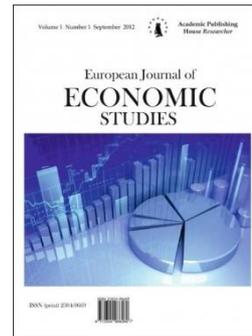


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The Impact of Careful Application of Growth Management Policies and Sustainable Development on the Changing Marketing Environment

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Abstract

This study aimed to identify the impact of the careful application of growth management policies and sustainable development on the changing marketing environment. The study has used the descriptive analytical approach, where a questionnaire was employed as the study instrument. The questionnaire consisted of (3) demographic variables and (26) items that were put together to measure the impact of the careful application of growth management policies and sustainable development on the changing marketing environment. The study population consisted of all Senior Managers who work at five-star hotels at the Dead Sea in Amman, Jordan, who amounted to (19) Senior Managers in (6) hotels, and the study sample included all (19) managers. The results showed that there is a statistically significant impact of the careful application of growth management policies on the changing marketing environment; it also showed that there is a statistically significant impact of the careful application of sustainable development on the changing marketing environment. The results of the means and standard deviations of the careful application of growth management policies fields from the point of view of the analysis showed that they were high, where the Attraction field came first, and the Expansion came last. There were other results have shown that the total mean and standard deviation of the Coordination field were high, where it had a mean of (3.91) and a standard deviation of (0.51). The results of the means and standard deviations of the sustainable development fields from the point of view of the analysis showed that they were high, where the Economic Dimension field came first, while the Environmental Dimension came last.

Keywords: careful application, growth management policies, sustainable development, changing marketing environment, Jordan.

1. Introduction

With respect to the hospitality industry, hotels speak to a key player in its esteem chain, as they produce an incredible effect as far as business and GDP, natural corruption, and social or social change. Given its financial and ecological effect, the hotel sector is a standout amongst the most evident potential recipients of applying social responsibility policies. Lodging managers are ending up more worried about these arrangements, as they comprehend it as an absolute necessity to accomplish reasonable development and long-haul gainfulness (Alles, Marqués, 2011).

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Business exercises and the market environment are associated and depend on one another. Right when a change emerges in the market environment, it quickly influences organisation and especially the hotel sector, regardless of whether straightforwardly or by implication. Furthermore, the market environment depends on the factors of the market, which expects managers to think about market factors when settling on their choices, given that the achievement of an organisation depends on the market environment and the progressions it experiences. The changing marketing environment influences the selection of procedures, which expects managers to make arrangements, actualise them, and follow up on them as indicated by the different changes that may come to pass for the market, for example, financial, political, legitimate, and social changes, which may at last prompt an adjustment in the market environment (Tabassum, 2014).

As demands increased, so did the need to employ Growth Management Policies and Sustainable Development. Since Growth Management Policies and Sustainable Development became an important and valuable resource for any organisation regardless of type, and especially in the hotel sector, it became necessary for micro-and macro-marketing environments alike to be able to employ these policies and improve the changes in order to develop the business. Therefore, the current study was conducted to explore the impact of the careful application of growth management policies and sustainable development on the changing marketing environment.

2. Literature Review

Growth Management Policies

Below, the researcher will discuss the main dimensions that are of matter to this study.

Cooperation

Coordination is a very important case to use in our life especially in work that is why it deals with all about intra and inter-organizational level. Coordination mechanisms, which are necessary to use them such as programming, that organize by programs, plans, rules, routines, targets, and objective. In addition, they use feedback that consisted of communication and the concept of the mutual adaptation. As well as, hierarchy to examine the problems which goes beyond feedback and programming. Therefore, coordination plays a great role in the company when it suffers from the uncertainty that caused task interdependence. There were standardised procedures that achieve tasks with low interdependence like programs or rule that determine responsibilities and allocation resource. As well, to align the work, there were a group of tools and information technologies can help the team. Such as boundary objects lead to better communication. Coordination moved from being formal and consistent to be described as knowledge sharing, flexibility, and communication. While experts have depended on dynamic view, they dealt with the coordination as an emergent procedure that could be changing (Okhuysen, Bechky, 2009; Hsieh, 2018).

Attraction

There is a policy specialised in the development of urban centres, improving the kind of nature and make it more attractive. The surrounded cities support urban centres by establishing renewal projects and implement long running programmes. Which financed by public authorities, sometimes with homeowner or investors such as Europe Union. Therefore, the movements of development and reform help to decrease the phenomena of the shrinkage of population. however, the investments in urban renewal in Copenhagen is developed through last three decades, and now it's more experienced than before. Besides all of that, the economic perspective sees that market forces lead to urban expansion thereby urban expansion will happened as long as the benefit from urban areas more than the agriculture areas (Fertner et al., 2016; Qian et al., 2015).

