019). As technology constantly evolves, changes should be monitored to select a business strategy for the future.

The main factor considered in this study is entrepreneurship, which is one of the most critical fields in business organizations due to their need to expand their market share and increase their number of customers (Bradleye, January 2019.). On the other hand, the valuable benefits of entrepreneurship for countries include its contribution to overall development, such as via the creation of jobs, which reduces rates of unemployment.Entrepreneurship is defined as the process of creating something new and valuable by allocating time, effort and money with the possibility of accepting risks and obtaining rewards There are multiple types of entrepreneurial strategies, but the present researchers focused on two main factors: creativity and risk-taking.The first factor of entrepreneurial strategies is creativity. Environmental changes and intense competition have led contemporary organizations to adopt creative methods that are in line with environmental fluctuations (Feuerriegelb, January 2020),his approach involves creating and applying a range of ideas, processes, products and services related to the

organization's operations, management systems, structure or strategiesThe second factor of entrepreneurial strategies is risk-taking, which means the ability to engage in activities, products or services that may bring benefits to the organization, and at the same time may incur losses. It can be defined as considering the possibility of loss or failure. In other words, risk-taking is the probability of obtaining returns and benefits if the strategy is a successful or encountering failure if it is not.

By reviewing previous studies, we found many related to the factors considered here. For example, (Garcia-Sánchez-Rojas M., June 2018)analysed how factors such as the environment, stakeholder integration capability, absorptive capacity and technological skills influence corporate entrepreneurship and the repercussions of corporate entrepreneurship for the organization's results. Hypotheses were tested empirically using a sample of 160 European technology firms. Positive relationships were found between environmental factors and stakeholder integration capability, and between environmental factors and corporate entrepreneurship. The uncertainty and complexity of the environment in which the organization operates, and its relationships with stakeholders, require the firm to be involved in constant updating; collaborations with other parties; and innovation of processes, products and systems to maintain a competitive advantage. The researchers observe that there are several similarities between this and the present study, such as considering certain environmental factors. However, in the present study, the researchers highlight the entrepreneurial variables of creativeness and risk-taking, alongside more in-depth discussion of the external environment. (Elche, 2008) focused on identifying the effect of creativity on performance in service companies and clarifying the importance of compatibility between innovative services and decisions that affect the performance of companies. The study sample was service companies in Spain, and 167 questionnaires were analysed. Companies that had achieved innovations were found to perform better and have higher profits. Some groups, such as restaurants and some hotels, had not applied innovation strategies and formal modifications, but instead had relied on making small changes. The researchers note that this study also has similarities to the present study, such as consideration of factors such as creativity and innovation and how they affect the performance of a company. However, in Elche and Gonzalez's study, these aspects are not considered concerning the external environment. from another study (Ajou, 2007) designed and distributed a questionnaire to 150 directors of departments in hotels, and 94 valid questionnaires were returned. The results indicated that external environmental factors influenced the hotels' employment strategies. In descending order of influence, these factors

related to the economic, technological, social, cultural, political and legal environment. Specific influencing factors included competitors, owners, customers, employees and government policies. About (Rumman's, 2003) study aimed to determine the impacts of external environmental factors in identifying the strategic choices of small (one- and two-star) hotels in Amman. The study sample consisted of 41 top management personnel: 21 managers of one- and two-star hotels and 20 directors of two-star hotels. The study indicated that the external environment factors differed in their impacts on the strategic choices of small hotels. The study proved that the most common strategies used in these small hotels were focusing strategies, incursion strategies, retention strategies, retreat strategies and deflation strategies. This again has several similarities with the present study, such as consideration of the external environment. However, in the present study, the researchers highlight the entrepreneurial variables of creativity and risk-taking, and how these should be utilized to create plans.

Data and Methods

The study population consisted of 23 four-star hotels in Jordan registered with the Ministry of Tourism, Antiquities and Statistics (tourism, 2019-2020). The researchers sampled 19 hotels in Amman, the capital of Jordan. The sample consisted of general managers, assistant managers, head of the unit, and heads of departments because these groups had the responsibility to make strategic decisions in these hotels. We chose this sample because they have good experience and knowledge related to the strategic choices and they are members of the top management.