Expansion

The mechanism of resources allocation of urban land could lead to many risks that could affects the market negatively, containing the unjust distributing and the wastage of public resources. Therefore the governments started to improve the development of the urban land and control it through a group of theorists and ideologies such as the urbanism and smart growth and that is from a global perspective.in the late of 1970s. The concept of Urban Growth Management which proposed by the US that aimed many developments returning on nature like the protection of open space and rational urban growth. There are a lot of policy tools led to reducing the expansion of urban land such as delineation of an urban growth boundary. The 'Greenbelt' policy that made a great space between cities and rural area, also controlling the ultimate expansion and used in London. Each country adopted some policy tools to control the size of city, for example,

South Korea use the transfer of urban function and movements that promoted new villages. In Japan, they use land readjustment in many developed countries depend on urban redevelopment as a criterion to improve the quality of cities. In addition, the most developed country depended to farmland protection policy to cope with the loss which resulted from urban expansion (Qian et al., 2015).

Sustainable Development

Sustainable development is an all-encompassing idea dependent on a basic guideline. The thought consolidates "progression that tends to the issues of the present without exchanging off the limit of future ages to address their very own issues." The objective of sustainable development is unmistakable to guarantee financial improvement, social equity and ecological security (Houdré, 2008).

Sustainable development is currently observed as a general idea appropriate to all zones of monetary life. It is characterised as an improvement that addresses the issues of current ages without trading off the necessities of who and what is to come. Without knowing past and current examples of creation and utilisation, and precisely evaluating current needs, the necessities of future ages can't be anticipated. Feasible development can likewise be alluded to as a harmony between alleged mainstays of sustainable development; economic (situated towards monetary development and improvement), social (personal satisfaction introduction), and environmental (condition arranged) approaches (Huttmanová, 2017).

Economic Dimension (Economic Viability)

The economic viability (sustainability) of accommodation includes the ideal and productive utilisation of property resources with the goal that they can keep on working in a beneficial way in the long haul. The capacity of individual tourism ventures relies upon the capacity to recognise markets that will keep on conveying business over the long haul; to comprehend what potential shoppers are searching for; adjust to patterns and changes in source economic situations, travel examples, and tastes. This requires a powerful and continuous market evaluation to manage advancement in cordiality hotels (Kapiki, 2013).

Economic viability is a part of the sustainable development technique of numerous hotels. The objective is to make high an incentive for their investors and visitors. The technique depends on the idea of a "primary concern" that consolidates economic viability, social responsibility, and environmental protection. The organisation must utilise the standards of sustainable development to create income and spare expenses and in this way stay beneficial to be practical (Kapiki et al., 2014).

Environmental Dimension (Environmental Protection)

Ensuring the earth's continuity – with climate change at the cutting edge – is a standout amongst the most imperative difficulties confronting humankind today. Purposeful activities – at the government, corporate and individual levels – must be taken to end the progressing decay of the earth (Bohdanowicz et al., 2011).

The hotel industry around the globe has been paying more attention to ecological issues as of late. It was noticed that 75 % of the environmental contamination caused by the hotel industry was the intemperate utilisation of vitality, water, and materials amid the activity of the business. Wastewater, vapour, and substances released amid the procedure will cause unfriendly effects on our condition. In this way, without the suitable structure and plan, nature will be antagonistically influenced. The idea of environmental protection and vitality preservation can invigorate green administration to assemble hotel offices. In the event that the hotel industry can try green administration, it won't just be advantageous to natural and biological assurance, yet will likewise diminish hotel working expenses. In addition, green showcasing can draw in purchasers who likewise bolster similar ideologies (Chen, Chen, 2012).

Social Dimension (Social Responsibility)

Social responsibility is a critical term for the hospitality business. An idea whereby organisations incorporate social and natural worries into their business forms and associate with partners on an intentional premise. Social responsibility is the duty of organisations to act morally and add to improvement while enhancing the personal satisfaction of the workforce, their families and in addition the network and society all in all (Sydnor et al., 2014).

Social responsibility exercises in the hotel sector centre around the wellbeing and security of workers and visitors, decreasing the negative effect on nature and regarding the social and moral principles of the organisation and the network. A hotel that oversees common assets and wastes

sensibly diminishes its negative effect on the earth. The immediate sea likewise profits by advancing ecological thoughts among colleagues in a socially mindful hotel. The potential advantages of the network are expanded professional stability, social and instructive development, and animating the monetary advancement of nearby business visionaries (Abram, Jarzabek, 2016).

Marketing Environments

The changing in market environment proved the difficulties that market manager faced; it requires him to earn much information from business such as the demand and supply chain, the quality of the production process and so on, in order to examine and evaluate upcoming opportunities. Marketing environment divided into two categories, the indirect environment like customers and organisations, the external (indirect) environment, which is border than direct market, and include economic, technological, legal and cultural environment (Tabassum, 2014).