The averages and standard deviations were calculated for items 1–31, and the following criteria were adopted to determine the degrees of ranks: low, medium or high. The low degree was less than 2.60, the medium was 2.61–4.20 and the high was more than 4.20.

The demographics of the respondents are shown in Table 1.

Table 1

Demographics of the Study Sample

Variable	Group	Frequency	Percentage
Gender	Male	43	84.3
	Female	8	15.7
Level of education	High school	6	11.8
	Diploma	14	27.5
	Bachelor's	27	52.9
	Master's	2	3.9
	Doctorate	2	3.9
Position	General manager	4	7.8
	Assistant manager	5	9.8
	Head of the unit	13	45.1
	Head of the department	19	37.3

Table 1 shows the demographics of the respondents to three variable Gender, Level of education and position. the vast majority of the managers were male (84.3%), It was found that 52.9% of the sample held bachelor's degrees, while two members of the sample had doctorate degrees and six had completed high school. Regarding position, there were only four general managers but 19 heads of departments. The reason for this is that the researchers encountered difficulties in accessing general managers due to their concerns and frequent travel, unlike the directors of departments.

Study Methodology

This study considered analytical and descriptive because it describes the managements' realization of the importance of external environmental analysis to hotels, particularly for choosing appropriate entrepreneurial strategies. The study explored the impact of external environmental analysis on choosing appropriate entrepreneurial strategies. Following the literature review, the study collected data by using a questionnaire to achieve the study objectives.

The statistical methods used by using the Statistical Package for Social Sciences (SPSS) to test the hypotheses were as follows:

(1) Descriptive statistics of the study variables: Some measures of central tendency and dispersion to describe the answers to the study questions and to test the hypotheses to achieve the study objectives.

(2) Multiple regression analysis to determine the independent variables that had the greatest impact on the choice of appropriate strategies in the four-star hotels and the size of this impact.

(3) Pearson's correlation coefficient to determine the directions of the relationships between the independent variables and the dependent variable.

(4) The coefficient of determination (R^2) was used to testing any two such variables is usually to see if there is some link between them.

(5) Cronbach's alpha to measure the level of consistency of the variables of the study and to determine the degree of stability of the tool.

(6) Analysis of variance (ANOVA) to determine the existence of statistically significant differences.

The Study Tool

The researchers collect the data by implementing the primary data through creating a questionnaire with 31 items to test the hypotheses targeting the top management and higher positions due to the are interesting and have a responsibility toward the corporate strategic planning. The survey consists; Items 1–20 related to the independent variables (external environmental factors), while items 21–31 related to the dependent variable (entrepreneurial strategies). The questions were asked using a five-point Likert scale.

Reliability

Reliability refers to whether the variables measure the concepts they intend to measure, and calculating the reliability helps in assessing the quality of a scale. The questionnaire data were entered into SPSS. The Cronbach's alpha coefficients show whether the variables had reliability, wherein a higher alpha coefficient indicates greater reliability. This data is shown in Table 2.

Table 2

Cronbach's alpha

Variable	Number of questions	Cronbach's alpha
External environment	1–20	0.80
Entrepreneurial strategies	21–31	0.88

Table 2 shows that the reliability of the coefficients of the study variables ranged from 0.80 to 0.88. These values were considered appropriate and met the study's objectives.

The Validity of the Study

The researchers verified the validity of the study tool for the study by presenting it to a group of arbitrators in the field of business management, as well as to ensure the comprehensiveness of the tool in covering the objectives and the study subject. Following this, appropriate adjustments were made.

Distribution of the Data

Table 3

Distribution of the Data

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

The values of the K-S test did not reach the level of statistical significance (≤0.05) for the variables shown in Table 3. This indicates that the data had a normal distribution and was suitable for multiple regression analysis.