Microenvironment

The balance could be evident at micro-level environment through the scope and construction of the purchased utilities with accessible income and that's for consumer product that the company deal with such as inputs buyer or consumer goods. The contribution of trading ensures stability at the microenvironment and that's important to specify normality market (Pîndiche, Ionita, 2013).

Macro-Environment

The macro environment is an important factor, which leads to constant work and regular process. It could guide the organisation's activities, ensure that can handle the needs of the society, and it has an impact on an organisation's behaviour such as customer's behaviour and so on. In addition to that, the macro environment affects microenvironment because of the macro environment's broader power (Pîndiche, Ionita, 2013).

3. Methodology

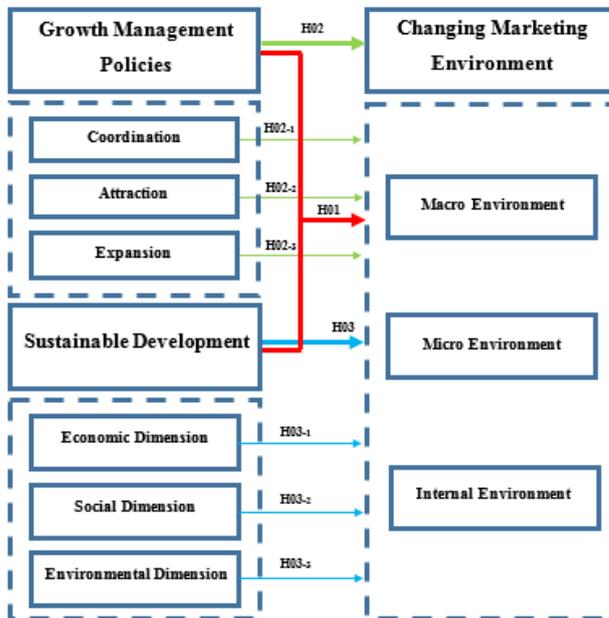
Research Instrument

The instrument contains (26) items measuring the impact of the careful application of growth management policies and sustainable development on the changing marketing environment. The questionnaire has been distributed by hand.

The questionnaire contains (3) demographic variables and (26) questions that represent the study variables, which are:

- Growth Management Policies, which has been formulated into benchmarks or objectives to be reached, and has been divided into (3) fields with (9) questions in total as shown below:
 - Coordination, which contains (3) questions.
 - Attraction, which contains (3) questions.
 - Expansion, which contains (3) questions.
- Sustainable Development, which has been formulated into benchmarks or objectives to be reached, and has been divided into (3) fields with (9) questions in total as shown below:
 - Economic Dimension, which contains (3) questions.
 - Social Dimension, which contains (3) questions.
 - Environmental Dimension, which contains of (3) questions.
- Changing Marketing Environment, which has been formulated into benchmarks or objectives to be reached, and has been divided into (2) fields with (8) questions in total as shown below:
 - Micro Environment, which contains (4) questions.
 - Macro-Environment, which contains (4) questions.

Study model



Hypotheses of the Study

1. Main Hypothesis (H01). There is no statistically significant impact of careful application of growth management policies (coordination, attraction, and expansion) and sustainable development (economic dimension, social dimension, and environmental dimension) on the changing marketing environment at the level ($\alpha \leq 0.05$).

2. Main Hypothesis (H02). There is no statistically significant impact of the careful application of growth management policies on the changing marketing environment at the level ($\alpha \leq 0.05$).

This hypothesis is divided into two sub-hypotheses:

- Sub Hypothesis (H02-1). There is no statistically significant impact of the careful application of growth management policies on the microenvironment at ($\alpha \leq 0.05$).

- Sub Hypothesis (H02-2). There is no statistically significant impact of the careful application of growth management policies on the macro-environment at ($\alpha \leq 0.05$).

- H02-2: There is no statistically significant impact of attraction on the changing marketing environment at ($\alpha \leq 0.05$).

- H02-3: There is no statistically significant impact of expansion on the changing marketing environment at ($\alpha \leq 0.05$).

- This hypothesis is divided into two sub-hypotheses:

3. Main Hypothesis (H03). There is no statistically significant impact of sustainable development on the changing marketing environment at the level ($\alpha \leq 0.05$).

- Sub Hypothesis (H03-1). There is no statistically significant impact of the sustainable development on the microenvironment at ($\alpha \leq 0.05$).

- Sub Hypothesis (H03-2). There is no statistically significant impact of the sustainable development on the macro-environment at ($\alpha \leq 0.05$).

Data Analysis and Interpretation

To examine the hypotheses of the study, which were specifically formulated to examine the impact of careful application of growth management policies and sustainable development on the changing marketing environment, the Statistical Package for Social Sciences (SPSS) was used so as to process the following statistical techniques and tests and employ them in the data analysis:

- Descriptive Statistical Techniques; these techniques include means and standard deviations that were used to illustrate the respondents to the study fields;

- Reliability Test; this test employs instruments that were used to measure the reliability of the study instrument and highlight its stability and consistency;
- Frequencies and Percentages; these techniques were used to describe the demographical variables of the study;
- Normality tests;
- Multiple Regression Test; this test was used to explore the direct impacts of the study variables.