Findings

Table 4

Average and Standard Deviations Regarding the Economic Environmental Dimension

Item	Average	Standard deviation	Degree	Rank
1. The process of choosing an appropriate strategy is affected by the prevailing economic situation.	4.18	0.69	Medium	1
4. Strong price competition in the hotel industry improves the levels of services provided to customers.	4.16	1.01	Medium	2
5. Changes in taxes on hotels affect the chosen strategy type.	4.12	0.59	Medium	3
6. Changes in equipment costs for hotels contribute to the choice of strategy.	3.94	0.76	Medium	4
3. Increases in the operating costs for hotels lead to the possibility of loss.	3.69	1.07	Medium	5
2. A low level of individuals' disposable income reduces the number of reservations in hotels.	3.49	1.14	Medium	6
Average	**3.93**	**0.88**	**Medium**	

Table **4** shows that the averages ranged between 3.49 and 4.18. The items were arranged in descending order according to the average. Item 1which states that "The process of choosing an appropriate strategy is affected by the prevailing economic situation" occupied the first position. Item 2, which states that "A low level of individuals' disposable income reduces the number of reservations in hotels", occupied the last position, averaging 3.49 and with a standard deviation of 1.14.

Table 5

Averages and Standard Deviations Regarding the Technological Environmental Dimension

Item	Average	Standard deviation	Degree	Rank
9. The technology used in hotels contributes to the quality of the services provided.	4.39	0.57	High	1
8. Hotels should keep pace with technological developments in the development of their services.	4.22	0.50	High	2
7. The technologies are used in the hotels suitable for the strategy.	4.18	0.48	Medium	3
10. Hotels should have high-quality technological equipment compared with its competitors.	4.02	0.81	Medium	4
11. Technological changes impact the choice of strategy.	3.98	0.68	Medium	5
Average	**4.16**	**0.61**	**Medium**	

Table 5 shows that the averages ranged from 3.98 to 4.39. Item 9, "The technology used in hotels contributes to the quality of the services provided", occupied the first position, with an average of 4.39 and a deviation standard of 0.57. Item 11, "Technological changes impact the choice of strategy", occupied the last position with an average of 3.98 and a standard deviation of 0.68. The overall average of the dimension was 4.16 and reached the medium level.

Table 6

Average and standard deviations regarding the competitor dimension

Item	Average	Standard deviation	Degree	Rank
13. Hotels should constantly seek to learn the strengths and weaknesses of their rivals.	4.24	0.74	High	1
12. The hotel environment is characterized by the presence of a large number of competitors.	4.14	0.66	Medium	2
15. Knowledge of competitors' strategies is the main factor for the development of strategic plans for hotels.	4.02	0.76	Medium	3
14. Hotels should offer multiple services based on their assessments of the strengths and weaknesses of their competitors.	4.00	0.77	Medium	4
16. Changes in competitors' methods affect the current strategies of hotels.	3.88	0.79	Medium	5
Average	**4.06**	**0.74**	**Medium**	

Table 6 shows that the averages ranged between 3.88 and 4.24. Item 13, "Hotels should constantly seek to learn the strengths and weaknesses of their rivals", ranked first, with an average of 4.24 and a standard deviation of 0.74. Item 16, which states that "Changes in competitors' methods affect the current strategies of hotels", came last, with an average of 3.88 and a standard deviation of 0.79. The overall average of the dimension was 4.06 and reached the medium level.

Table 7

Average and Standard Deviations Regarding the Customer Dimension

Item	Average	Standard deviation	Degree	Rank
20. Customer satisfaction is a strategic goal for hotels.	4.65	0.56	High	1
17. Hotels seek to develop its services according to the needs and expectations of customers.	4.41	0.57	High	2
18. Communication with customers is considered a long-term strategy.	4.31	0.73	High	3
19. Changes in the needs and desires of customers are reflected in the strategies of hotels.	4.16	0.70	Medium	4
Average	**4.38**	**0.64**	**High**	

Table 7 shows that the averages ranged between 4.16 and 4.65. Item 20, "Customer satisfaction is a strategic goal for hotels", ranked first, with an average of 4.65 and a standard deviation of

0.56. Item 19, which states that "Changes in the needs and desires of customers are reflected in the strategies of hotels", came last, with an average of 4.16 and a standard deviation of 0.70. The overall average of the dimension was 4.38 and reached a high level.

The findings reveal that the overall averages of most of the dimensions of the external environment of the four-star hotels (economic environment, technological environment and perceptions about competitors) reached medium levels, but the customer dimension was at a high level.