Respondents were asked to read each question, and select one of the choices that are shown below:

- Score (5), for respondents who (Strongly Agree)
- Score (4), for respondents who (Agree)
- Score (3), for respondents who (Neutral)
- Score (2), for respondents who (Disagree)
- Score (1), for respondents who (Strongly Disagree)

Participants

The population of the study consisted of all Senior Managers who work at five-star hotels at the Dead Sea in Amman, Jordan, who amounted to (19) Senior Managers in (6) hotels. The entire study population was selected due to their low number to represent the sample of the study as shown in [Table 1](#). (19) Questionnaires were distributed, and all were retrieved, making the number of valid questionnaires (19), which was identified as (100%) of the total of distributed questionnaires, which are detailed below:

Table 1. Demographic Characteristics for the Study Sample (Gender)

Gender	Sample	
	Frequency	Percentage
Male	16	84.2%
Female	3	15.7%
Total	19	100%

From [Table 1](#) it shows that the percentage of males from the Sample was (78.94 %) meanwhile it was for females (21.06 %).

Table 2. Demographic Characteristics of the Sample (Academic Level)

Academic Level	Sample	
	Frequency	Percentage (%)
High School Degree or below	0	0.0%
Bachelor's Degree	2	10.52%
Master's Degree	7	36.84%
Doctorate Degree	10	52.63%
Total	19	100.0%

For the variable (Academic Level), it's shown that the (High School Degree or below) rank has achieved (0.0%), while the (Bachelor's Degree) rank achieved (10.52 %); on the other hand, the (Master's Degree) rank achieved (36.84 %), while the (Doctorate Degree) rank achieved (52.63 %).

Table 3. Demographic Characteristics of the Sample (Years of Experience)

Years Of Experience	Sample	
	Frequency	Percentage (%)
Less Than 1 Year	1	5.26 %
1-3 years	2	10.52 %
3-5 Years	10	52.63 %
More Than 5 Years	7	36.84 %
Total	19	100.0 %

For the variable (Years of Experience), it's shown that the (Less than 1 year) rank has achieved (5.26 %), while the (1-3 years) rank achieved (10.52 %); on the other hand, the (3-5 years) rank achieved (52.63 %), while the (More than 5 years) rank achieved (36.84 %).

Tool Validity

Table 4. Cronbach's Alpha for the Study Fields

Field Number	Field	Value of (α)
Growth Management Policies		
1	Coordination	0.712
2	Attraction	0.733
3	Expansion	0.954
Sustainable Development		
1	Economic Dimension	0.606
2	Social Dimension	0.753
3	Environmental Dimension	0.874
Changing Marketing Environment		
1	Micro Environment	0.684
2	Macro-Environment	0.801

As shown from the table above, it can be established that the total of Cronbach's Alpha for the study fields was above (0.60), which means that the results of the study will be stable.

Analysis of the Results

To analyse the data and examine the hypotheses, as well as explore the impact of the careful application of growth management policies and sustainable development on the changing marketing environment, descriptive statistics for each field were calculated, in addition to using multiple and Linear Regression as follows:

Descriptive Statistics for the Instrument's Fields

Means and standard deviations were calculated for each field of the study instrument, where all the results are shown in [Table 5](#) as follows:

Table 5. Descriptive Statistics for Management Policies and Their Impact on the Changing Marketing Environment

Field Number	Field	Mean	Std. Deviation	Level
F1	Coordination	3.91	0.51	High
F2	Attraction	4.11	0.61	High
F3	Expansion	3.79	0.88	High
F4	Economic Dimension	4.09	0.47	High
F5	Social Dimension	3.95	0.54	High
F6	Environmental Dimension	3.93	0.66	High
F7	Micro Environment	4.24	0.40	High
F8	Macro-Environment	4.14	0.51	High

As seen from the table above, it's apparent that the Coordination field has achieved a mean of (3.91) with a standard deviation of (0.51), while the Attraction field has reached a mean of (4.11) and a standard deviation of (0.61); in addition, the Expansion field has achieved a mean of (3.79) with a standard deviation of (0.88).

On the other hand, it's been established that the Economic Dimension field has achieved a mean of (4.09) with a standard deviation of (0.47), while the Social Dimension field has reached a mean of (3.95) and a standard deviation of (0.54); in addition, the Environmental Dimension field has achieved a mean of (3.93) with a standard deviation of (0.66).

In addition, it has been established through the table above that the Micro Environment field achieved a mean of (4.24) with a standard deviation of (0.40), while the Macro-Environment field has reached a mean of (4.14) and a standard deviation of (0.51).