Table 8

Average and Standard Deviations Regarding Entrepreneurial Strategies – Creativity Dimension

Item	Average	Standard deviation	Degree	Rank
21. Environmental analysis contributes to providing and identifying services that include different advantages and improvements over those of competitors.	4.16	0.61	Medium	1
26. A hotel's management should adopt creativity in all its forms.	4.16	0.61	Medium	2
23. A hotel's management should place employees on training courses to motivate them to innovate.	4.12	0.55	Medium	3
24. Entrepreneurial strategies contribute to the competitive advantage of innovation through service development.	4.10	0.64	Medium	4
22. Hotels should try to introduce new services to meet the needs of customers.	4.00	0.77	Medium	5
25. The entrepreneurial strategies of hotels contribute to improving the efficiency of the management process.	3.82	0.77	Medium	6
Average	**4.06**	**0.66**	**Medium**	

Table 8 shows that the averages ranged between 3.82 and 4.16. Item 21, "Environmental analysis contributes to providing and identifying services that include different advantages and improvements over those of competitors", had an average of 4.16 and a standard deviation of 0.61 and ranked first. Item 25, which states that "The entrepreneurial strategies of hotels contribute to improving the efficiency of the management process", came last with an average of 3.82 and a standard deviation of 0.77. The overall average of the dimension was 4.06 and reached the medium level.

Table 9

Average and Standard Deviations Regarding Entrepreneurial Strategies – Risk-Taking Dimension

Item	Average	Standard deviation	Degree	Rank
28. The managers of hotels must make brave decisions to narrow the gap between them and competitors.	3.75	0.87	Medium	1
30. Hotels must offer various services, regardless of the costs.	3.56	0.97	Low	2
29. The managers of hotels must make brave decisions regarding satisfying customers and must have the ability to withstand failure.	3.55	0.76	low	3
31. Hotels can afford the expected losses of new services.	3.55	0.78	Low	4
27. Hotels should capitalize on risk-related opportunities.	3.43	0.98	Low	5
Average	**3.57**	**0.87**	**Low**	

Table 9 shows that the averages ranged between 3.43 and 3.75. Item 28, "The managers of hotels must make brave decisions to narrow the gap between them and competitors", ranked first, with an average of 3.75 and a standard deviation of 0.87. Item 27, which states that "Hotels should capitalize on risk-related opportunities", had an average of 3.43 and a standard deviation of 0.98 and came last. The overall average of the variable was 3.57 and reached a low level.

The findings revealed that the creativity strategy was at the medium level, while the risk-taking strategy was at a low level. This finding is consistent with that of Elche and González (2008). The managers were aware of the importance of entrepreneurial strategies and their role in achieving greater success for the organization, although the hotel managers did not adopt risk-taking strategies. This could be because huge investments can cause a great loss to market shares.

Hypothesis Testing

H1 was "External environmental analysis has no statistically significant impact (≤0.05) on the selection of appropriate entrepreneurial strategies (creativity and risk-taking) in four-star hotels in Jordan." To test this hypothesis, multiple regression analysis was performed. The results are shown in Table 10.

Table 10

Regression analysis results

Sig.	T	Beta	R^2	R
0.00	4.57	0.53	0.28	0.53

Table 10 presents the beta value, which reached 0.53, and the T value, which reached 4.57. Thus, there was a statistically significant impact (≤0.05) of the external environment on selecting appropriate entrepreneurial strategies in the four-star hotels in Jordan. We identified the impact of each of the external environmental dimensions; the results can be seen in Table 11.

Table 11

The Impacts of Dimensions of the External Environment on Selecting an Appropriate Entrepreneurial Strategy in the Four-star Hotels in Jordan

	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
Technological 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 11 shows that the competitor dimension reached a statistically significant level, as the value of T reached -1.98 at the ≤0.05 level of significance. The rest of the variables did not reach the T value.

H2 was "External environmental analysis has no statistically significant impact (≤0.05) on the selection of appropriate entrepreneurial strategies that can be attributed to managers' demographic variables in four-star hotels in Jordan."

1. Gender

Table 12

T-test Results of the Differences in the Choice of Appropriate Strategies According to Gender

Strategy	**Gender**	**Mean**	**Standard deviation**	**T-value**	**Sig.**
Entrepreneurship	Male	24.09	6.07	0.76	0.45
	Female	22.38	4.78		

Table 12 shows that the T-value did not achieve statistical significance, so there were no statistically significant differences (≤0.05) for the impact of environmental analysis on choosing appropriate entrepreneurial strategies according to the gender variable.