4. Results and Discussion

Main Hypothesis (H01). There is no statistically significant impact of careful application of growth management policies (coordination, attraction, and expansion) and sustainable development (economic dimension, social dimension, and environmental dimension) on the changing marketing environment at the level ($\alpha \leq 0.05$).

The Multiple Regression test has been used to check the direct impact of careful application of growth management policies and sustainable development on the changing marketing environment, where the results can be found in the table below:

Table 6. Multiple Regression Test to Check the Direct Impact of growth management policies and sustainable development on the changing marketing

Dependent Variable	R	R ²	F	Sig	DF	Coefficients			
						Predictor	B	T	Sig
Changing Marketing Environment	.900	.810	34.009	.000	2	Constant	2.099	5.261	.000
					16	growth management policies	.739	3.594	.002
					18	sustainable development	.205	0.787	.443

As shown from the table above regarding the impact of careful application of growth management policies and sustainable development on the changing marketing environment, there is a significant impact of growth management policies and sustainable development on the changing marketing environment, as the significant value was (0.000), which is less than (0.05), while the value of R was (0.900), and the coefficient of the determination R² was (0.810). In addition, about (81.0 %) of the variation in the changing marketing environment is explained by

growth management policies and sustainable development. Furthermore, the Restriction Parameter (F) of the changing marketing environment was (34.009), which is caused by growth management policies and sustainable development; thus, we will accept the alternative hypothesis “There is a statistically significant impact of careful application of growth management policies (coordination, attraction, and expansion) and sustainable development (economic dimension, social dimension, and environmental dimension) on the changing marketing environment at the level ($\alpha \leq 0.05$)”

Main Hypothesis (Ho2). There is no statistically significant impact of the careful application of growth management policies on the changing marketing environment at the level ($\alpha \leq 0.05$).

To check the validity of the multiple regression for this model, both the VIF and tolerance were calculated for each field for the first independent variable as illustrated in the following table:

Table 7. VIF and Tolerance for Each Field for the First Independent Variable

Field	Tolerance	VIF
Coordination	.119	8.389
Attraction	.108	9.265
Expansion	.163	6.144

As shown in the table above, it seems that all VIF values were less than 10, which leads to the compatibility of using the Multiple Regression test.

In addition, and regarding the tolerance values, it’s been revealed that these values are more than (0.05), which means that the regression modelling can be used to test the hypotheses.

The Multiple Regression test has been used to check the direct impact of growth management policies on the changing marketing environment, where the results can be found in the table below:

Table 8. Multiple Regression Test to Check the Direct Impact of Growth Management Policies on the Changing Marketing Environment

Dependent Variable	R	R ²	F	Sig	DF	Coefficients			
						Predictor	B	T	Sig
Changing Marketing Environment	.899	.809	21.155	.000	3	Constant	1.690	3.604	.003
						Coordination	.196	.719	.483
					15	Attraction	.321	1.342	.200
						18	Expansion	.110	.817

As shown from the table above regarding the impact of careful application of growth management policies on the changing marketing environment, there is a significant impact of growth management policies on the changing marketing environment, as the significant value was (0.000), which is less than (0.05), while the value of R was (0.899), and the coefficient of the determination R² was (0.809). In addition, about (80.9 %) of the variation in the changing marketing environment is explained by growth management policies. Furthermore, the Restriction Parameter (F) of the changing marketing environment was (21.155), which is caused by growth management policies; thus, we will accept the alternative hypothesis “There is a statistically significant impact of the careful application of growth management policies on the changing marketing environment at the level ($\alpha \leq 0.05$).”

Sub Hypothesis (Ho2-1). There is no statistically significant impact of the careful application of growth management policies on the microenvironment at ($\alpha \leq 0.05$).

The Multiple Regression test has been used to check the direct impact of growth management policies on the microenvironment, where the results can be found in the table below:

Table 9. Multiple Regression Test to Check the Direct Impact of Growth Management Policies on the Microenvironment

Dependent Variable	R	R ²	F	Sig	DF	Coefficients			
						Predictor	B	T	Sig
Microenvironment	.873	.762	15.996	.000	3	Constant	1.477	3.604	.003
						Coordination	.404	1.421	.176
					15	Attraction	.400	1.607	.129
						18	Expansion	-.122	-.873

As shown from the table above regarding the impact of careful application of growth management policies on the microenvironment, there is a significant impact of growth management policies on the microenvironment, as the significant value was (0.000), which is less than (0.05), while the value of R was (0.873), and the coefficient of the determination R² was (0.762). In addition, about (76.2%) of the variation in the microenvironment is explained by growth management policies. Furthermore, the Restriction Parameter (F) of the microenvironment was (15.996), which is caused by growth management policies; thus, we will accept the alternative hypothesis “There is a statistically significant impact of the careful application of growth management policies on the microenvironment at ($\alpha \leq 0.05$).”

Sub Hypothesis (H02-2). There is no statistically significant impact of the careful application of growth management policies on the macro-environment at ($\alpha \leq 0.05$).

The Multiple Regression test has been used to check the direct impact of growth management policies on the macro-environment, where the results can be found in the table below:

Table 10. Multiple Regression Test to Check the Direct Impact of Growth Management Policies on the Macro-Environment

Dependent Variable	R	R ²	F	Sig	DF	Coefficients			
						Predictor	B	T	Sig
Macro-Environment	.852	.726	13.268	.000	3	Constant	1.903	2.822	.013
						Coordination	-.011	-.028	.978
					15	Attraction	.242	.703	.493
						18	Expansion	.341	1.768

As shown from the table above regarding the impact of careful application of growth management policies on the macro-environment, there is a significant impact of growth management policies on the macro-environment, as the significant value was (0.000), which is less than (0.05), while the value of R was (0.852), and the coefficient of the determination R² was (0.726). In addition, about (72.6 %) of the variation in the macro-environment is explained by growth management policies. Furthermore, the Restriction Parameter (F) of the macro-environment was (13.268), which is caused by growth management policies; thus, we will accept the alternative hypothesis “**There is a statistically significant impact of the careful application of growth management policies on the macro-environment at ($\alpha \leq 0.05$).**”

Main Hypothesis (H03). There is no statistically significant impact of sustainable development on the changing marketing environment at the level ($\alpha \leq 0.05$).

To check the validity of the multiple regression for this model, both the VIF and tolerance were calculated for each field for the second independent variable as illustrated in the following table:

Table 11. VIF and Tolerance for Each Field for the Second Independent Variable

Field	Tolerance	VIF
Economic Dimension	.179	5.573
Social Dimension	.271	3.695
Environmental Dimension	.368	2.720

As shown in the table above, it seems that all VIF values were less than 10, which leads to the compatibility of using the Multiple Regression test.

In addition, and regarding the tolerance values, it's been revealed that these values are more than (0.05), which means that the regression modelling can be used to test the hypotheses.

The Multiple Regression test has been used to check the direct impact of sustainable development on the changing marketing environment, where the results can be found in the table below:

Table 12. Multiple Regression Test to Check the Direct Impact of Sustainable Development on the Changing Marketing Environment

Dependent Variable	R	R ²	F	Sig	DF	Coefficients			
						Predictor	B	T	Sig
Changing Marketing Environment	.829	.688	11.004	.000	3	Constant	1.805	3.310	.005
						Economic Dimension	-.144	-.469	.646
					15	Social Dimension	.398	1.817	.089
					18	Environmental Dimension	.357	2.347	.033

As shown from the table above regarding the impact of careful application of sustainable development on the changing marketing environment, there is a significant impact of sustainable development on the changing marketing environment, as the significant value was (0.000), which is less than (0.05), while the value of R was (0.829), and the coefficient of the determination R² was (0.688). In addition, about (68.8%) of the variation in the changing marketing environment is explained by sustainable development. Furthermore, the Restriction Parameter (F) of the changing marketing environment was (11.004), which is caused by sustainable development; thus, we will accept the alternative hypothesis "There is a statistically significant impact of the careful application of sustainable development on the changing marketing environment at the level ($\alpha \leq 0.05$)."

Sub Hypothesis (H03-1). There is no statistically significant impact of the sustainable development on the microenvironment at ($\alpha \leq 0.05$).

The Multiple Regression test has been used to check the direct impact of sustainable development on the microenvironment, where the results can be found in the table below:

Table 13. Multiple Regression Test to Check the Direct Impact of Sustainable Development on the Microenvironment

Dependent Variable	R	R ²	F	Sig	DF	Coefficients			
						Predictor	B	T	Sig
Microenvironment	.782	.612	7.879	.002	3	Constant	2.145	3.785	.002
						Economic Dimension	.113	-.354	.728
					15	Social Dimension	.036	.158	.877
					18	Environmental Dimension	.378	2.393	.030

As shown from the table above regarding the impact of careful application of sustainable development on the microenvironment, there is a significant impact of sustainable development on the microenvironment, as the significant value was (0.002), which is less than (0.05), while the value of R was (0.782), and the coefficient of the determination R² was (0.612). In addition, about (61.2%) of the variation in the microenvironment is explained by sustainable development. Furthermore, the Restriction Parameter (F) of the microenvironment was (7.879), which is caused by sustainable development; thus, we will accept the alternative hypothesis “There is a statistically significant impact of the sustainable development on the microenvironment at ($\alpha \leq 0.05$).”

Sub Hypothesis (H03-2). There is no statistically significant impact of the sustainable development on the macro-environment at ($\alpha \leq 0.05$).