2. Education level

Table 13

Results of the One-way Variance Analysis According to Education Level

Strategy	Source of variation	Sum of squares	Degrees of freedom	Mean square	F-value	Sig.
Entrepreneurship	Between-group	19.48	4	4.87	0.13	0.97
	Within group	1,707.93	46	37.13		
	Sum	1,727.41	50			

Table 13 shows that the F-value did not reach the level ≤0.05, so there were no statistically significant differences in choosing appropriate strategies according to the level of education.

3. Position

Table 14

Results of the One-way ANOVA According to Position

Strategy	Source of variation	Sum of squares	Degrees of freedom	Mean square	F-value	Sig.
Entrepreneurship	Between group	33.09	3	11.03	0.31	0.82
	Within group	1,694.33	47	36.05		
	Sum	1,727.41	50			

Table 14 shows that the value of F-value did not reach the level ≤ 0.05, so there were no statistically significant differences in choosing appropriate entrepreneurial strategies according to the position.

Finding

This section starts by discussing the results associated with H1: "External environmental analysis has no statistically significant impact (≤0.05) on the selection of appropriate entrepreneurial strategies (creativity and risk-taking) in four-star hotels in Jordan." The results 0.72 indicate that they use the external environmental analysis to the choose of entrepreneurial strategies in the four-star hotels in Jordan, and the T-value reached 7.20, which was statistically significant at the ≤0.05 level, so there was a statistically significant effect of the external environment in choosing appropriate entrepreneurial strategies in the four-star hotels in Jordan.

This can be attributed to the usage of entrepreneurial strategies that include creative and risk-taking dimensions, which can be determined by the resources available in the internal environment or the external environment, such as the market state and the nature of the services offered by the hotel to its customers. Hotels need to move away from what is familiar and provide new services using external and internal resources.

H2 was "External environmental analysis has no statistically significant impact (≤0.05) on the selection of appropriate entrepreneurial strategies that can be attributed to managers' demographic variables in four-star hotels in Jordan." The results show that the gender of the employee did not play a key role in the choice of strategies of the hotels. These strategies were instead based on the employees' prior experience.

The statistical value of 0.16 was found for managers' educational levels, which was not significant at the ≤0.05 level, so there were no statistically significant differences in the impact of external environmental analysis on choosing appropriate competitive strategies according to the educational levels of the managers of the four-star hotels in Jordan. The statistical value of 0.10 for the managers' positions was not statistically significant at the ≤0.05 level, so there were no statistically significant differences in the impact of environmental analysis on choosing appropriate entrepreneurial strategies according to the positions of the managers of the four-star hotels in Jordan. This could be due to the regional policies of the hotels.

Limitations of the Study

The study is interested in the external environmental analysis of hotels. It is subject to several limitations:

- Place limits: The study concentrated only on four-star hotels in Amman, the capital of Jordan.
- Human limits: The study focused on the top management of four-star hotels (general manager, assistant manager, head of the unit, and head of the department).

Conclusions and Recommendations

Based on the study objectives and the literature review, the study revealed insights regarding the external environment and the choice of entrepreneurial strategy, making several theoretical contributions. The overall averages of the dimensions of the external environment of the four-star hotels (economic environment, technological environment, perceptions about competitors and perceptions about customers) were at medium levels, except for the customer dimension, which reached a high level. The findings show that external environmental analysis affected the choice of appropriate entrepreneurial strategies in the four-star hotels in Jordan. The creativity dimension was at the medium level, while the risk-taking dimension was at a low level. This finding is consistent with that of Elche and Gonzalez (Elche, 2008).

Moreover, the results show that there were no statistically significant differences at the ≤0.05 level on the impact of external environmental analysis on choosing an appropriate entrepreneurship strategy due to the gender, educational level, or position of the hotel managers in the four-star hotels in Jordan. It appears that managers should realize that the strategic options that an organization adopts must stem from the needs of its external environment. The researchers recommend that hotel managers must the workshops take part in the organization to understanding the external environment, utilizing statistical data to create plans, and choosing suitable entrepreneurial strategies that match the organization's capabilities and needs.

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