The Multiple Regression test has been used to check the direct impact of sustainable development on the macro-environment, where the results can be found in the table below:

Table 14. Multiple Regression Test to Check the Direct Impact of Sustainable Development on the Macro-Environment

Dependent Variable	R	R ²	F	Sig	DF	Coefficients			
						Predictor	B	T	Sig
Macro-Environment	.820	.673	10.274	.001	3	Constant	1.464	2.184	.045
						Economic Dimension	-.402	-1.062	.305
					15	Social Dimension	.761	2.821	.013
					18	Environmental Dimension	.336	1.794	.093

As shown from the table above regarding the impact of careful application of sustainable development on the macro-environment, there is a significant impact of sustainable development on the macro-environment, as the significant value was (0.001), which is less than (0.05), while the value of R was (0.820), and the coefficient of the determination R² was (0.673). In addition, about (67.3%) of the variation in the macro-environment is explained by sustainable development. Furthermore, the Restriction Parameter (F) of the macro-environment was (10.274), which is caused by sustainable development; thus, we will accept the alternative hypothesis “There is a statistically significant impact of the sustainable development on the macro-environment at ($\alpha \leq 0.05$).”

5. Conclusion, proposals, recommendations

Discussion of the Results

First: Careful Application of Growth Management Policies

The results of the means and standard deviations of the careful application of growth management policies fields from the point of view of the analysis showed that they were high, where the Attraction field came first, and the Expansion came last. This indicates that five-star hotels at the Dead Sea in Amman, Jordan care about attracting as many customers as possible in order for their business to thrive and grow. It can also imply that five-star hotels at the dead sea in Amman, Jordan care about expanding their business and making it grow regardless of the expenses that may come along with it, so long as it serves the objectives of the hotel and ensures better results in the long run.

Coordination

Results have shown that the total mean and standard deviation of the Coordination field were high, where it had a mean of (3.91) and a standard deviation of (0.51). This is because hotels at the Dead Sea in Amman, Jordan consider coordination an important element of its working environment and aims to instil it within its employees as much as possible.

Attraction

Results have shown that the total mean and standard deviation of the Attraction field were high, where it had a mean of (4.11), and a standard deviation of (0.61). This can be attributable to the keenness of five-star hotels at the Dead Sea in Amman, Jordan to employ the best ways possible to attract customers and broaden the scope of its customers, in addition to increasing their market share.

Expansion

Results have shown that the total mean and standard deviation of the Expansion field were high, where it had a mean of (3.79), and a standard deviation of (0.88). This is because five-star hotels at the Dead Sea in Amman, Jordan care about expanding their business and property in order to be able to provide more services, which, in turn, will make them more profits and allow them to grow.

Second: Sustainable Development

The results of the means and standard deviations of the sustainable development fields from the point of view of the analysis showed that they were high, where the Economic Dimension field came first, while the Environmental Dimension came last. This indicates that five-star hotels at the Dead Sea in Amman, Jordan care about boosting the economic stance and providing sustainable growth to the market as a part of its responsibility. It can also imply that five-star hotels at the Dead Sea in Amman, Jordan care about the environment as they live in it are keen to practise their role in preserving the environment as much as possible.

Economic Dimension

Results have shown that the total mean and standard deviation of the Economic Dimension field were high, where it had a mean of (4.09), and a standard deviation of (0.47). This is because five-star hotels at the Dead Sea in Amman, Jordan care about boosting the economic stance of the country it exists in and aims to provide a sustainable growth to the market as a part of its responsibility.

Social Dimension

Results have shown that the total mean and standard deviation of the Social Dimension field were high, where it had a mean of (3.95), and a standard deviation of (0.54). This can be attributable to the keenness of five-star hotels at the Dead Sea in Amman, Jordan to be a pivotal part in the society they live in; they also consider being active in the social dimension good for their overall image.

Environmental Dimension

Results have shown that the total mean and standard deviation of the Environmental Dimension field were high, where it had a mean of (3.93) and a standard deviation of (0.66). This is because five-star hotels at the Dead Sea in Amman, Jordan care about being an active actor when it comes to issues related to the environment, in addition to the fact that it lowers its costs, and paints a positive picture for customers who share the same views as them.

Third: Changing Marketing Environment

The results of the means and standard deviations of the changing marketing environment fields from the point of view of the analysis showed that they were high, where the microenvironment field came first, while the macro-environment came last. This indicates that five-star hotels at the Dead Sea in Amman, Jordan care about their microenvironment since it is

the most vital part of the business as it includes providers, market mediators, clients, partners, contenders, as well as the society in general. It can also imply that five-star hotels at the Dead Sea in Amman, Jordan care about their macro-environment as it prompts steady work and customary process.

Microenvironment

Results have shown that the total mean and standard deviation of the microenvironment field were high, where it had a mean of (4.24), and a standard deviation of (0.40). This is because five-star hotels at the Dead Sea in Amman, Jordan care about the external powers and factors that shape the microenvironment, which involves providers, market mediators, clients, partners, contenders, as well as the society in general, and guarantee they provide them with the best services and offers.

Macro-Environment

Results have shown that the total mean and standard deviation of the Macro-Environment field were high, where it had a mean of (4.14), and a standard deviation of (0.51). This can be attributable to the keenness of five-star hotels at the Dead Sea in Amman, Jordan to keep an eye out for external factors that might affect its business and aims to employ policies that would reinforce the beneficial factors and prevent the non-beneficial ones.

Discussion of the Hypotheses' Results

The main hypothesis (H01) showed that there is a statistically significant impact of careful application of growth management policies (coordination, attraction, and expansion) and sustainable development (economic dimension, social dimension, and environmental dimension) on the changing marketing environment; this indicates that the five-star hotels in the Dead Sea are pursuing innovative policies to develop their service delivery practices so as to contribute to sustainable development and to make a radical and positive impact on the marketing environment.

The main hypothesis (H02) showed that there is there is a statistically significant impact of the careful application of growth management policies on the changing marketing environment. This can be because five-star hotels at the Dead Sea in Amman, Jordan make use of the growth policies to grow its business in order to respond fast to changes in the concerned environments effectively.

This hypothesis is divided into two sub-hypotheses:

The first sub-hypothesis (H01-1) showed that there is a statistically significant impact of the careful application of growth management policies on the microenvironment. This is because five-star hotels at the Dead Sea in Amman, Jordan aim to employ policies that are effective in terms of the microenvironment and the actors within that environment in order to gain benefits from it.

The second sub-hypothesis (H01-2) showed there is a statistically significant impact of the careful application of growth management policies on the macro-environment. This is because five-star hotels at the Dead Sea in Amman, Jordan care about the dynamic and competitive nature of their sector, which require them to develop in a strategical way in order to survive.

The main hypothesis (H02) showed that there is a statistically significant impact of the careful application of sustainable development on the changing marketing environment. This can be because five-star hotels at the Dead Sea in Amman, Jordan believe that sustainable development helps with managing their business in order to respond fast to changes in the concerned environments.

This hypothesis is divided into two sub-hypotheses:

The first sub-hypothesis (H02-1) showed that there is a statistically significant impact of the sustainable development on the microenvironment. This is because five-star hotels at the Dead Sea in Amman, Jordan correspond positively to their interest in sustainable development and its connection to accomplishing environmental and social benefits within the microenvironment; it can be also due to the fact that if managers perform high levels of social and environmental responsibility, they can improve their profits.

The second sub-hypothesis (H02-2) showed that there is a statistically significant impact of the sustainable development on the macro-environment. This is because five-star hotels at the Dead Sea in Amman, Jordan care about employing sustainable development policies as they affect the macro-environment positively and helps them grow their business and becoming part of the highly-competing hotels in their sector.

6. Conclusion

The significance of cautious utilization of development administration approaches the careful application of growth management policies and sustainable development is starting to be acknowledged by the entire world, particularly in five-star hotels at the Dead Sea in Amman, Jordan due to the far-reaching crises worldwide economy in general, and the Jordanian economy in particular. Hence, careful application of growth management policies and sustainable development have turned out to be vital requirements for any business to develop, given that they employ new and pioneering ways and methodologies to oversee various types of circumstances viably and offer exercises that are not the same as the traditional or ones that are unlike those that have been made before. It also allows hotels to be a memorable actor that people can relate to.

The present study was made as an attempt to explore the impact of the careful application of growth management policies and sustainable development on the changing marketing environment in five-star hotels at the Dead Sea in Amman, Jordan. In light of the results shown in this study, it has been concluded that organisations, especially hotels, should employ the different policies of growth management as well as practise the different responsibilities of sustainable development in order to help them achieve their short-and long-term goals and objectives, and how they would affect their micro- and macro-environments and, in turn, the thrive of their business, as these policies and responsibilities help senior managers to expand their knowledge and expertise in a way that suits the situation at hand, especially since the economic system is becoming more complex with each passing day.

Research Limitations and Direction for Further Research

The human limitation presented a major limitation within this study, as the study population was limited to include Senior Managers who work at five-star hotels at the Dead Sea in Amman, Jordan only.

While choosing Senior Managers who work at five-star hotels at the Dead Sea in Amman, Jordan was effective and appropriate for the current study, it would've been more effective to incorporate a bigger sample to acquire better outcomes. It would also be preferable to broaden the scope of the study to include hotels other than the ones in the Dead Sea and have it from across the entire Hashemite Kingdom of Jordan. In addition, further qualitative research would be required later on to measure the impact of the careful application of growth management policies and sustainable development on the changing marketing environment accurately.

Further research into the broader and more extensive impact of the careful application of growth management policies and sustainable development on the changing marketing environment with any new outcomes, regardless of whether they are positive or negative, would be highly valued and appreciated by the researcher.

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